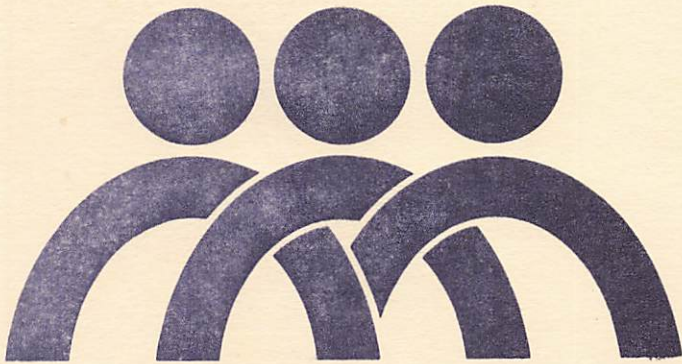


Vincent Scott

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4/23



**SHARING APPROACHES THAT WORK**

NEW ENGLAND AND THE MARITIMES  
RURAL DEVELOPMENT SYMPOSIUM  
UNIVERSITY OF SOUTHERN MAINE  
GORHAM CAMPUS JUNE 16-18

# INTERNATIONAL EXPOSITION OF RURAL DEVELOPMENT



18 June 1983

Vincente Sestt

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## NEW ENGLAND AND THE MARITIMES RURAL DEVELOPMENT SYMPOSIUM

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People throughout the Atlantic Provinces of Canada and the New England States in the U.S.A. are deeply concerned about the quality of life. This is a concern about the present and the future. Old economic patterns are changing rapidly; decision-making is more complex; and it is more difficult than ever to see clear meaning in every day events.

At the same time, groups of local people everywhere are creating practical, innovative ways of dealing with new situations and solving tough problems.

On June 16, 1983, more than 150 people gathered in Gorham, Maine, to share approaches they have found that work. They came from 8 states and 4 provinces to exchange what they know about rural development and to find ways of expanding the successful development efforts where they live and work.

They identified the Trends, named the key ingredients, and delineated the creative new directions in rural development today.

This document contains the preliminary results of their work.

This symposium is one of eight being held in Canada and the United States as part of the International Exposition of Rural Development. It is part of the effort to identify development projects which demonstrate to a world-wide audience the most effective local programs.

## AFFILIATED COORDINATION OFFICES

P.O. Box 660  
Bombay, India 400 001  
tel. 37-3741

31 Whitfield Rd., 1/f. No. 1  
Causeway Bay, Hong Kong  
tel. 5/786-566

4750 N. Sheridan Road  
Chicago, Illinois USA 60640  
tel. 312/769-6363

## LOCAL OFFICE:

P. O. Box 2239  
Augusta, Maine 04330  
tel. 207/696-4688, 289-3511

# NEW ENGLAND AND THE MARITIMES RURAL DEVELOPMENT SYMPOSIUM

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### TRENDS INTRODUCTION

In the Friday morning workshop six groups focusing on agriculture, education, health, housing, business, and energy/resources, were asked to write 3-5 statements of trends in rural development from the vantage of their particular arena. In a plenary session all these statements were read to the whole symposium. The whole group was then asked to discuss these statements and identify the ten key trends that will influence rural development in the next 15 years. What follows is a brief summary of that discussion.

1. Small Scale Efforts:  
Development in rural areas occurs through many diverse small-scale efforts.
2. Self-Reliance:  
Tremendous effort will go into ways of living and working that enhance self-reliance. This is an approach that values taking responsibility and assumes that self-reliant individuals, families and organizations contribute to healthy, creative community.
3. Local Focus:  
The centers for decision-making are increasingly shifting from the political and economic urban centers to the local setting.
4. Networking for Power and Effectiveness:  
A wide variety of coalitions, alliances, partnerships, etc... will continue to be created in order to influence the economic and political structures of New England and the Atlantic Provinces.
5. New World View:  
Our old standards, definitions, ways of describing the going-on of rural development are increasingly inadequate. Past assumptions about responsibilities and forces in rural development are inappropriate. People experience the need for new language to describe what they do and what they see happening. It looks like a global view of the local.
6. Migration to Rural Areas:  
The 1980 census documented that the fastest growing areas are rural. This migration will continue and create a whole new set of needs, constituencies and activities in rural development.
7. Centralization of Capital:  
The financial mechanisms and institutions which are the foundation of development continue to be governed by a centralization of ownership. The control and influence of financial decision continues to be held by fewer and fewer people.
8. Agricultural Land Diverted:  
Prime agricultural land will continue to be diverted to other uses.

(Trends Introduction, Continued)

9. Forces of Help Locally Based:  
During the 70's, "outsiders" came to rural areas, bringing with them additional skills and new tools for empowerment. These people stayed and together with the local people are the new forces of community care and development.
  
10. Urban Consciousness of the Importance of Agriculture:  
Because more and more urban dwellers know people who are living in rural areas, and because of the widespread concern to be good stewards of our natural resources there will be greater attention to agricultural issues.

## TRENDS IN RURAL DEVELOPMENT

### HEALTH TRENDS

1. In the arena of health there is a trend in rural development towards knowledge and understanding of intercultural similarities and differences--"Know thyself and the culture you are working in"

This is illustrated by:

1. Outhouses used as grain storage bins.
2. Cultural fatalism conversation about beliefs
3. Financing of oxplow in Kenya rather than tractor

2. In the arena of health there is a trend in rural development towards a holistic approach in orientation, methodology, etc.

This is illustrated by:

1. Awareness of "culture".
2. Integration of community resources
3. Beginning recognition of the need for spiritual elements.

3. In the arena of health there is a trend in rural development towards developing the local capacities.

This is illustrated by:

1. Our town project, North Country.
2. Tignish, (PEI) Normalization Co-Op, Fisheries Co-Op, Health Co-Ops.
3. Fredericton Junction, rural "Meal on Wheels".

4. In the arena of health there is a trend in rural development towards assuming the universal self determination drive.

This is illustrated by:

1. Tignish (P.E.I.) Co-ops Common Causes and Needs.
2. Farmers helping farmers, food and Family needs expanded
3. Indian Island (Penobscot) whole approach to community life.

5. In the arena of health there is a trend in rural development towards integrating the resources supplied with local receptivity.

This is illustrated by:

1. An integrated approach to rural development.
2. Multisystems approach
3. Occupation affects health
4. "Breaks" in the "system" are the problem
5. Develop health teams slowly

## EDUCATION TRENDS

1. In the arena of education there is a trend in rural development towards immediate and maximum community involvement in goal identification as well as leadership and management.

This is illustrated by:

1. The band council of Chapel Island Indian Reserve providing total direction for band development projects.
2. The increasing reluctance of granting and funding agencies
3. More and more community initiatives are being taken by community groups like the hamlet of Millers Mills which dissociate themselves from any need for external support or assistance.

2. In the arena of education there is a trend in rural development towards being self-sustaining.

This is illustrated by:

1. Good public relations--aggressive yet not alienating.
2. Alternative financing--barter, volunteers, donations, revolving funds, pooling resources with other organizations.
3. Developing enterprises.

3. In the arena of education there is a trend in rural development towards strengthening the cultural/community/family identity through keeping traditions alive and using useful new advances.

This is illustrated by:

1. Establishment of local school on Chapel Island which teaches MicMac language and customs and computers.
2. Effort to keep alive French language and culture in Canada
3. Writing down traditional skills, such as books on basket making in Preston, Nova Scotia
4. Ice harvest festival in Miller's Mills

4. In the arena of education there is a trend in rural development towards regional committment to sustain rural community involvement.

This is illustrated by:

1. Larger percentage of people involved with community efforts.
2. More people are realizing individualistic efforts cannot generally succeed in community projects
3. More motivators in all walks of life are committing time for Co-op efforts

5. In the arena of education there is a trend in rural development towards local control and involvement with external linkagethrough using established resource networks, enlisting local leaders, local ownership, cooperation and communication with complementary local programs.

This is illustrated by:

1. New youth program linking with established programs and structured with local input
2. Worker cooperatives
3. Energy conservation and education program which used local women leaders as resource people to gain credibility

## AGRICULTURE TRENDS

1. In the arena of agriculture there is a trend in rural development towards cooperation.

This is illustrated by:

1. Producers cooperatives (Merr./Puga/Scrawb growers)
2. More cooperation among producers/distributors/wholesalers/retailers
3. Climate of cooperation with participation of government in Maritimes: more support of money, development policies for small farms--also more support in New England.

2. In the arena of agriculture there is a trend in rural development towards recognizing a need for public policy which supports agriculture.

This is illustrated by:

1. Finance mechanism which: a) makes capitol, b) low interest, c) locally administered.
2. Marketing legislation: a) marketing boards producer owners, b) Promotion programs, c) Infrastructure and facilities
3. Education and Extension: a) Ag colleges, b) adult farmer training in finance and farm management
4. Research in small scale as well as commercial resource-conservation management.
5. Political pressure on national level about trade
6. Organizational support

3. In the arena of agriculture there is a trend in rural development towards the use of cooperative problem-solving between traditional and non-traditional agriculture interests including producers, processors, marketeers, and consumers.

This is illustrated by:

1. Shaw-M.G.C. connection
2. Land Trust Program and revolving fund
3. Participation in this workshop by government, business, producers, organizers

4. In the arena of agriculture there is a trend in rural development towards farmers moving toward a mixx of marketing strategies.

This is illustrated by:

1. Success in cooperative marketing ventures
2. Direct communications between producers and buyers
3. Producers paying attention to quality of product and preparation for marketing

5. In the arena of agriculture there is a trend in rural development towards support on the state/provincial and local level for increased resource control and access.

This is illustrated by:

1. Efforts at farmland preservation
2. Coordination of support agencies
3. Beginnings of land trusts
4. Support for entry-level farmers and inter-generational land transfer

6. In the arena of agriculture there is a dominant trend in rural development

### AGRICULTURE TRENDS (continued)

6. In the arena of agriculture there is a dominant trend in rural development towards concentration of ownership and control of productive resources.

This is illustrated by:

1. Decreased access to capital and land for farmers
2. Withdrawal of federal public support for now and beginning small farmers
3. Acquisition of farmland for speculative and non-agricultural purposes

7. In the arena of agriculture there is a trend in rural development towards concern for people in agriculture and their ability to commit and persist.

This is illustrated by:

1. Movement towards joint action
2. Willingness to discipline selves vs group
3. Openess towards change and progress

### HOUSING TRENDS

1. In the arena of housing there is a trend in rural development towards local design.

This is illustrated by:

1. Zoning to allow for cooperative housing
2. Regular local crime task force meetings
3. Ecological considerations

2. In the arena of housing there is a trend in rural development towards self help as an alternative to capital intensive

This is illustrated by:

1. WHCA's home repair program
2. Shelter Institute teaching people to design and build their own homes
3. Land trusts and cooperatives to reduce costs (H.O.N.E. & Lake Major)

3. In the arena of housing there is a trend in rural development towards networking and communications.

This is illustrated by:

1. Alliances of organizations - Black United Front (umbrella organization), Joint Action Committee (local community representatives elected by the people), Working Committee (government officials, ministers)
2. Group meetings - total community and sub groups, monthly newsletters  
Seminars and Workshops - leadership training  
Use of Media - publications ("From Africville To New Road")  
Public Education
3. Sharing with other groups

HOUSING TRENDS (continued)

4. In the arena of housing there is a trend in rural development towards education for design of low cost housing.

This is illustrated by:

1. Involvement in design and building of own houses requiring research
2. Crisis in energy costs - concern in consumption - media leaped in to educate
3. Schools to teach design and construction flourishing H.O.M.E. Shelter Institute, Bath

5. In the arena of housing there is a trend in rural development towards ownership.

This is illustrated by:

1. People have a personal stake in the maintenance and feeling of direct benefit
2. Self help meetings - educates in how/why improvements are made - people go home and do it.
3. Habitat for Humanity, working in partnership with the poor has enabled hundreds of poor families to own simple but decent places in which to live in impoverished rural areas throughout the USA and Third World

BUSINESS TRENDS

1. In the arena of business there is a trend in rural development towards operating cooperatively on smaller scales--at the grassroots from the "bottom up" to create jobs.

