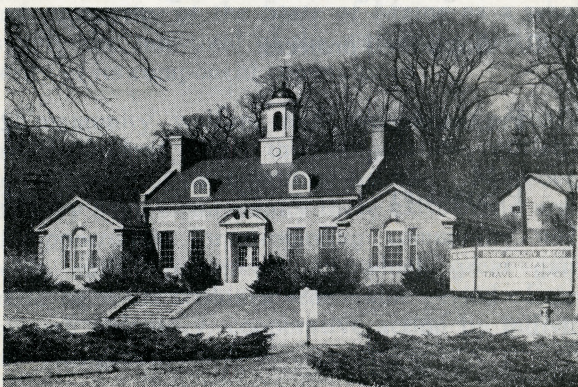

Boosting Maine through Community Action

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SUGGESTION MANUAL

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Boost Maine Program 1951



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Published by

STATE OF MAINE PUBLICITY BUREAU
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CONTENTS:

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	PAGE
I. PURPOSE	3
II. AREAS OF ACTION	4
1. <i>Planning.</i>	
2. <i>Organizing and scheduling of projects.</i>	
3. <i>Suggested projects.</i>	
III. MEANS AND TECHNIQUES	7
1. <i>Program as a whole.</i>	
2. <i>Organizing and scheduling.</i>	
3. <i>Suggested projects.</i>	
IV. FINANCING	25
V. POSTSCRIPT	BACK COVER

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Prepared by

THE STATE OF MAINE PUBLICITY BUREAU

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Editorial Manager

I. PURPOSE:

The Maine Publicity Bureau's Boost Maine Program for 1951 seeks to promote the growth and welfare of Maine's individual communities by encouraging and assisting *voluntary, cooperative* action on the part of citizens and organizations within the respective communities.

By historical development, the State of Maine is, essentially, a community of communities.

In this development of our State and Nation, experience has shown that the greatest progress is possible through voluntary, cooperative action, which retains the highest possible degree of individual initiative, yet strives for the widest possible unity in purpose and action.

The experience of other nations, both in our own and previous generations, shows that other policies may lead to state control, socialism and forcible deprivation of individual freedom.

To state the obvious, the over-all well-being and prosperity of the State of Maine as a whole is only the sum-total of the well-being and prosperity of its component communities.

Community welfare and prosperity primarily are dependent upon the imagination, initiative and industry of its individual citizens. Moreover, in every Maine community there exist broad areas of opportunity for promoting community well-being and improvement, in which great gains could be made within a reasonable period of time through voluntary, cooperative action by individuals and groups.

Therefore, the following suggestions are submitted to the people of Maine by the Maine Publicity Bureau for the purpose of "BOOSTING MAINE THROUGH COMMUNITY ACTION."

The Maine Publicity Bureau itself is a *voluntary, cooperative* association, developed over the past 30 years. With its cumulative experience, it offers its services to Maine communities and community groups in the areas of *suggestion, correlation, guidance and techniques*, within the limits of its stated field of operation:

"A VOLUNTARILY SUPPORTED, STATE-WIDE, NON-PARTISAN, NON-PROFIT ORGANIZATION FOR THE PROMOTION AND DEVELOPMENT OF MAINE'S AGRICULTURAL, INDUSTRIAL AND RECREATIONAL RESOURCES."

II. AREAS OF ACTION

1. Planning:

This is the familiar "first rule" of all successful enterprise and involves:

(a). The most accurate possible knowledge of community resources, assets, potentials and liabilities.

(b). Determination of program objectives, keeping in mind both the long-range effects upon community progress and desirable immediate, practical results.

(c). Decisions as to the best possible procedures.

2. Organizing and Scheduling of Projects:

A necessary part of the "planning" process, it is vital that projects be organized and scheduled according to their reasonable chances of success, the means available and their relative importance to the general community program.

3. Suggested Projects:

Here is a virtually unlimited area for discussion. Yet, it is probably here that the voluntary,

cooperative aspects of the community program should be safeguarded the most. Unless there is the highest possible degree of unanimity here, the ultimate success of the specific projects will be affected adversely. The planning group in each community must decide which projects are most suitable, both for the long-range goals and the immediate objectives.