This is illustrated by:

1. The 250 jobs created at TIGNISH Coop.
2. Starks Enterprise Corporation
3. The many Farmers Markets and food cooperatives

2. In the arena of business there is a trend in rural development towards using management sciences in venture development, with an accent on marketing using the tools of big business in a small context.

This is illustrated by:

1. Management technology centers (Maine produces/Catch the taste of Maine fish)
2. Small Business Development Centers (Maine Idea)
3. Government supported marketing orders
4. Alliance between Shaw's Supermarket and Merrimack Coop.

3. In the arena of business there is a trend in rural development towards networking resources around common agendas.

This is illustrated by:

1. This symposium
2. Cooperative marketing: Blueberry Co-ops NA Blueberry Alliance
3. New England Rural Leadership (NERL) Kellogg Foundation
4. Anti-nuke--alternative energy projects

ENERGY AND RESOURCES TRENDS

1. In the arena of energy and resources there is a trend in rural development towards cross sector networking.

This is illustrated by:

1. Inter-regional, intra-regional exchanges and symposia--  
RDC Symposium, Maine Organic Farmers and Gardners Assoc. PEI  
International Family Farmer Association, Atlantic Center for the  
Environment, New Hampshire Resource Recovery Project
2. Alliances for political change--Virginia Water Project,
3. Linking political/individual/industry/community sectors--NH  
Resource Recovery Project, Buffalo Energy Project

2. In the arena of energy and resources there is a trend in rural development towards cost-factor awareness.

This is illustrated by:

1. Taxx protest
2. Public service cutbacks
3. Extracting resources from waste

3. In the arena of energy and resources there is a trend in rural development towards locally controlled development that uses local resources.

This is illustrated by:

1. Proliferation of CDC and LDE's
2. Wood-fuelled co-op--Portland, Me.
3. New Hampshire Resource Recovery Association garbage is  
resource.

CRITICAL INGREDIENTS  
"KEYSTONES" FOR RURAL DEVELOPMENT

HEALTH

1. Clear Understanding of Purpose, because without planning and study to determine the direction which we are going, we will be running around in circles. The old cliché, "if you don't know where you are going, you will never know where you are or when you have arrived."
2. Energetic Committed People, because unless people are willing to put the effort forward, your project would not succeed.
3. Community Readiness includes crisis issues, real felt needs by local citizens, alienation and hope, and cultural feasibility, because the primary change in goals and structures must come from the people themselves.
4. Democratic Leadership, because this draws many people and their wisdom into the project, whereas autocratic leadership, either by local or outside leaders, stifles participation and leaves no one to carry on the project.
5. Celebrational Life, because this allows the community to share its story through song, dance and other community activities that continue to rehearse their story and to hear/see what is possible in their future.
6. Honoring Core Values, because results of "development" may be contrary to what the well-intended change agent is striving for, i.e., a narrow goal, and thus, small and socially disruptive results.
7. Indirect Approach (i.e. demonstration) is a way for people to see new possibilities and decide for themselves if they want to incorporate it.
8. Local Funding/Sponsorship, because there will be a greater effort to succeed--we try harder if we have something to lose.
9. "Kitchen Table Talk", because this is where new ideas can be chewed over until they are ready for action, and the kitchen table is where commitment is built.

EDUCATION

1. Providing Concrete, Tangible Results or models is important so supporters and potential supporters know progress is being made--not just talk and ideas.
2. Credibility, because people are not ever entirely convinced by rational methods, but by people and institutions that they trust, and by prior obligations.
3. Personal One-to-One Basis results in confidentiality to further pursue problems, actions, desires, of the families.

## CRITICAL INGREDIENTS

(Education, Continued)

4. Identify Needs & Concerns of the Target Group or beneficiaries, and involve them in the development process at the outset in order to appropriately define project objectives and roles and thereby collectively meet goals.
5. Locating & Developing Workers with Practical Skills--sincere, sympathetic, dynamic and committed workers who can communicate ideas and encourage participants, because commitment to a program is based largely on whether people trust the leaders.
6. Sensitivity to "agendas" (written & unwritten) of different interest groups, (what they need and how far they will go to meet those needs), because often the unwritten agendas are unknown until one does a lot of orientation in the community.
7. Working Through State & Local Organizations and building a network of support for education to promote community economic development, because in order to draw in concerned/affected persons, it is necessary to speak directly to them in their organizations (e.g. trade unions).
8. Developing a Network of Support, among similar projects (e.g. worker coops), and with supporting organizations (banks, technical assistance groups, etc.)
9. Critical Analysis of what is being done, because otherwise you lose touch with how your program is or is not working. Evaluating what has been done and challenging what is being proposed is essential.
10. Involving People Affected at initial stages of development of education/training program. This not only ensures community input and provision for leadership, but fosters support of the project by the target group and thus its level of success.
11. Supportive Legislation and Regulations, because successful work cannot usually be done in defiance of existing law.
12. Outside Expertise, because technology and knowledge have reached a point where no community or community of interest can possess all of the expertise that it requires for optimum success.

## AGRICULTURE

1. Self-critical Honesty, because on recognizing your own limitations you become open to change and thereby improving your efforts within the community. This way weak programs can be identified and strengthened, mistakes won't be perpetuated or institutionalized.
2. Short-term Successes, to give people confidence to take on larger, more complicated projects.
3. Effective Fiscal & Personnel Management, because both are often in short supply & should be used efficiently.

## CRITICAL INGREDIENTS

(Agriculture, Continued)

4. A Viable Organization, with Consensus on clear, realistic goals because:
  - a. it avoids confusion in work to be done
  - b. you know when you've arrived
  - c. you know where you're going
  - d. people won't work together unless they agree
  - e. you need strong organization or you'll end up working by yourself
  
5. Feasible Project Design, knowing the needs & goals/commitments, constraints, options and methods for accomplishment, because failure in any one means wither failure of the project, or inability to maximize opportunities.
  
6. Regular, Clear Communication at all levels and between all involved, including the community, because
  - a. it builds trust within the organization
  - b. it performs an education function
  - c. it prevents "slippage" in achievement of goals
  - d. it provides outreach to the community
  
7. Knowing the History & Values in the social/geographic area because this would prevent repeating past mistakes. and provide clues to the strengths in the social/geographic area.
  
8. Allow Problems to Surface, try to clearly identify them and seek professional help to resolve, rather than waiting for others to identify problems for you and prescribe solutions.
  
9. Sensitivity to Dangers of using a participatory process to manipulate people, because
  - a. people will resent it and get angry
  - b. destroys levels of trust
  - c. results are false
  - d. doesn't respond to local needs
  - e. will create drop-outs when the going gets rough & support disappears
  - f. no sense of ownership
  - g. makes all other future leaders suspect
  - h. immoral & dishonest
  - i. denies wealth of local wisdom
  - j. difficult to implement
  - k. reduces political support
  - l. it's autocracy in the name of democracy
  
10. Effective Leadership & Organizing and use of existing networks (good "old boy, old girl") is a critical ingredient because
  - a. mistakes made by previous organizers may be avoided.
  - b. contacts and resources may be gained through it
  - c. it may bond local credibility to such efforts

## CRITICAL INGREDIENTS

### HOUSING

1. Pulling Together, because the problem is solved quicker with more people involved; more information and solutions are available with more people involved. Until anything is important to a group people won't pay as much attention.
2. Formal & Informal Communication, because formal keeps people informed of the facts of a project, informal is important because it can maintain people's personal interest in a way that a newsletter cannot.
3. Recruitment--creating a group out of individuals. When a person feels that their needs will be met, that your ideas count, that you will experience success and have it recognized, that leadership communicates with you and you have avenues for others to hear you, participation looks rewarding. One on one contact, word of mouth (rumor mill), media coverage all help start recruitment, celebration of small successes and shared load maintain it.
4. Dispelling Resistance
  - a. educating and informing the skeptics with facts
  - b. asking people to do small tasks that are easily accomplished
  - b. seek out and involve people--making them feel a part of the dialogue program
  - c. honoring the ideas of all factions
5. Constructive Use of Working with Power Structure,
  - a. by increasing the numbers at public meetings--numbers, speak!
  - b. by increasing your visibility to those "in charge"
  - c. by using the media to bring about some of this visibility
  - d. through petitions
  - e. through one-on-one meetings
6. Contagious Excitement & Achievement. It is essential to combine small achievements and build them into large, publically recognized successes. Organizations must address issues that are cited as most important by individual members. Be sure members are involved in specific activities.

### BUSINESS

1. Funding on the Local level from State bank or credit unions, because they would be more responsive to the criteria and guidelines important to cooperative business arrangements.
2. Lobbying/Information Dissemination, because it can create greater awareness resulting in changes in laws that will be beneficial to new cooperative businesses.

## CRITICAL INGREDIENTS

(Business, Continued)

3. Local Initiative because local organization can have more credibility and continuity.
4. Planning, because planning is the one process that encompasses the concept from a total standpoint, and because with reasonable business planning, which includes marketing, capital, etc...the odds say you will succeed. Without it, the odds are you will fail.
5. Cooperation Through Compromise, because its more cost effective and encourages local independence.

### ENERGY & RESOURCES

1. Access & Control of Resource Base, because it will provide the tools, and lifeblood and ability of the organization to complete the task--without them it will not completely happen.
2. Good Management, because it is the focus of achieving goals through indigenous leadership skills.
3. Development based upon Conservation and sustainable resources, because if the problem is ignored there will be nothing left for future generations.
4. A Working Demonstration Project, because it lets people judge based on actual outcomes, not ideology or speculation.
5. A Realistic Assessment of the needs and skills of the people, because otherwise the development will fail for its inability to meet real needs or inability to give local support, or will require the importation of labor.
6. Communication with All Project People in order to translate ideas into action, to improve effectiveness and efficiency while allowing for feedback.
7. Educate Local People in skills because development without education is like a diet followed by an eating binge--it has not reached its goal of community enhancement.
8. Good Relations with the News Media, because the free advertising helps develop awareness of your project, can generate greater participation, and create a favorable image with the public,

GUIDELINES  
FOR RURAL DEVELOPMENT

INTERCHANGE SYSTEMS

ALWAYS, ALWAYS, ALWAYS...

- love people
- be fully informed
- know thyself (goals, objectives)
- "know thy organization" (its purposes, processes--because they may be off purpose)
- state your objective first
- be sincere and trustful
- know where you need legal counsel and use it
- develop support where & when you need it
- use simple procedures
- if applying for funding, follow procedures & make it reflect policies and direct to people
- keep records of communications and agreements
- have sound public relations policy
- have a good disposition
- plan and strategize before acting (plan ahead)
- communicate fully

NEVER, NEVER, NEVER...

- hate people
- go unprepared
- be afraid to ask
- use anacronyms & jargon
- badmouth peer or other groups
- take only one "no" for an answer
- use red tape if can be avoided
- write a contract that you can't get out of
- build false hopes in relations
- assume that people understand you

LEADERSHIP DEVELOPMENT

ALWAYS, ALWAYS, ALWAYS...

- be considerate of leadership, be a friend
- know talents
- know own limitations
- evoke confidence
- prepare leadership for rold
- develop skills
- assign people something to do in organization
- criticize positively
- create leadership teams
- be honest
- keep the perspective of group commitment

## NETWORKS & COALITIONS

ALWAYS, ALWAYS, ALWAYS...

- communicate with all parties
- have individuals in groups that are helpful to one another
- be willing to share victories and defeats
- be sure the liaison is authorized by the groups to fill that role
- keep communication open
- be realistic about what you can offer
- don't promise what you can't deliver
- do research, know where the networking groups stand on issues
- have a clearly stated purpose
- leave room to adjust perceptions
- involve potential participants in developing purpose statement
- involve many groups with diverse interests
- be entrepreneurial in looking for deals, always thinking for public good
- get adequate funds
- have decision-making mechanisms (we recommend consensus)
- perceived benefits for all
- open membership
- have a non-defensive liaison to mediate fights
- have periodic evaluation
- encourage and develop leadership skills

NEVER, NEVER, NEVER...

- over-institutionalize when not needed
- put groups or people together, without understanding their needs first
- institutionalize the leadership
- stop listening
- stop networking
- negotiate deals in secret
- tolerate hidden agendas
- underestimate the power of the organization
- be too idealistic
- total congruence
- ignore small successes

## PARTICIPATION & ORGANIZATION

ALWAYS, ALWAYS, ALWAYS...

- at closure, say thank you, give credit away
- match people to tasks
- make it fun (if you can)
- retain a capacity for self criticism - realism about means and end
- speak to new people
- provide refreshments
- maximize personal contact
- be respectful of diversity (even the fringe)
- keep in mind the group dynamics and process
- communicate relevant info to the committee
- elect local leadership to run the meeting
- work to create consensus

(LEADERSHIP DEVELOPMENT, CONTINUED)

NEVER, NEVER, NEVER...

- let leadership stand alone...provide support
- overwork leading to burnout
- assume someone isn't leadership material
- do it all (one person)
- feel or be indispensable
- close your mind or ears
- grab the credit
- short-change the role
- forget positive reinforcement
- be manipulative
- let "isms" take control of a group
- have purposeless meetings

MANAGEMENT

ALWAYS, ALWAYS, ALWAYS...

- be clear about goals, objectives
- communicate regularly
- maintain your cool
- compliment success and address shortcomings in a supportive way
- always share planning process
- share credit
- deal fairly
- act as a model
- admit mistakes
- decide you are going to win
- put policies in writing
- treat people with respect

NEVER, NEVER, NEVER...

- pass the buck
- ignore problems until they get too big
- assume
- talk negatively about another worker
- allow your need to be liked interfere with your ability to manage
- blame
- tell non-truths
- promise unless 100% certain
- start without a goal
- do all the work yourself

## GUIDELINES

### (PARTICIPATION & ORGANIZATION CONTINUED)

#### NEVER, NEVER, NEVER...

- intimidate
- puff up or exaggerate the story
- shut off new ideas
- assume that everyone sees it the way you do
- overload with responsibility (avoid guilt, tripping)
- organize without study and research
- be unavailable
- try to do it all yourself
- be unresponsive
- be confusing about your role
- talk down to anyone
- lose sight of the objective

#### FUNDING

#### ALWAYS, ALWAYS, ALWAYS...

- bank set asides for small money
- find like minded sources
- get people with money to participate
- get user donations
- get recognition (selection voters)
- coordinate deposits
- get information on need
- have a really effective board of directors
- benefit projects
- have personal contact with sources
- be clear on track record, accomplishments, and plans
- use efficient management
- cut administration
- make use of cash flow alteration for short term projects
- borrow to set up a revolving fund
- try churches for social service money
- use coop shares as equity
- develop a credit rating

#### NEVER, NEVER, NEVER...

- remain isolated
- ignore local sources
- assume the source knows you
- be afraid to ask for money
- give up too easily
- ask for too little
- wait until you run out of money until you ask
- hide anything
- ignore your bottom line

GUIDELINES

(FUNDING CONTINUED)

NEVER, NEVER, NEVER...

- ignore your account
- believe a grant until you get the money
- accept seed money until you know the fertilization
- assume seed money is seed money
- ignore the guidelines

## CHALLENGES AND RESPONSES

### FUNDING

The primary challenges in funding are:

1. Little owner equity
2. New entrepreneurs with no track record
3. Lack of management skills by service groups
4. Inability to find sources of like mind
5. Private sector hesitancy
6. Large corporate entities own the resources
7. A high percent of millionaires in some states

Alternative techniques or proposals in response to these challenges are:

1. Borrowing venture capital from family or other people who want to see you succeed
2. Becoming educated about business practices
3. Developing recognition
4. Creating a state bank or a new institution for a profit arm
5. Going to local sources
6. Knowing the market potential in order to determine the right scale for the project
7. Creating a worker-owned enterprise
8. Breaking up monopolies
9. Creating an umbrella cooperative
10. Cooperative purchasing and marketing
11. Self funding
12. Giving "trailers" to non-profit entities
13. Recognizing the cooperative contribution

### INTERCHANGE SYSTEMS

The primary challenges in interchange systems are:

1. Competition for service (money, technical assistance)
2. Overcoming power struggles for levels of authority
3. Knowing who to communicate with about what
4. Learning how to link the public and private sector in effective coalitions
5. Failure to maintain decency (poor interpersonal skills)

Proposals in response to these challenges are:

1. Defining levels of authority
2. Keeping members informed
3. Making sure each person has a job description
4. Setting up an organization with incentives
5. Defining goals/objectives of each sector and the organization
6. Encouraging participation in the demonstration process and invite competition
7. Establishing job classification and descriptions
8. Establishing grade levels by content

CHALLENGES AND RESPONSES Continued

(INTERCHANGE SYSTEMS Continued)

9. Establishing monetary levels
10. Setting up an evaluation system (merit/short comings)
11. Orientation establishing work rules and policies

LEADERSHIP DEVELOPMENT

The primary challenges in leadership development are:

1. Motivating people's involvement
2. Securing leader training skills
3. prioritizing needs
4. Sharing leadership

The proposals to meet these challenges are:

1. Defining the purpose clearly
2. Finding friends/opportunities to share
3. Doing surveys of needs
4. Having appropriate challenges as wide as possible
5. Doing something with kids
6. Involving those who turn out
7. Using public relations
8. Working through the church
9. Creating leadership teams
10. Defining the task clearly enough so people can share it
11. Providing help for people to understand how to lead
12. Creating a group structure with diverse roles

MANAGEMENT

The primary challenges in management are:

1. Maintaining respect
2. Fragmentation of effort
3. Ineffective communication
4. Sink or swim training methods
5. Coping with rapid expansion

Alternative responses to these challenges are:

1. In response to #1 above, being supportive in both praise and description of shortcomings and modelling your actions along the lines of what you expect from your employees (being what you wish to see from them).
2. In response to #2 above, having everyone participate in setting the goals and objectives, clearly defining the goals and roles and discussing them, and giving credit to all those involved in the success.
3. In response to #3 above, holding regular staff/team meetings, soliciting responses from employees and honoring them so they see their opinions count, and improving your directions to ensure everyone is working out of the same framework.

CHALLENGES AND RESPONSES Continued

(MANAGEMENT Continued)

4. In response to #4 above, Using planning processes so the tail doesn't wag the dog, delegating hunks of responsibility for others to follow through on, and looking before you leap.

COALITIONS AND NETWORKS

The primary challenges in coalitions and networks are:

1. Geographic isolation
2. Undocumented success of networks and coalitions
3. Unrecognized common purpose
4. Adversarial political and economic systems
5. Unresponsive institutional systems
6. Overemphasis on individual effort

The alternative responses to these challenges are:

1. In response to #1 above, newsletters, periodic events or meetings, telephone communications, and creating a broad-based geographic membership for the group or project
2. In response to #2 above, researching success by area or by issue, choosing a historian from the group, and repetitive storytelling.
3. In response to #3 above, stating what the purpose of working together is, publicizing the purpose, finding a mechanism to recognize new needs that emerge for alliance, using effective communication tools, doing regular and planned evaluation, providing opportunities for renewal of personal commitment to the coalition, sharing background information as to what each group is doing (telling the stories over and over), and identifying needs from their point of view and seeing where they merge or overlap.
4. In response to #4 above, educating a) political and economic leaders as to their own best interests in changing the system and b) the populace as to the facts of the system and how to change it; building coalitions to change the system through political and economic pressure; using the media to expose needed changes in the system; and revolution if all else fails.
5. In response to #5 above, showing how the interests of existing, unresponsive institutions can be furthered by their promotion of new coalitions and creating new public purpose organizations under non-profit corporation laws.
6. In response to #6 above, using specific problem solving situations to wean the individualist (person or group) away from individual efforts, gently nurturing with benefits of group efforts, and educating networks on how to deal with holdouts by making known the benefits of a coalition and being patient.

CHALLENGES AND RESPONSES Continued

PARTICIPATION & ORGANIZATION

The primary challenges and alternative responses in participation and organization are:

1. Maintaining project momentum and participation through stating objectives possibilities and limitations realistically and also by making the person suggesting the project implement the project
2. Developing working relationships that motivate personnel and maintain project momentum through good two-way communication, setting realistic goals, encouraging and sharing responsibilities to create a team approach, and continuously evaluating and documenting activities as a form of accountability.
3. Maintaining the community story in order to create and maintain a community spirit and momentum through annual events for total participation, leadership development, community wide communication vehicles, and task oriented teams.
4. Creating an effective organization that is both well-managed and open and democratic by having a commonly understood and accepted structure of organization and a procedure for decision making; effective two-way communication and access to channels of communication; constant effort at education in order to improve operation, organization and decision making, and participatory planning including needs assessment, goal setting, evaluation, and strategies.
5. Finding a common focus that will excite people to participate and create on several levels (short range and long range) in order to overcome a sense of powerlessness through fostering a sense of common problems and solutions, focusing attention on small, manageable tasks as a starting point, becoming aware of similar models and successes, and creating trained local leadership.