According to the most frequent occurrence of specific projects noted in Maine communities during the past several decades, the following list is submitted, although these are only a few of the many that may be worked into a community program:

A. Community Physical Improvements:

(a). Cleanup, fixup, paintup, etc., of public and private properties. This includes better street and roadside appearance.

(b). Beautification, landscaping, tree and flower planting, etc.

(c). Establishment of parks and recreation areas, scenic parking overlooks, picnic grounds, etc.

(d). Improvement of public facilities for comfort and convenience.

(e). Adequate and attractive signs, giving both correct information and a favorable impression.

B. Economic Development:

Projects concerned with research, promotion and advertising may be applied in many Maine communities to the fields of manufacturing; commercial, transportation and service establishments; agricultural production and distribution; commercial fisheries and marine products; the constantly increasing vacation travel business; or any combination of these. Projects to promote manufacturing payrolls may be directed both to seeking new industries and to expanding existing industries.

C. Social and Cultural Development:

Nearly every Maine community has one or more organizations concerned with some phase of social and cultural community life. Others may have the nucleus of a group of citizens-interest from which such organizations may be formed. Specific projects designed to encourage the formation or expansion of such organizations, giving them more widespread community assistance and interest, will make for a better community life.

D. Municipal Affairs:

Elected and appointed public officials need the active interest and support of all citizens to discharge public responsibilities effectively. Local officials can best indicate the specific projects in which they will welcome voluntary assistance. In this phase of community planning, it is self-evident that community improvement and advancement should be considered above local politics.

E. Civilian Defense:

State, county and local civilian defense directors currently are organizing their programs in this vital area. Every individual and organization undoubtedly will be called upon to take some role in this work as the needs and preparation of the program unfold. Cooperation in the projects advanced by the Civilian Defense officials should not be overlooked by the planning group.

F. Safety Programs:

Safety programs may be undertaken as regards traffic, shop, farm or home. Much material and many practical aids are available from State and national agencies. Projects of this nature are valuable contributions to community welfare.

G. "Special Events":

Maine communities have undertaken a long list of "special events" in recent years, all aimed at "boosting" the community in many ways. Some 200 of these projects are listed annually in the Maine Publicity Bureau's Calendar of Events, ranging from open house days to holiday celebrations. Many local features lend themselves to working up into "special events".

III. SUGGESTED MEANS AND TECHNIQUES

1. Program Planning:

Established organizations present the most practical nucleus with which to initiate planning and organizing a community program. Most large towns and cities in Maine have Chambers of Commerce, Boards of Trade, a leading service club, or similar groups, where Community Action can be set in motion. In smaller communities, where no such organizations exist, the town officials themselves, and/or representative citizens can start preliminary discussions at any time.

A preliminary planning and organization meeting should be held. It is suggested that this initial meeting should include representatives of the following chief groups in each community:

Municipal government, industry and business, school officials, clubs and organizations, State Government officials, the clergy, farm groups, women's groups and professional people. This list may be expanded, depending upon the size of the community. It is submitted here as representing community groupings of citizens which the Maine Publicity Bureau found most cooperative in the Boost Maine Campaign of the past two years.

(a). Representatives of the above and other groups on the general committee should, for the first project, participate in drawing up the most complete possible survey of the community's resources, assets, potentials and liabilities. Geographic location, transportation facilities, physical and scenic resources, types and volume of manpower resources, market area statistics, community physical facilities, educational and cultural development, status of municipal services, present state of organization for Community Action, a sketch of the community historical development — these are some of the major topics which might be included in the survey.

Under the supervision of school officials, high school students, preparatory school or college

classes may be asked to help compile and prepare such a survey, or some part thereof, as a class or school project. Pittsfield High School's 1948 Yearbook is an example of such a community survey project.

(b). Thorough study of the community survey should enable the central planning group to ascertain the most desirable objectives of the community program. These objectives will vary for the different communities, but, essentially, they will aim at making a community a better place in which to live, work and develop material and spiritual resources.

As suggested previously, a balanced program will have in mind both the long-range community goals and more immediate tangible results.

While discussion and consideration of the Community Program objectives should be adequate, it should not be allowed to become tedious, or to "bog down" in endless debate over minor points. Personalities and temperaments, though they may be extremely varied, should here give way to the majority concept as the fullest possible harmony is sought. Statement of the goals in the simplest possible terms will help to bring this second phase of community planning to a head. A pre-agreed time limit will be valuable for this purpose.