**PROJECT:** HYBRED SOLAR WALL GREENHOUSE  
262 Georgetown Rd.  
Harrington, ME 04643

**CONTACT:** Charles Ewing, Director  
Office: 207-183-9763

**OBJECTIVES:** demonstrations of low-income housing  
greenhouses  
solar walls

**ACTIVITIES:** share ideas & develop methods of solar heat  
design cooperative greenhouse construction and  
manufacturing of solar and wind devices

**ACCOMPLISHMENTS:** NY solar wall  
NY/ME design for community building  
solar DHW, South Dakota  
Rockland projects

**PROJECT:** LAMOILLE COUNTY DEVELOPMENT COUNCIL  
Box 577  
Morrisville, VT 05661

**CONTACT:** Kathleen M. Piper, Assistant Director  
Office: 802-888-4548

**OBJECTIVES:** economic stability  
regional and town planning for health regulations  
to guide a more organized and healthier land  
use pattern  
keep local towns aware of funding opportunities

**ACTIVITIES:** meet with local Boards of Selectmen  
conduct training sessions  
offer grant writing for local towns  
provide technical assistance to local residents,  
businesses and organizations to accomplish  
their goals  
maintain understanding of new rules and regulations  
write or assist towns in writing plans, zoning  
bylaws, subdivision regulations, health regulation

**ACCOMPLISHMENTS:** industrial park  
adopted regional plan  
successful grants for fire stations and town garages  
industrial development arm in county  
implemented town plans

PROJECT: MILLERS MILLS GRANGE ICE HARVEST  
Millers Mills Rd., R. D. #1  
West Winfield, NY 13491

CONTACT: Mrs. Henry B. (Doris) Huxtable  
Home: 315-822-5281

OBJECTIVES: to bring neighbors together  
to work together to care for one another  
to help Grange and Church in community

ACTIVITIES: old-fashioned ice cream socials  
hay rides  
home-made boat contest  
contests in log riding, log rolling, chain saw use  
raise money for volunteer firemen

ACCOMPLISHMENTS: community residents working together  
regular community social gatherings

PROJECT: DANFORTH PROJECT  
Box 265  
Danforth, ME 04424

CONTACT: Magel Marshall  
Office: 207-448-7046

OBJECTIVES: control flooding in business area  
get adults high school (GED) education diploma  
begin small businesses  
community activities

ACTIVITIES: weekly meetings on different projects  
1 full-time and 1 part-time paid workers serving  
the towns in the area  
guiding guests on site visits  
education nights

ACCOMPLISHMENTS: received CDBG  
30 people in adult education  
flea market  
6 in vocational schools  
credit union presentation  
graduation programs

**PROJECT:** AGRICULTURAL PRESERVATION RESTRICTION PROGRAM  
Dept. of Food and Agriculture  
100 Cambridge St.  
Boston, MA 02202

**CONTACT:** Tim Storrow, Director, Division of Land Use  
Office: 617-727-6642

**OBJECTIVES:** retaining farm land  
providing opportunity for farmers to purchase  
land at affordable prices

**ACTIVITIES:** purchase land development rights

**ACCOMPLISHMENTS:** acreages preserved, many more in process  
land with restriction sells at agricultural value

**PROJECT:** SOUTH CENTRAL DEVELOPMENT COUNCIL  
Fredericton Junction, New Brunswick EOG1T0

**CONTACT:** Gail LeGresley, Manager  
Dept. of Cultural and Historical Resources  
Office: 506-368-2664

**OBJECTIVES:** use craft industry as effective way of supplementing  
rural income  
establish local community agencies  
establish retail businesses

**ACTIVITIES:** leadership training  
community festivals  
started historical societies

**ACCOMPLISHMENTS:** 4 guilds in operation--over 150 crafts people  
registered  
Fredericton Junction Historical Society  
total annual craft sales over \$100,000  
opening of several new craft shops  
Sears in Fredericton Junction

PROJECT: COASTAL ENTERPRISES, INC.  
Box 268  
Wiscasset, ME 04578

CONTACT: Ronald L. Phillips, Executive Director  
Office: 207-882-7552

OBJECTIVES: capitalize rural development investment fund  
assist natural resource industries  
provide technical assistance to small business  
coops

ACTIVITIES: small business finance and employment training  
natural resource venture development  
small business resource center

ACCOMPLISHMENTS: invested \$2.5M and leveraged \$4.4M since 1979  
assisted 4 major ventures in fisheries and forest  
products  
conducted market, technical, management, and  
feasability workshops  
established partnerships with over 70 funding  
sources  
assisted 8 additional ventures  
set up trade associations

PROJECT: TIGNISH HEALTH CO-OP CENTRE  
Tignish, Prince Edward Island

CONTACT: Barbara Gallant, President  
Office: 902-882-2020 Home: 902-882-2051

OBJECTIVES: open drug store  
invite medical professionals to move into town,  
2 doctors, a dentist, a health nurse

ACTIVITIES:

ACCOMPLISHMENTS: 1 full-time and 1 part-time doctor have moved  
into town

PROJECT: PRINCE EDWARD ISLAND SMALL AND LIMITED RESOURCE  
DEVELOPMENT PROGRAM

Box 2000  
Charlottetown, P.E.I. C1A7N3

CONTACT: Raynall MacNeill, Supervisor

Office: 902-892-5378 Home: 902-894-3669

OBJECTIVES: average 25 farm families per A.R.W.  
Province-wide demonstrations  
group cooperation

ACTIVITIES:

ACCOMPLISHMENTS: good response to A.R.W.'s and program  
22 cold frames in place  
3 farmers' markets established  
small scale cannery facility incorporated and in  
process of being established

PROJECT: WEST VIRGINIA COMMUNITY CLUSTER

P. O. Box 86  
Charleston, WV

CONTACT: Bill Dotson, Director of Management Operation;  
Charleston Housing Authority

Office: 304-348-6840 Home: 304-345-2178

OBJECTIVES: create new leadership  
improve meetings  
support local initiative

ACTIVITIES:

ACCOMPLISHMENTS: new leaders in 3 of 6 communities  
old leaders still involved  
plans and tasks are being discussed and implemented  
dramatic increase in number of activities carried  
out by local residents

**PROJECT:** TIGNISH FISHERMEN'S COOP  
Tignish, Prince Edward Island COB2B0

**CONTACT:** Leonard Hogan  
Office: 902-882-2050

**OBJECTIVES:** form fishing coop to buy supplies as a group  
process and market fish products

**ACTIVITIES:**

**ACCOMPLISHMENTS:** 10 cooperatives operating  
1 credit union in operation

**PROJECT:** SELF HELP ASSOCIATION FOR A REGIONAL ECONOMY (SHARE)  
Box 76A, RD3  
Great Barrington, MA 01230

**CONTACT:** Susan Witt/Robert Swann  
Office: 413-528-1737

**OBJECTIVES:** ensure that local money is reinvested locally to  
facilitate the formation of small businesses,  
cottage industries, farms and cooperatives  
which would enable local communities to develop  
greater self-reliance

**ACTIVITIES:** securing low-rate loans for business and individuals  
provide services and produce goods locally

**ACCOMPLISHMENTS:** production of new products and new employment  
relationship of trust developed between the investor  
and the loan recipient  
created greater access to capital for members of  
the community

PROJECT: NEW ENGLAND SHEEP INDUSTRY DEVELOPMENT  
RFD #1, Box 835  
Epping, NH

CONTACT: Lynda Brushett, Regional Coordinator  
Rural Ventures  
Office: 603-679-2150

OBJECTIVES: increase productive ability  
increase marketing ability  
support local grain farmers  
support local feed stores

ACTIVITIES: regional education/promotion campaign

ACCOMPLISHMENTS: increase in feed ratio conversion  
increase in income  
set up of producer promotion groups

PROJECT: ASSOCIATION FOR MINI-BUSINESSES  
P.O. Box 178  
Blue Hill, ME 04614

CONTACT: Nancy Caudle, Project Developer  
Office: 207-667-5656

OBJECTIVES: provide educational seminar for self-employed  
people  
found an association for self-employed people  
give self-employed people a stronger voice and  
self-image

ACTIVITIES: Seminar for Mini-Businesses  
monthly membership meetings

ACCOMPLISHMENTS: 100 attended Seminar  
active membership of association  
association filing for non-profit status  
many participants have increased revenue as result  
of what learned at Seminar

PROJECT: CHINA RESOURCE INVENTORY PROJECT  
Town Office  
China, ME 04926

CONTACT: Hartley Palleschi, Project Coordinator  
Home: 207-968-2121

OBJECTIVES: expand economic base  
get public involved in development planning

ACTIVITIES: college and high school students research and  
analyze findings

ACCOMPLISHMENTS: newly formed project

PROJECT: CENTRAL NH AGRICULTURAL MARKETING PROJECT  
77 N. Main St.  
Concord, NH 03301

CONTACT: Richard Mark, Director  
Office: 603-225-4708

OBJECTIVES: create new markets  
increase public understanding

ACTIVITIES:

ACCOMPLISHMENTS: steady increase in participation  
growers' coop established  
public radio series  
legislative advocacy

PROJECT: HOME REHABILITATION  
Box 165  
Middlebury, VT 05753

CONTACT: Tom Plumb, Director

Office: 802-388-2285 Home: 802-352-4551

OBJECTIVES: improve living conditions for 40 local households  
annually  
develop volunteer groups  
raise \$20,000 annually for this project

ACTIVITIES: roof repair  
building additions  
wheelchair ramps  
moving bathrooms downstairs  
total gutting and rebuilding  
repairing rotten floors

ACCOMPLISHMENTS: 10-year track record of improved living conditions  
for 40 families annually  
12 new volunteer groups  
money raised annually to meet goal

PROJECT: NEW ENGLAND RURAL LEADERSHIP PROGRAM  
Box 2280, R. R. # 1  
Morrisville, VT 05661

CONTACT: Lois M. Frey, Regional Facilitator

Office: 802-888-5733 Home: 802-635-7826

OBJECTIVES: develop understanding of economic, political,  
cultural and social forces important to public  
decision-making  
increase skills in interpersonal relations and  
group dynamics for dealing with public issues.  
increase ability to evaluate the relative impor-  
tance of problems and assess alternative  
solutions with an analytical approach

ACTIVITIES: coordinate all aspects of the NERL program  
contact speakers  
arrange facilities  
help program implementation

ACCOMPLISHMENTS: data not available

PROJECT: AROOSTOOK FAMILY FARM CORE

P. O. Box 748  
Caribou, ME 04736

CONTACT: Roy O. Green, PSM Coordinator

Office: 207-498-2576 Home: 207-492-3081

OBJECTIVES: public awareness  
education  
financial help

ACTIVITIES: communicate with legislators  
communicate with members  
forward material to interested parties  
publish news articles  
gather knowledge about other organizations  
interpret legislation

ACCOMPLISHMENTS: news media coverage  
workshops  
CHD grant  
printed articles on the plight of family farms  
resource material made available  
donations from farmers

PROJECT: THE RURAL EDUCATION CENTER

Stonyfield Farm  
Wilton, NH 03086

CONTACT: Samuel Kaymen, Executive Director

Office: 603-654-9625

OBJECTIVES: develop model farm enterprises  
teach small scale organic farming techniques  
public outreach

ACTIVITIES: residential intern program  
workshops  
membership service  
model enterprises in yogurt and horticulture

ACCOMPLISHMENTS: Yogurt Works  
weekend workshops  
newsletter, membership  
Greenhouse Enterprise  
residential program  
public speaking

PROJECT: CHRISTIAN RURAL RESEARCH & RESOURCE SERVICE  
R. R. #1  
Debert, Nova Scotia BOM1GO

CONTACT: Marion Settle  
Home: 902-662-3322

OBJECTIVES: share resources  
provide leadership  
encourage local initiative

ACTIVITIES: periodical publication  
lectures and sermons  
Christian Rural Fellowship groups in local  
communities  
publication of resources  
summer camps for youth and adults

ACCOMPLISHMENTS: publication of Rural Gleanings  
personal leadership developed  
workshops and lectures  
groups organized in Province

PROJECT: TRI-COUNTY COMMUNITY ACTION PROGRAM  
20 Main Street  
Littleton, NH 03561

CONTACT: Donna Batcho, Outreach Worker  
Office: 603-444-6653 Home: 603-823-5656

OBJECTIVES: encouraging self-help projects for low-income  
population

ACTIVITIES: food coop  
fuel assistance  
weatherization  
community gardens  
service and information referral  
budget counseling

ACCOMPLISHMENTS: establish of above services

PROJECT: SHAW'S SUPERMARKET DEVELOPING LOCAL FARMERS  
140 Laurel St.  
E. Bridgewater, MA 02333

CONTACT: Robert Zoin, Production Director  
Office: 617-583-6237

OBJECTIVES: bring quality food to the shopping public  
developing working relationships with local farmers

ACTIVITIES: individual meetings between farmers and Shaw staff

ACCOMPLISHMENTS: over 100 farmers delivering produce directly  
to Shaw stores

PROJECT: INSTITUTE FOR COMMUNITY ECONOMICS  
151 Montague City Rd.  
Greenfield, MA 01301

CONTACT: Kirby White  
Office: 413-774-5933

OBJECTIVES: provide economic justice through local control of  
economic development and local access to land,  
housing, and capital

ACTIVITIES: revolving loan fund  
community construction assistance program

ACCOMPLISHMENTS: initiation of above activities

PROJECT: TOTAL ACTION AGAINST POVERTY  
P, O. Box 2868  
Roanoke, VA

CONTACT: Ted Edlich  
The Virginia Water Project  
Office: 703-345-6781

OBJECTIVES: bring fresh water to low-income residents  
remove waste water from low-income resident housing  
assist prisoners reentering society  
weatherize homes to make them fuel efficient

ACTIVITIES: fresh and waste water work  
work with prisoners and ex-offenders  
housing rehab  
Headstart and adult education  
food bank  
youth and adult employment programs

ACCOMPLISHMENTS: \$100,000 from Virginia state for 20,000 water  
connections  
work with 5,000 prisoners-10% recidivist rate  
completed weatherization of 2,000 homes  
begun new solar project

PROJECT: MAINE SMALL FARM ASSOCIATION, INC.  
RFD #1, Box 303  
Kingfield, ME 04947

CONTACT: Gardiner Young, Executive Secretary  
Office: 207-265-2505

OBJECTIVES: education  
legislation

ACTIVITIES: training sessions  
conferences  
legislative lobbying

ACCOMPLISHMENTS: offer Farm Management Course  
lobbying state legislature supporting federal bills  
Livestock Marketing Conference  
Growing Season Extender Conference  
offer skills training courses

**PROJECT:** FARMERS HELPING FARMERS  
P. O. Box 1600  
Charlottetown, Prince Edward Island CIA 7N8

**CONTACT:** Teresa Mellish, Co-ordinator  
International Family Farm Exchange Association  
Office: 902-892-5465 Home: 902-838-4032

**OBJECTIVES:** help provide food for farm families in need  
to raise \$12,000 for each country every year

**ACTIVITIES:** inform Canadian farm community of Third World  
farming conditions and develop support for  
development assistance  
initiate and sustain our own small ag assistance  
programs  
observe and critique current assistance efforts  
recruit experienced farmers for specific overseas  
projects

**ACCOMPLISHMENTS:** raised \$13,000 in the first year of operation

**PROJECT:** CENTRAL VERMONT TRANSPORTATION ASSOCIATION  
15 Ayres St.  
Barre, VT 05641

**CONTACT:** Arram Patt, Director  
Office: 802-479-1071

**OBJECTIVES:** human service transportation coordination  
car pool and van pool referral  
set up system for rides to medical appointments

**ACTIVITIES:** enable car pool referrals  
radio show listing rides needed and offered  
meet with local officials about forming a regional  
Transit District  
arrange rides to medical appointments for low-  
income people

**ACCOMPLISHMENTS:** all routes mapped  
have active referral service  
have volunteer driver pool  
one organization set a per-mile charge for non-  
clients  
started one new van pool

PROJECT: HARTFORD LISTEN FOOD STATION  
Railroad Row  
Whiteriver Junction, VT

CONTACT: Jon Chaffee  
Office: 802-295-5215

OBJECTIVES: start a food store  
start nutrition and budget counseling  
start a food warehouse

ACTIVITIES: manage wholesale food store which is a membership  
food coop, including a free food add-on component  
low-income members develop store policy and  
volunteer time for 2 hours per month

ACCOMPLISHMENTS: food store in operation  
first budget and nutrition program being designed

PROJECT: STARKS CORNSHOP  
Box 590  
Anson, ME 04911

CONTACT: Frank Russell  
RFD #1, Box 1750  
Anson, ME 04911

OBJECTIVES: rehab building for use by small businesses  
provide space for community activities  
add to local tax base  
provide local jobs  
extend community services

ACTIVITIES: community workdays on building rehab  
sponsor social events  
applying for government funding for economic and  
housing help  
recruiting new businesses for building use

ACCOMPLISHMENTS: four spaces rehabed  
library and day care center in operation  
taxes paid up  
new heating system installed

PROJECT: NATURAL ORGANIC FARMERS ASSOCIATION OF NH  
P. O. Box 335  
Antrim, NH

CONTACT: Paul Doscher, Vice President

Home: 603-525-3735

OBJECTIVES: educate public about regional food self-reliance  
provide organic supplies to farmers and gardeners

ACTIVITIES: started Central NH Ag Marketing Project  
helped start Concord Farmers Market  
annual conferences  
on-farm workshops  
testify at legislative hearings  
publish quarterly magazine and monthly newsletter  
coordinate farm apprentice programs  
public education programs  
bulk farm supply order(annually)  
develop local chapters

ACCOMPLISHMENTS: numerous conferences with over 5000 in attendance  
annual bulk order  
various news articles, public programs  
regular magazine publication

PROJECT: ANNAPOLIS VALLEY AFFILIATED BOARDS OF TRADE  
Box 1149  
Middleton, Nova Scotia BOS1PO

CONTACT: Mrs. Dianne LeGard, Executive Manager

Office: 902-825-4344 Home: 902-825-6581

OBJECTIVES: provide business voice for Annapolis Valley  
provide services to AVABT members  
provide services to entire Annapolis Valley

ACTIVITIES:

ACCOMPLISHMENTS: changed shipping lanes going into Annapolis Valley  
Bay of Fundy (project approved at an International  
Marine Council in London. England)

PROJECT: NH RESOURCE RECOVERY ASSOCIATION  
P. O. Box 721  
Concord, NH

CONTACT: Gary Olson, Executive Director  
Office: 603-224-7447 Home: 603-934-4315

OBJECTIVES: market materials  
educate public  
provide technical assistance

ACTIVITIES: hold quarterly membership meetings  
attend annual conferences and expositions  
publish newsletter  
conduct marketing project  
develop statewide resource recovery system

ACCOMPLISHMENTS: presentations at meetings  
paper marketing program  
assisting individuals and communities

PROJECT: DIVERSIFIED AGRICULTURE/SILVACULTURE AND  
MOBILE HOME PARK  
Box 165  
Middlebury, VT 05753

CONTACT: Tom Plumb, Director  
Office: 802-388-2285 Home: 802-352-4551

OBJECTIVES: open mobile home park  
3-acre garden  
sugarhouse  
cannery  
Christmas tree farm

ACTIVITIES: managing daily operations of above businesses

ACCOMPLISHMENTS: secured loan for land  
planted corn  
purchased equipment for cannery, sugarhouse  
did engineering study for mobile home park land use

PROJECT: BUFFALO ENERGY PROJECT, INC.  
P. O. Box 381  
Buffalo, NY 14215

CONTACT: Thomas Cataudella. Executive Director  
Office: 716-838-4078

OBJECTIVES: educate the community on energy-related issues  
coordinate community's energy resources  
research and develop new sources of renewable energy

ACTIVITIES: community coordination  
commercial energy conservation  
legislative correspondence program

ACCOMPLISHMENTS: public school education program  
publication of Buffalo Energy Efficiency Package  
installation of 20 solar air collectors on low  
income homeowners' homes  
coordinating National Energy Day  
start Buffalo Energy Reports  
designed and constructed low-cost windmachine

PROJECT: NORTH COUNTRY RESOURCE CONSERVATION AND  
DEVELOPMENT PROJECT, INC.  
Humiston Building  
Meredith, NH 03253

CONTACT: Frederic B. Giebel, RC & D Coordinator  
Office: 603-279-6546 Home: 603-744-5730

OBJECTIVES: assist in maintaining a viable agricultural  
community  
promote proper forest management and utilization  
assist in expanding recreational industry of area

ACTIVITIES: study potential for land-trust organization  
surveys to identify forest ownership

ACCOMPLISHMENTS: assistance with development of a number of  
recreational areas  
projects to reduce soil erosion and sedimentation of  
waterways  
computerized forest product marketing information

**PROJECT:** VOLUNTARY ASSOCIATION FOR COMMUNITY DEVELOPMENT  
P. O. Box 519  
Halifax, Nova Scotia

**CONTACT:** Lester Settle, Chairman  
Stephen Newson

Office: 902-893-2293 Home: 902-662-3322

**OBJECTIVES:** coordinate volunteer groups in N.S.  
develop policy statement  
network of information

**ACTIVITIES:** sponsor regular gathering of volunteer groups for  
community development for coordination/sharing  
publish newsletter  
form policy for government related to volunteer  
groups and community development

**ACCOMPLISHMENTS:** now have 22 groups in most areas of Province  
part-time staff person  
newsletter  
proposal finished and submitted to government

**PROJECT:** COMMUNITY ECONOMIC DEVELOPMENT MASTERS PROGRAM  
2500 No. River Rd.  
Manchester, NH

**CONTACT:** Michael Swack, Director

Office: 603-485-8415

**OBJECTIVES:** empower low-income people by transferring  
technology

**ACTIVITIES:** hydro-electric greenhouses in operation  
food coop  
start up business for low-income people  
re-hab housing  
formation of C.D.C.  
training program for low-income women

**ACCOMPLISHMENTS:** establishment of activities listed above

PROJECT: GAP MOUNTAIN PERMACULTURE  
RFD #1, Box 240A  
Jaffrey, NH 03452

CONTACT: Judith Gregory, Coordinator  
Home: 603-532-7072

OBJECTIVES: residential buildings including resident workshops  
permaculture design for buildings  
inviting visitors

ACTIVITIES: working on a permaculture design  
answering inquiries about permaculture  
work with gardens, planting, animals  
holding meetings on numerous subjects, i.e.  
Medieval Woodlot Management, Jean Pain method  
of composting wood chips, community land trusts

ACCOMPLISHMENTS: partially completed permaculture design  
2 cabins. 1 composting privy

PROJECT: NUTSHELL FOUNDATION COOP  
Wards Boro, VT

CONTACT: Chris Holden

OBJECTIVES: provide inexpensive food to rural residents  
in isolated areas

ACTIVITIES: run a food coop  
distribute inexpensive food of very nutritional  
value to over 200 families

ACCOMPLISHMENTS: membership expanding

PROJECT: MASSACHUSETTS FRUITION PROGRAM  
Mass. Dept. of Food and Agriculture  
100 Cambridge St.  
Boston, MA 02202

CONTACT: Judy Heiman  
Office: 617-727-6632

OBJECTIVES: more high quality fruit and nuts grown in MA  
by local people  
more people growing fruit and nuts  
education regarding issues and skills in growing  
fruit and nut plants

ACTIVITIES: distributing plants  
educational workshops  
demonstrations of techniques--pruning, planting,  
propagation  
dissemination of information  
public plantings of fruit and nut plants