(c). Once the community goals have been decided and stated in simple terms, some action blueprint should be sketched out, indicating possible procedures as a tentative basis of operation. This sketch will enable all participants more readily to grasp the full extent of the Community Program and also will produce suggestions as to the most likely procedures. The tentative sketch of procedure may be altered from time to time as experience dictates.

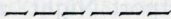
Here, again, discussion as to a procedural plan should not be endless, but "give and take" should be the guide for all participants in the planning of procedures. The "Maine" idea will be to get the Community Program started. A time limit on this phase also will be helpful in bringing procedural decisions to a head.

2. Organizing and Scheduling of Projects:

The highest degree of unanimity here should be sought, because of the "enthusiasm" factor, extremely important to the success of any community program. Reasonable caution would indicate that, at least at first, community programs be of a comparatively simple nature, especially in the smaller Maine communities. They should not be too difficult to carry out and they should be calculated to produce practical, tangible benefits within a reasonable period of time.

More complicated programs, with a greater variety of specific projects, may be attempted in larger communities, especially those with well-established civic organizations. Such communities also will have greater resources of group leadership for the launching of more extensive programs. Several of Maine's larger communities already have set up community programs of varying scope, which, may, nevertheless, further be extended or intensified at any time.

In any event, few or many, simple or complicated, a definite scheduling of projects should be made, allowing for opportunity for review at reasonable intervals.



As the major steps in the "planning process" of the Community Program are completed, they should be publicized as widely as possible throughout the community.

This should be an important corollary task of all the representative groups engaged in planning the program. First of all, these representatives should see that their own group is kept fully informed as to the community plan, its goals, its desirability, the projects under consideration, etc. For the widest possible dissemination of this information throughout the community, newspaper and radio representatives should be invited to participate in every phase of planning and execution of the program.

As a climax to setting up the Community Program, a "Community Night" meeting might be arranged for formal public presentation of the plan.

Such an event was held in Eastport Nov. 29, 1950, under the title of "Boost Eastport Night". Sponsored by the Eastport Chamber of Commerce at the suggestion of the Maine Publicity Bureau, it brought together representatives of all the basic community groups outlined previously, each giving a short outline of what they would like to see done, or what their groups proposed to do, to make Eastport a better community. An overflow audience, including several leaders from other sections of Washington County, came away with a much better impression of Eastport's prospects. Further, it resulted in a "boosting" of community morale.

Eastport's community leaders taking part in the program were able to report several new local developments, such as increased industrial employment at Quoddy Village and donation of a new memorial recreation field with a parking area and picnic grounds overlooking Quoddy Bay. The donors had for years been awaiting a resurgence of Eastport community spirit to give them confidence in making the land available to the community.

The "Boost Eastport Night" and its community program outlined that night by City Manager Alexander proved to be an auspicious launching of the present program of "Boosting Maine Through Community Action".

3. Suggested Projects:

A. Community Physical Improvements:

(a). Cleanup, fixup, etc.:

For an effective community project of this type, it has been found most helpful that the committee named to it should, through publicity, personal contact and other media, encourage the community as a whole to improve its physical appearance. "First impressions" are highly important. Representatives of the Maine Development Commission

who have taken new industry prospects around to "look over" the various Maine communities, report that "poor appearance" has hindered several cities and towns from obtaining new industries. The same factor also is important in attracting visitors and permanent residents.



An inviting "Main Street"

A concerted campaign should be undertaken to improve community appearance. The traditional time for the actual work is during the Spring months, but planning for it should be done well in advance, during the Winter, if necessary. Posters and promotional aids may be obtained in advance from national associations, or local school or art groups may make up their own through contests.

In addition to creating a "desire" for better community appearance, the committee in charge of this project—it may be turned over to a service club as its prime responsibility—also might make a survey of places and locations in the community which could stand the most improvement. This also might include all properties—public, private, commercial and industrial.

When the definite list is made, diplomatic personal contact with the responsible persons is suggested, to urge voluntary action in behalf of community welfare. By keeping a check on results during the weeks suitable for the work required, the "cleanup-fixup" committee should be able to report considerable progress the very first year.

Newspaper and radio cooperation in this program also could include "tie-in" advertising from local merchants, especially paint and hardware dealers, as well as general business and industrial firms.