ACCOMPLISHMENTS: 8,500 fruit and nut trees and bushes planted  
75-100 groups newly involved  
several workshops, demonstrations, fact sheets

PROJECT: HABITAT FOR HUMANITY  
419 W. Church St.  
Americus, GA 31709

CONTACT: Millard Fuller, Executive Director  
Office: 912-924-6935

OBJECTIVES; provide decent housing for those in need  
foster information of a decent community  
proclaim the Gospel in a tangible, relevant way

ACTIVITIES: manage 50 projects--32 in U.S. and others in  
the Third World

ACCOMPLISHMENTS: volunteer labor used  
hundreds now have decent housing  
communities are being strengthened  
some cooperatives formed  
2 NH locations--Warner and Laconia

PROJECT: LAKE MAJOR JOINT ACTION COMMUNITY  
Buf. Suite 800 P.O. Box 2832  
45 Alderney Dr. Dartmouth (East Postal  
Dartmouth, N.S. B3X 2N6 Station)

CONTACT: James Francois, Special Project Worker  
Althea Tolliver, Community Development Worker  
  
Office: 902-425-6340

OBJECTIVES: Organization of WADE (Watershed Community  
Development Corporation)  
  
to attempt to solve unemployment  
provide residential land for North Preston  
so the communities can expand

ACTIVITIES: acquisition of 1000 acres of land  
soil testing and land use plan

ACCOMPLISHMENTS: community development plan  
zoning bylaw  
a publication From Africville to New Road

PROJECT: NEW ENGLAND FARM CENTER  
Hampshire College  
Amherst, MA 01002

CONTACT: Julia Freedgood, Program Coordinator  
  
Office: 413-253-7065  
Home: 413-256-8642

OBJECTIVES: local sheep industry development  
lamb market research and information  
mass coordination of local sheep farmers,  
especially for marketing purposes

ACTIVITIES: educational programs for farmers  
livestock guarding dog project (predator  
control)  
liberal arts education (consciousness raising)  
biological and small scale agriculture

PROJECT: MAINE FARMS TRAINING AND APPRENTICESHIP  
PROGRAM (DAFRR)  
Station #28  
Augusta, ME 04862

CONTACT: Joan Stetson, Coordinator

OBJECTIVES: to provide farm apprentices with "hands on  
learning" and introductory management experience;  
to provide farmers with labor and opportunities  
to share farming experience; to preserve farming  
and farmland

ACTIVITIES: training workshops - equipment safety, mainten-  
ance, and operation, farm management, financial  
management; contracts and learning task analyses;  
generational transfer negotiations

ACCOMPLISHMENTS: workshop series  
25 apprentices placed in 1981-82  
farmer/apprentice satisfaction/support

PROJECT: MILLERS RIVER CENTER FOR REGIONAL SELF  
RELIANCE  
New Boston Rd.  
So. Royalston, MA 01331

CONTACT: Mark Shoul, Director

Office: 617-249-9295/249-9222

OBJECTIVES: the Center sponsors a barter network which is  
an attempt to make better use of existing  
human resources by increasing the amount  
of trade that occurs between residents of our  
region.

ACTIVITIES: operates a goods and services and needs  
cataloguing process and a telephone referral  
service that matches people up to obtain what  
they need through trade; involves approxi-  
mately 200 people

ACCOMPLISHMENTS: having our local Y.M.C.A. donate an office  
being understood by our neighbors as a telephone  
service rather than an ideological assault on  
their basic institutions

**PROJECT:** THE ATLANTIC CENTER FOR THE ENVIRONMENT  
39 South Main Street  
Ipswich, MA 01938

**CONTACT:** Tom Horn, Program Director  
Dart Thalman, Coordinator, Inter-regional  
Exchange and Policy

Office: 617-356-0038

**OBJECTIVES:** build conservation awareness  
develop better approaches for the management  
of natural resources  
promote the integration of conservation and  
development in rural areas

(Region of work - northern New England,  
Atlantic Provinces of Canada, Quebec)

**ACTIVITIES:** conservation education programs  
conservation policy workshops  
educators workshops  
conservation research  
internships in environmental education &  
resource management, journalism, research  
and conservation administration  
semi-annual newsletter which examines conser-  
vation issues affecting the Atlantic Region  
inter-regional exchange programs

**ACCOMPLISHMENTS:** successful workshops bringing together people  
from throughout Atlantic Canada and New  
England as well from other parts of North  
America and Europe to examine conservation  
issues in rural areas, and conservation  
education methods  
effective internship program in addressing  
conservation issues  
community-based wildlife and culture  
society formed on North Shore of Quebec  
widely distributed newsletter  
successful exchanges between our region and  
other rural areas in North America and Europe

PROJECT: REGIONAL DEVELOPMENT CORPORATION PROGRAM  
Economic Development Department  
Pavillion Office Bldg.  
Montpelier, VT 05602

CONTACT: Pierre Donnet, Director of Regional Relations  
Economic Development Corporation  
  
Office: 802-828-3221

OBJECTIVES: to establish regional development corps  
for the purpose of creating increased job  
opportunities to the regions they serve

ACTIVITIES: industrial park development  
coordinating community development activities  
work with existing and new business & industry

ACCOMPLISHMENTS: there are 10 regional development corps  
serving Vermont  
each staffed with a full-time executive  
many have been operating for 10-20 years, all  
with numerous successes too many to mention  
here

PROJECT: FEDCO WAREHOUSE  
P. O. Box 94W  
Winslow, ME 04901

CONTACT: Peter W. Taggart, Management Coordinator  
  
Office: 207-873-0617  
Home: 207-465-3666

OBJECTIVES: provide goods and services to member/owner  
food coops  
promote the use of whole foods  
provide the most direct connection between  
producers and consumers

ACCOMPLISHMENTS: purchasing a significant amount of Maine  
produced goods  
selling food to 150 pre-order food buying  
clubs and 12 food co-op stores throughout  
the state of Maine

PROJECT: FEDERATION OF COOPS  
P. O. Box 94W  
Winslow, ME 04901

CONTACT: Ken Morse

OBJECTIVES: provide educational & wholesale services to  
Maine cooperatives  
provide network for cooperation among coops

ACTIVITIES: run FEDCO Warehouse and FEDCO Seeds  
publish "The Cultivator"  
organize Maine Coop Conference  
do education and development work  
actively link with other private/public  
agencies and groups toward self reliance

ACCOMPLISHMENTS: run food coop wholesale for 7 years  
developed regional structure to do economic,  
educational  
run seed wholesale for 5 years  
published "The Cultivator" for 9 years  
helped develop 1-200 food coops serving  
thousands

PROJECTS REVIEWED BUT NOT PRESENT  
NEW ENGLAND AND THE MARITIMES RURAL DEVELOPMENT SYMPOSIUM

PROJECT: Small Farm Management Assistance Program  
203 Draper Hall  
U. Mass.  
Amherst, MA 01003

CONTACT: John Pontius  
Office: 413-545-1921 Home: 413-545-0060

FOCUS: Marketing, Agriculture, Economic Development,  
Cooperative, Education, Income Generation  
Project terminated 3/83 for lack of funds.

PROJECT: Charlotte Villa  
Park & Church Sts.  
Sinclairville, NY )

CONTACT: Jeffrey L. Nelson  
Office: 716-487-0337

FOCUS: Housing

PROJECT: Women's Business Survival Skills  
72 Front St.  
Bath, ME 04530

CONTACT: Eloise Vitelli Reitman  
Home: 442-7070

FOCUS: Marketing, Education, Income Generation,  
Technical Assistance, Management Support,  
Advocacy, Economic Development

PROJECT: H.O.M.E., Inc.  
Orland, ME 04472

CONTACT: Karen Saum

FOCUS: Marketing, Agriculture, Economic Development,  
Cooperative, Community Organization,  
Housing, Education, Income Generation,  
Health & Nutrition, Appropriate Technology,  
Environment

(REVIEWED PROJECTS, CONT.)

PROJECT: Casco Bay Island Development Association  
The Islands of Casco Bay  
P.O. Box 66  
Peaks Island, ME OLI 108

CONTACT: Gretchen H. Hall  
Phone: (207)766-3381

FOCUS: Community Organization, Advocacy, Appropriate  
Technology, Environment

PROJECT: Public Service Fellows Program  
Center for Human Ecology Studies  
Richards Lane  
Freeport, ME 04032

CONTACT: Michael Walker  
Phone: 865-4134

FOCUS: Agriculture, Economic Development, Cooperative,  
Education, Appropriate Technology, Environment

PROJECT: New Parent Education  
York County Extension Office  
Alfred, ME 04002

CONTACT: Douglas G. Babkirk  
Phone 324-2815

FOCUS: Education, Community Organization

PROJECT: Displaced Homemakers Project  
Stoddard House, UMA  
Augusta, ME 04330

CONTACT: Betsy Lane, Assistant Director  
Phone: 622-7131 ext. 334

FOCUS: Marketing, Economic Development, Cooperative,  
Community Organization, Advocacy, Education  
Counseling

REVIEWED PROJECTS ( CONT. )

PROJECT: N.H. Feminist Health Center  
38 S. Main St.  
Concord, NH 03301

CONTACT: Deborah Ruhe  
Phone: (603) 225-2739

FOCUS: Advocacy, Health

RAW DATA FROM COMMON FACTORS WORKSHOP

AGRICULTURE

Fundamentals  
Public Policy  
The Human Factor  
Resource Control and Access  
Cooperation  
Analysis and Information  
Marketing

HOUSING

- I. Beginning--Alienating Situation  
Naive, Independent, Fear, Isolation
- II. Motivating Forces that Result in Action  
Crisis situation, Gradual and chronic build up.  
ex: zoning laws
- III. Pull together of local people  
Individual growth, Local partnerships, Peer pressure,  
Well-developed plan, Develop self reliance
- IV. Outcome  
a) Growth into other community effort; b) Contagious community  
involvement; c) Constructive involvement of power structures;  
d) Maintenance of local independence; e) Financing mechanism as response

BUSINESS

Planning  
Need  
Moving step by step  
Money  
Resources  
Market  
Product  
Funding  
Local Initiative  
Lobbying  
Dissimination of information  
Sacrifice for compromise

RESOURCES AND ENERGY

Involve Local Public--Hero or heroine, Volunteer participation, Motivation,  
Local Involvement, Local Advocates, Listen, Involve People affected.  
Build on hopes and fears--Ripped off, hidden cost factor, Economic,  
political democracy, Control resources, Wariness of outsider, modify  
technology, Fear of change, Dislike of outside regulations, Human energy  
Education for Change--Public awareness, Shifting thinking, Timely issue,  
Know audience, Make people aware of project, Bi-regional consciousness,  
Awareness thru education and instructions, captivate the audience,  
Information exchange  
Networking--Cross sector planning, People working together, Networks

RAW DATA FROM COMMON FACTORS WORKSHOP

HEALTH

Global connection is stimulating.  
Outside input is needed for strategy  
Awareness of cultural gifts and differences  
Culture--Know thyself and thy culture  
you are working in.

Education  
The economic effects the community eating habits.  
One must lead not push.  
Wellness orientation  
Wholeness orientation

Self determination--  
Assuming the universal self-determining drive

Local--  
-control  
-involvement  
-participation  
-planning  
-direction

All age involvement needed  
Common causes-  
Universal self determination  
Referral /natural skills  
indigenous cultures offer resources and asset, skills we "know"  
Feel that they contribute  
Integration of resources  
Integrated approach to rural development  
Multi-systems approach  
Occupation affects health  
Breaks in the system are the problem  
Develop health teams  
Developmental phasing  
Getting local people of outstanding ability to stay or come back

EDUCATION

Sustaining economic resource base--aggressive P.R. or marketing;  
financing of alternatives, develop self support  
Personal commitment--unselfish motives in project, caring for people  
works best, continuing enthusiasm  
Cultural and educational base--Introduction of young to tradition NS  
and older to modern, Listening-learning experience, strengthening  
of cultural.  
Local control/external linkage--cooperating with existing groups,  
Local initiative, community councils, Gain credibility through using  
grapevine, access existing educational facilities, accepted resource  
network, Gaining credibility through slow steady work.  
Goal Identification--Insiders identify needs and goals  
Asses community needs, Realistic goals.

RAW DATA FROM COMMON FACTORS WORKSHOP

Networking (continued)

Networks, public and private, knowing the network, bridge  
bet, antagonized, establish credibility

Sustainable Development--Natural resources, natural resource  
conservation, concern for conservation and environment

Comprehensive Planning--Define the problem, assess resources, do  
homework, know accomplishment, issue and demonstration needs,  
compassion for people with employment problems

NEW ENGLAND AND THE MARITIMES  
RURAL DEVELOPMENT SYMPOSIUM  
LIST OF PARTICIPANTS

Andr s, James  
Department of Agriculture  
Box 2000  
Charlotte Town  
Prince Edwards Island, c1a 7n3

Ankuda, Bruce  
Champlain Valley Office of Economic Opportunity  
P.O. Box C-1081  
Burlington, VT  
862-2771

Anthony, Jerome  
Independent Consultant  
RR #3, Box 278  
Hudson, NY 12534  
(518)8207282

Ashmore, David  
Washington Hancock Community Agency (W.H.C.A.)  
P.O. Box 88  
Macas, ME 04654  
255-8652

Babkirk, Douglas G.  
U.M.O. Cooperative Extension Service in York Co.  
Court House Annex  
Alfred, ME 04002  
(207) 324-2815

Basque, Chief John  
Chapel Island Band  
RR #1  
St. Peters, Nova Scotia  
B0E 380  
(902) 535-3317

Batcho, Donna  
Tri-County Community Actn (n.h.)  
20 Main St.  
Littleton, NH 03561  
(603) 444-6653

Baumann-Nelson, Eunice  
P.O. Box 49  
Old Town, ME 04468  
(207)827-2121

Bengel, John & Elsa  
The Institute of Cultural Affairs  
27 Dartmouth  
Boston, MA 02116  
(617)262-7890

Benson, Joyce  
Maine State Plannig Office  
184 State St.  
Augusta, ME 04333

Berry, Gracie  
Masters Program in Economic Development  
School of Human Services - N.H. College  
2500 N. Reeve  
Manchester, NH  
(603)485-8415

Blair, Karen  
109 State St.  
Department of Housing & Community Affairs  
Montpelier, VT 05602  
(802)828-3217

Boudreau, Lynda  
Chapel Island Band  
RR #1  
St. Peters, Nova Scotia  
B0E 3B0  
(902)535-3317

Bolduc, Claire  
Pine Tree Legal Assistance  
61 Main St.  
Bangor, ME 04401

Bowditch, Nate  
Maine Development Foundation  
Hatch Rd.  
Auburn, ME 04210  
(207)662-6345

Branigan, William J.  
Threshold to Maine Resource Conservation & Development Area  
587 Spring St.  
Westbrook, ME 04092  
(207)856-6109

Brown, Vickie  
Charleston Housing Authority  
1012 Lawndale Ln.  
Charleston, WV 25314  
(304)345-6953

Brennan, Michael  
Coastal Economic Dev't  
P.O. Box 122  
Bath, ME

Bruno, Richard  
Maine Organic Farmers & Gardeners Assoc.  
RR 2, Box 123a  
Maine  
729-8624

Brushett, Lynda  
Rural Ventures, Inc.-New England Sheep  
RFD #1  
Eppig, NH  
(603)679-2150

Buckwalter, Paul  
W.H.C.A.  
Box 88  
Machias, ME 04654  
255-8652

Cataudella, Tom  
Buffalo Energy Project  
P.O. Box 381  
Buffalo, NY 14215  
(716)838-4078

PARTICIPANTS - P. 3

Chaffee, Jon  
Southeastern Vermont Community Action  
118 Main St.  
W. Lebanon, NH  
(603)298-7623

Christianson, Russell  
Democratic Socialist of America  
77 Central St.  
Bangor, ME  
942-4608

Clohossey, Willard  
Department of Agriculture  
Box 2000  
Charlotte Town, Prince Edward Island  
c1a 7n3 8

Coggeshall, Bayard & Mary  
U.S. National Steering Committee-I.E.R.D.  
Morristown, NJ  
(201)543-6341

Cook, Peter  
Starks Enterprises Corp.  
Starks, ME 04911

Coolidge, Thomas J.  
U.S. National Steering Committee-I.E.R.D.  
1 Boston Place  
Boston, MA 02108

Tim Crane  
The Institute of Cultural Affairs  
Starks, ME 04911

Crotteau, James  
Pine Tree Legal Assistance  
61 Main St.  
Bangor, ME 04401  
942-0673

Dale, Duane  
Cooperative Extension Service  
22 W. Experiment Station  
Amherst, MA 01003  
(413)545-2049

DeRocker, Rob  
441 E. 12th St., 1G  
New York, NY 10009  
Habitat for Humanity  
(212)254-7532

Dickieson, Esther  
Family Farm Exchange Association  
New Glasgow, PEI, Canada  
(902)892-5465

Doscher, Paul  
Natural Organic Farmers Association of N.H.  
RFD #1, Poor Farm Rd.  
So. Weare, NH 03281  
(603)529-2653

Dotson, Bill  
Charleston Housing Authority  
317 Hinton Terrace  
Charleston, WV 25314  
(304)345-2178

Dumond, Peggy  
W.H.C.A.  
Box 88  
Machias, ME 04654  
255-8652

Edinberg, Norm  
U.S. National Steering Committee-I.E.R.D.  
38 E. 85th St.  
New York, NY 10028  
(212)570-9519

Edlich, Theodore J.  
Total Action Against Poverty  
P.O. Box 2868  
Roanoke, VA 24001  
(703)345-6781

Ewing, Charles  
S.E.A.D.S.  
262 Georgetown Rd.  
Harrington, ME 04643

Farr, Carolyn  
Central N.H. Agricultural marketing Project  
77 N. Main, 304A  
Concord, NH 03301  
(603)225-4708

Federspiel, Greg

Foster, Evelyn  
W.H.C.A.  
P.O. Box 88  
Machias, ME 04654  
255-8652

Freedgood, Julia  
New England Farm Center  
214 Pomeroy Ln.  
Amherst, ME 01002  
(413)256-8642

PARTICIPANTS - P. 5

French, Forest M.  
Cooperative Extension Service - Univ. of Maine  
University of Maine at Orono  
302 Winslow Hall  
Orono, ME  
581-3167

Frey, Lois  
UVM Extension Service  
RR #1, Box 2280  
Morrisville, VT  
(802)888-5733

Gallant, Barbara  
Tignish Coop  
Tignish, Prince Edward Island  
COB 280

Giebel, Frederic  
North Country R.C. & D. Area  
Humiston Bldg.  
Meredith, NH 03253  
(603)279-6546

Gough, Clara  
P.O. Box 2832  
Dartmouth, Nova Scotia, B2W 345  
435-4648

Grant, Katie  
Charleston Housing Authority  
610 Meredith Ct., Apt. #251  
Charleston, WV 25301  
(304)342-0283

Gray, Nathan  
Center for Education & Communication  
Boston, MA

Gregory, Judith  
Gap Mountain Permaculture  
RFD #1, Box 240A  
Jaffrey, NH 03452  
(603)532-7027

Griffin, Conrad W.  
Cooperative Extension Service  
University of Maine  
Rm. 302 Winslow Hall  
Orono, ME 04469  
581-3167

Haan, Martin  
College of the Atlantic  
Bar Harbor, ME  
288-5015

PARTICIPANTS - P. 6

Hamilton, W.D. --- Canadian Steering Committee, I.E.F.D.  
Micmac-Maliseet Institute  
University of New Brunswick  
Fredericton, N.S.  
453-4840

Hample, Frank  
Division of Community Services  
State House, Station 73  
Augusta, ME 04333  
(207)289-3771

Handerhan, Gerald  
Tignish Coop  
Tignish, Prince Edward Island  
COB 280

Heiman, Judy  
Mass. Dept. of Food & Ag.  
100 Cambridge St.  
Boston, MA 02202

Hilchey, Duncan  
Central NH Agricultural Marketing Project  
77 N. Main, Rm. 3045  
Concord, NH 03301  
(603)225-4708

Hennin, Patsy  
Shelter Institute  
35 Center St.  
Bath, ME 442-7938

Horn, Tom  
Atlantic Center for the Environment  
39 S. Main St.  
Ipswich, MA 01938  
(617)356-0038

Howard, Mike  
Dept. of Philosophy  
The Maples - UMO  
Orono, ME 04469  
581-3864  
886-3898

Ho, Bob  
Dept. of Labor  
Box 382  
Machias, ME  
255-5428

Johnson, Ivan  
Department of Agriculture  
Box 2000  
Charlotte Town, P.E.I.  
C1A 7N8

Jones, Lida  
The Institute of Cultural Affairs  
4750 N. Sheridan Rd.  
Chicago, IL 60640

Kilgore, Jim & Judy  
The Institute of Cultural Affairs  
Starks, ME 04911  
(207)696-4688

Keough, Milton  
Tignish Coop.  
Tignish, P.E.I. COB 280

Knight, Marsha  
The Institute of Cultural Affairs  
4301 8th St., n.e.  
Washington, DC 20017

LaCognata, Esther  
Dept. of Ag., Food & Rural Resources  
Bureau of Rural Resources  
Station 28  
Augusta, ME 287-3511

PARTICIPANTS - P. 7

Landon, Jeff  
17 Rustic Dr.  
Mansfield, MA  
(617)339-2136

LeGard, Derek  
Regent Drive  
Dartmouth, Nova Scotia

LeGard, Dianne  
Annapolis Valley Affiliated Boards of Trade  
P.O. Box 1149  
Middleton, Nova Scotia BOS 1P0  
(902)825-4344

LeGresley, Gail  
South Central Development Council  
Fredericton Junction, N.B. E0G 1P0

Leuchs, Don  
Box 72  
Sanford, ME 04073

Libby, Russell  
National Center for Economic Alternatives  
P.O. Box 4635  
Augusta, ME 04330  
622-5863

Lochhead, Terry  
Central N.H. Agricultural Marketing Project  
77 N. Main St.  
Concord, NH  
225-4708

Lombardi, M. Kelly  
W.H.C.A.  
Box 88  
Machias, ME 04654  
255-8652

Lush, Kay  
The Institute of Cultural Affairs  
206 E. 4th St.  
New York, NY 10009  
(212)475-5020

MacNeill, Raynall  
Dept. of Agriculture  
Box 2000  
Charlotte Town, P.E.I. C1A 7N8

Mark, Dick  
Central N.H. Agricultural Marketing Project  
77 N. Main, #3045  
Concord, NH 53301  
(603)225-4708