School art classes could draw up posters, with a donated prize for the best poster. Senior class aid also might be enlisted in making the first general survey and compiling a list of places and locations whose appearance might be improved.

Public places, such as store windows, libraries, public buildings, etc., might be utilized for special exhibits, displays, and posters on the "cleanup" theme. Such exhibits can be made more interesting by inclusion of old items, photos, etc., to contrast with similar items and scenes of today.

Promotion and advertising men in the community should be asked to help with ideas and projects along the lines of a "Make (Your Community) Beautiful" theme.

Municipal officials may be counted on to participate by scheduling roadside and street appearance projects.

Many other individual projects along this line also will suggest themselves in the various communities and may be adopted by the "cleanup-fixup" committee.

(b). Beautification, etc.:

Women's groups and organizations will lend valuable assistance in this part of the community appearance program and should be represented on the general committee. In cooperation with municipal departments, they can suggest and give aid in the planting of trees and flower beds, perhaps as memorials, etc. Local units of the Maine Federation of Garden Clubs already are active in this work and have considerable experience with such projects. Better landscaping of public grounds also can be encouraged.

Not to be overlooked is the influence women as individuals and as organizations can have in encouraging all householders to try to improve the appearance of their home grounds through flowers, shrubs, lawns, etc.

The "Make (Your Community) Beautiful" theme also may be carried into the home through programs in the schools, with teachers setting up class projects encouraging pupils to improve the appearance of their own homes. Church groups likewise can help to encourage beautification projects for both public and private properties.

(c). Parks, recreation areas, etc.:

Although municipal government has chief responsibility for this area of public improvement, many local organizations, such as service clubs, American Legion and other veterans' posts, as well as other groups, in many Maine communities have been prime movers in sponsoring and establishing parks, athletic fields, picnic grounds, etc. Very often, the preparation of grounds, erecting of buildings, supervision, etc., is undertaken by these organizations on a volunteer basis, thereby contributing to community improvement with no additional burden to the tax structure of the community.

Projects of this nature should be allocated to such a group or groups by the central planning committee to coordinate it with the general Community Program. Coordination is indicated especially where the raising of funds by public subscription for such projects is contemplated. In any event, projects of this nature have proven of special appeal to many civic and service organizations throughout the State. Volunteer services for such projects has been widespread and enthusiastic. The resulting developments in every case have been tangible, practical assets to the respective communities. (E.g.: Mapleton Community Picnic Area, Sanford Memorial Park and athletic fields, various local American Legion and service club sponsorship of recreational programs, summer camps, etc.).

(d). Public facilities:

Although considered chiefly a municipal responsibility, in several local instances Chambers of Commerce, Junior Chambers and similar groups have cooperated with city and town governments in such projects, which are not only a general

public convenience, but also help to impress visitors with the friendly aspect of a community. Various aids to community hospitality will suggest



A local Information Bureau

themselves from time to time. Basically, the public's chief wants are "comfort, cleanliness and courtesy" and appreciation is felt for the many little aids that community groups can provide. To the local citizenry, such improvements are tangible evidence of the progressiveness of the community.

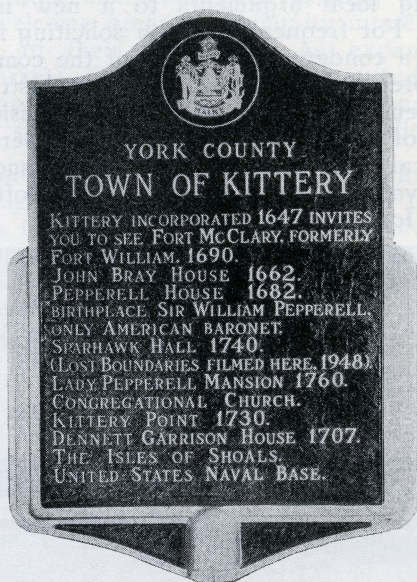
(e). Signs:

Service clubs, Chambers of Commerce, Junior Chambers and local government officials themselves have, in many Maine communities, carried out projects concerning signs. In Kennebunk, two years ago, the high school manual training class made up street signs for the entire town as the year's major project. Volunteers from the Chamber of Commerce helped install them on corner posts.