Marley, Darrell  
The Institute of Cultural Affairs  
4750 N. Sheridan Rd.  
Chicago, IL 60650

Marshall, Russell  
Chapel Island Band  
RR #1  
St. Peters, Nova Scotia  
(902)535-3317

McVay, Robert  
W.H.C.A.  
Box 88  
Machias, ME 04654  
255-8652

Melniker, Nancy  
Coop. Extension Service, UMO  
918 Sabattus St.  
Lewiston, ME 04240  
786-0376

Merchant, Roger  
Cooperative Extension Service  
Dover-Foxcroft, ME 04426  
564-3301

Mitchell, M.L.  
Maine Dept. of Labor  
14 Free St.  
Machias, ME

Michaud, Neil

Moulton, Patricia  
Green Mountain Industrial Development Corp.  
Gilman Office Ctr.  
White River Junction, VT 05081  
(802)295-3710

Moore, Sandra  
The Institute of Cultural Affairs  
27 Dartmouth  
Boston, MA 02116  
(617)262-7890

Morse, Ken  
Federation of Cooperatives  
Fedco Warehouse  
Box 94  
Winslow, ME 04901  
(207)873-0617

Newsom, Steve  
Voluntary Association for Community Development  
Box 1000, T.U.N.S.  
Halifax, Nova Scotia B3J 2X4  
(902)429-8300

Olson, Gary  
N.H. Resource Recovery Association  
Box 721  
Concord, NH  
(603)224-7447

Palleschi, Hartley  
Public Service Fellows Program  
Richard's Lane  
Freeport, ME 04032  
(207)865-4134

Parker, Mose & Wylde  
2004 Male Ct., #112  
Charleston, WV  
Charleston Housing Authority

PARTICIPANTS - P. 9

Phillips, Susan  
Self Help for a Regional Economy (S.H.A.R.E.)  
22 River St.  
MA  
(413) 528-1656

Piper, Kathleen  
Lamoille County Development Council  
Box 577  
Morrisville, VT 05661  
888-4548

Ploof, Barbara  
Central Vermont Transportation Association  
15 Ayers St.  
Barre, VT 05641  
(802)479-1071

Plumb, Tom  
Champlain Valley Office of Economic Opportunity  
Box 165  
Middlebury, VT 05753  
(802)388-4802

Pynchon, William P.  
P.O. Box 285  
Newcastle, ME 04553  
(207)563-8807

Quintrell, Josie  
RFD 2, Box 2377  
Brunswick, ME 04011

Rose, Ken & Dorcas  
The Institute of Cultural Affairs  
126 4th St.  
Troy, NY 12180  
(518)273-6797

Rose, Wendy  
The Institute of Cultural Affairs  
Starks, ME 04911  
(207)696-4688

Rozendal, Lorraine  
The Institute of Cultural Affairs  
206 E. 4th St.  
New York, NY 10009  
(212)475-5020

Russell, Frank  
Starks Enterprises Corp.  
Starks, ME 04911

Sackrey, Pat  
Patchwork Farm  
Chesterfield Rd.  
Westhampton, MA  
(413)527-5819

Sahady, George  
New England Governor's Conference  
156 State St.  
Boston, MA 02109  
(617)720-4606

Sayonaga, Ruth  
Millers River Center for Regional Self Reliance  
New Boston Rd.  
S. Royalston, MA 01331  
(617)249-9222

Scott, Tim  
Charleston Housing Authority  
2038 Lippert, #158  
Charleston, WV 25314  
(304)345-9350

Scott, Vincente  
The Institute of Cultural Affairs  
4750 N. Sheridan Rd.  
Chicago, IL 60640  
(312)769-6363

Seale, Emily  
Consumer Affairs Officer  
Maine State Housing Authority  
P.O. Box 2669  
Water St.  
Augusta, ME 04330  
(207)623-2981, ext. 208

Settle, Lester  
Canadian Steering Comm.  
I.E.R.D..  
Christian Rural Research  
& Resource Service  
R.R. 1  
Debert, Nova Scotia,  
B0M 1 G 0

Shea, Louis  
Tignish Coop  
Tignish, P.E.I. C0B 2B0

Shoul, Mark  
Millers River Center for Regional Self-Reliance  
New Boston Rd.  
S. Royalston, MA 01331  
(617)249-9222

Smith, Matthew  
Oxford County Community Services  
P.O. Box 278  
S. Paris, ME 04281  
(207)743-7716

Smyres, Ethel & Dick  
The Institute of Cultural Affairs  
Forest Ave.  
Morris Plains, NJ  
(201)538-6751

Snow, Alida  
Star Foundation (Agriculture)  
P.O. Box 13  
Peaks Island, ME 04108  
766-2748

Spence, Pat  
W.H.C.A.  
Box 88  
Machias, ME 04654  
255-8652

Taggert, Peter W.  
Federation of Cooperatives, FEDCO Warehouse  
P.O. Box 94W  
Winslow, ME 04901  
(207)873-0617

Thalman, Dart  
39 S. Main St.  
Atlantic Center for the Environment  
Ipswich, MA 01938  
(617)356-0038

Tippett, Michael  
The Institute of Cultural Affairs  
4750 N. Sheridan Rd.  
Chicago, Il 60640  
(312)769-6363

Tolliver, Althea  
Black United Front  
P.O. Box 2832  
Dartmouth, Nova Scotia, B2W345  
435-0938

Vail, David J.  
Maine Small Farm Management Project  
Bowdoin College  
1 Oakland St.  
Brunswick, ME  
729-0879

Vanekris, Adrian  
Family Farm Exchange Association  
York, P.E.I., Canada  
(902)892-5465

Wagener, Shelley  
The Institute of Cultural Affairs  
206 E. 4th St.  
New York, NY 10009  
(212)460-9170

Walker, Michael  
Public Service Fellows Program  
Richard's Ln.  
Freeport, ME 04032  
(207)865-4134

Weeks, Alicia  
RR #4, Hunter River  
Prince Edward Island  
(902)964-2959

Wellington, Beth  
North County RCD  
Pike, NH 03780

White, K. & N.  
151 Montague City Rd.  
Institute for Community Economics  
Greenfield, MA 01301  
(413)774-5933

Wiley, Susan  
Tri-County Community Action  
Box 168  
Tamworth, NH 03886  
323-8383

Wu, Joy  
The Institute of Cultural Affairs  
27 Dartmouth  
Boston, MA 02116  
(617)262-7890

York, Chaitanya  
Dept. of Ag. & Resources  
State House  
Augusta, ME 04333

Yerxa, Bo  
Masters Program in Community Economic Development  
School of Human Services - N.H. College  
2500 River Rd.  
Manchester, NH  
(603)485-8415

Young, W. Gardiner  
RFD #1, Box 303  
Kingfield, ME 04947  
265-2505  
Maine Small Farm Association, Inc.

Zachee, Roy  
Ministry of Agriculture-Fisheries & Food  
200A Chemin Ste-Foy  
Quebec, G1R 4X6

Zoino, Bob  
Shaw's Supermarket  
63 12th Ave.  
Brockton, MA 02402  
(617)583-6237

LIST OF PARTICIPANTS - CONT.

Allen, Marge  
The Institute of Cultural Affairs  
5206 Ave. De L'Esplanade  
Montreal, Quebec  
H2T 2Z5  
(514)276-1933

Nancy Caudle  
Seminar for Mini-Business  
P.O. Box 178  
Blue Hill, ME 04614  
(207)667-5656

Fisher, Brian W.  
The Institute of Cultural Affairs  
5206 Ave. De L'Esplanade  
Montreal, Quebec  
H2T 2Z5  
(514)276-1933

Suyenaga, Ruth  
Millers River Center for Regional Self-Reliance  
New Boston Road  
So. Royalston, Ma. 01331  
{617}-249-9292  
{617}-249-9222 (Royalston Office)

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# Simplicity key to rural problems

By DIETER BRADBURY  
Staff Writer

GORHAM — Participants in a University of Southern Maine symposium on rural development were advised Thursday not to make their jobs more difficult than they have to be.

"You have to tell the truth, you have to know when to go away and you have to love the people," said Nathan Gray of the Center for Education and Communication in Boston.

One of the founders of the highly successful relief organization Oxfam-America, Gray gave credit for the advice to a rural organizer from Zimbabwe, Africa, whom he met at a recent international leadership conference.

"He very simply summed up everything that was said and done in that conference," said Gray. "I think we

have something to learn from him. We have to learn to be open to the simplicity of the problems that confront us."

Gray appeared as the keynote speaker for the three-day gathering of rural development specialists. They are involved in the establishment of cooperatives, local economic programs, education and health-care systems to reduce poverty and improve the self-sufficiency of rural people.

Gray said there were no formal standards by which to define a successful project. He described one organizer in Africa, an Italian priest, who spent 17 years just living in the country before starting a project that helped reduce a tribe's reliance on relief agencies.

The project involved a "livestock bank" that revived a tribal tradition of loaning animals to down-and-out family members to help them make some eco-

nomic headway. The "loans" were later repaid with other animals.

"The organizer of that project was willing to do nothing for 17 years," Gray said. "But one thing he discovered was that the system that contains the problems also contains the solutions.

"The effective organizer or leader doesn't look outside the system for solutions. He looks inside, taking what looks like a disability and shifting it into an opportunity."

Coming from the northeastern United States and several Canadian provinces, the conference participants will hold a series of workshops this weekend to share ideas about successful rural development projects and methods.

The symposium is one of a series of regional and national gatherings that will culminate with a two-week international session next February in India.

The Lewiston (Maine) Daily Sun Thursday, June 16, 1983

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## Tri-County RD Organizations Participating in Symposium

Representatives from three tri-county organizations will be among the rural development groups from the Northeast participating in the New England and Maritimes Rural Development symposium Thursday through Saturday at the University of Southern Maine, Gorham campus.

Judy Haegle of Oxford County Community Services at South Paris, Nancy Melniker of the Cooperative Extension in Lewiston and Gardiner Young of the Maine Small Farmers Association in Franklin County are to be on hand along with 40 to 50 other representatives to share their successes and stories, according to Nate Bowditch of Auburn, president of the Maine Development Foundation and co-sponsor of the sympo-

sium. Registration is scheduled from 4 to 7 p.m. Thursday.

"What we've learned is that successful rural development depends upon local initiative. It's the determination of the farmer to improve his own situation that creates a return on public and private funds invested in rural development," says Maine Agriculture Commissioner Stuart Smith.

"This symposium will bring together the people who have made rural projects work," he continues. "We hope to see a practice of information sharing between projects emerge as a result of this symposium."

Bowditch, adding an international dimension to the announcement says "what we're doing has an import beyond Maine. This symposium is one of 20 similar programs being held across the USA this spring and summer to discover and highlight successful local development projects.

"In fact, he adds, "this is going on worldwide through 1983 in 50 nations in preparation for the 1984 International Exposition of Rural Development."

Some of the projects from the northeast may be presented in New Delhi, India in early 1984, representing the USA and Canada at the International Exposition, said Bowditch who is a member of the USA National Steering Committee for the IERD.

The IERD program is being co-sponsored by the Development Programme, the United Nations Fund for Population Activities, Canara Bank of India and the Association of Indian Engineering Industry.

The organization sponsor for the exposition is the Institute of Cultural Affairs International, a non-profit development association of the nationally registered and chartered ICA's in 35 nations.

In the US, the ICA is headquartered in Chicago and maintains 22 regional office.