"Welcome" signs, with "Goodbye" messages on the reverse sides, would be helpful at the major highway entrances to all Maine communities. All display signs will deteriorate from the weather and must be repainted and maintained, or their style may become out-of-date and re-designing will be indicated. A "Welcome" sign often conveys the keynote to what may be expected in the community. Local artists and designers may be asked to sketch, or submit ideas,

for appropriate, dignified, attractive, inviting signs. This also might be a subject of a contest in school art classes.

Whatever group works on the "signs" project, its importance as a "first impression" aid should be kept in mind. If a community doesn't think enough of itself to identify itself in an attractive manner, visitors and residents alike are quick to notice the defect and may be impressed unfavorably.



A Maine Uniform Marker

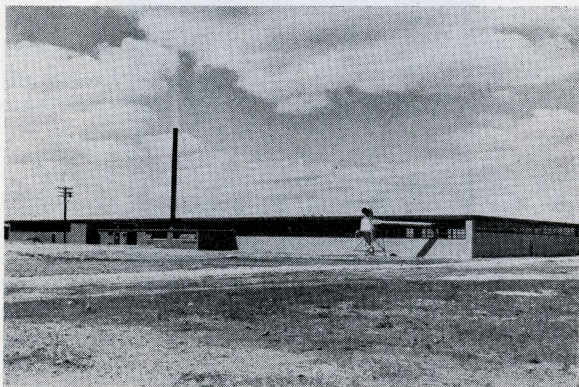
Marking of historical places of interest is done more suitably with cast metal markers and plaques. Several Maine counties have made a start on such a program during the past year through the Uniform Marking Program of the Publicity Bureau's Community Relations Department.

B. Economic Development:

1. New industries:

The Maine Development Commission is especially charged with this responsibility on a State-wide basis. It maintains a staff of specialists working constantly to locate new industries in the various suitable Maine communities. This work is carried on in cooperation with municipal officials, Chambers of Commerce, Boards of Trade and other interested groups and individuals.

The original survey material of the central planning committee will be extremely useful in presenting local arguments to a new industry prospect. For frequent usage in soliciting new industries, a condensed brochure of the community survey, prepared to appeal to a new industry prospect, often makes a good "first impression". A number of Maine Chambers of Commerce and other local civic groups already have such brochures available, but the lack of them often has been felt for many other communities.



A new Maine factory

The committee or civic group given the responsibility for attracting new industries should work closely with the Maine Development Commission, which will counsel, advise and cooperate with the local group. The central planning committee also should not overlook the close interrelation between the various components of the Community Program and the activity of attracting

new industries. Communities will have gone a long way toward "selling" new industrial prospects, if they can present a community plan, a favorable community physical appearance and a good record of cooperative attitudes among the citizenry.

2. Expanding existing industries:

A program for this purpose should have *first* call upon the efforts of civic groups seeking to enhance a community's industrial welfare. In most cases, the contributions of established industries to the community's present development are seldom known and inadequately appreciated. Perhaps without exception, such existing industries would welcome greater community interest in an increase of their production, an expansion of their markets, in more cooperative attitudes from the general citizenry and in a better appreciation of their shouldering of civic responsibilities.

Virtually every community group can participate in acquiring a better knowledge of the community's industries, products, sources of supply, skills important to production, problems of operation and possibilities for improvement under constantly changing market conditions and consumer demands.

Several of Maine's larger industries already have public relations programs of varying extent, but even these would welcome greater community interest, as would smaller industries. Local programs by the community groups thus might be arranged to give more adequate recognition to the importance of the various local industries to community life.

Schools, clergy, municipal officials, clubs and organizations, Chambers of Commerce, libraries, women's groups—all might participate in such programs of recognition and public information as to local industries. Exhibits of the products of these local industries might be held annually to emphasize continuing programs of this nature. During the past several years, the Boost Maine Campaign has been urging the observance of Maine Industry Month in August and many communities have participated, with store window displays, local advertising tie-ins and other promo-

tional aids to call attention to Maine products. August is the month when the largest number of visitors are within the borders of the State each year.

The Maine Publicity Bureau and the Maine State Chamber of Commerce have been most active in recent years in promoting exhibits of Maine industrial products. The Bureau's Community Relations Department has helped arrange local programs in a number of communities. The Bureau also provides a year-around service in distributing products folders, to the total of about 100,000 a year, in its general inquiry answering services. It further invites display of industrial products in its New York Office windows, the new Maine Information Center at Kittery and the big Maine exhibit at the Eastern States Exposition each year.

It should be noted that the net result of promoting existing industries is the same as attracting new industries: Greater demand and distribution of products makes for expanded production and more job opportunities.

3. *Business and Commerce:*

Economic analysis of the central community survey will reveal present status and future prospects for commercial and service establishments in the community. Consideration should be given to the industrial, agricultural, commercial fisheries and vacation travel activities of the market area. These are the primary income producers. The planning group will want to look into prospects for further development of these basic economic activities and relate such prospects to possible increase of commercial and service activities. Note may be taken also as to whether expansion of present commercial and service activities might prove profitable under existing circumstances.

Personal contacts, newspaper and radio publicity, Community Day and other special sales events, use of "Main Street" store windows for local-interest displays—all might be suggested as means to tie in general business interest with the Community Program. Here again, established

local businesses should have "first call" on the cooperative efforts of the civic groups; just as it will be found also that local business leaders will be among the top leaders of the Community Program, as such. In fact, in virtually every project undertaken by the community group, local business interests should be invited to participate as intensively as possible.

The inter-relation between general business expansion and community physical appearance and improvement should be kept in mind. Persons experienced in business travel often can tell at a glance, in a general sense, whether a community is on the upgrade or downgrade. Overall community appearance is a definite reality. Business establishment proprietors, where indicated, should be encouraged to make their places more attractive and inviting as part of the continuing "cleanup-fixup" program. Even if only a few gains are made the first year, it would be well worth the effort to any community.

4. Vacation Travel Industry:

This segment of Maine's basic economy has been growing steadily for the past 75 years. Expansion during the past quarter-century has been the most spectacular and important to the economic activity of virtually every community in the State. During the 1940-1950 decade alone, the volume of new money brought into Maine by the vacation travel industry is estimated to have increased more than 50 per cent.

Economists say that every new dollar brought into a community, or area, circulates from ten to 20 times in the ordinary channels of business and trade before it becomes relatively "frozen" in savings accounts, real estate, bonds and other capital investments. The classic expression is that "everybody benefits, from the banker to the boot-black".

Expansion of the vacation travel industry in virtually every Maine community is a distinct possibility, based upon growing national trends and local development potentials.

The central survey should reveal natural and scenic assets which might be exploited, the status

of existing accommodations and facilities and possibilities for further developments. Imaginative ideas will not be lacking, either in the planning group, or among an informed public, as to ways and means of attracting visitors, who might become seasonal, or even permanent, residents. Here again, the status of community appearance may be either a major asset or liability in attracting a larger share of the vacation travel business to any given community.

Once the entire local picture is canvassed, a simple, attractive community folder will be found helpful. Only some 60 or so of Maine's 493 cities, towns and organized plantations now have such community folders. In both the preparation and distribution of community folders, the Maine Publicity Bureau can be of considerable assistance. The several functional departments of the Publicity Bureau will assist in planning new community folders, while the mail inquiry answering service and other distributive channels of the Bureau can place community folders at the most strategic dissemination points.



Special Events Attract Crowds

The Community Relations Department of the Bureau has been set up to make available to the various Maine communities the accumulated experience of this organization in developing and expanding the vacation travel business locally. "Special Events" projects, discussed in a later section, may serve as prime focal activities to high-

light local development of the vacation travel business.

C. Social and Cultural Development:

Many state-wide federations exist which will be helpful in the formation and guidance of local social and cultural projects.

Education is, of course, one of the most highly important areas of general development in any community. Its specialized problems and prospects, though properly within the province of the educational profession, also rightly come under the scrutiny of the citizenry in general, especially parents. However, since it is the community-at-large from which support of the educational program comes, educators obviously will welcome as much interest and cooperation as may be obtained by mutual participation in the Community Program. Educators are second to no other group in their desire for community advancement. Without exception they will be found eager and enthusiastic in projects for community betterment, especially those relating to proper training and intellectual advancement of the community's young people.

Just as the Community Program can count on its educators for full support, so also those in charge of education have a right to expect the community-at-large to respect, carefully consider and, where feasible, carry out projects suggested by them for educational progress. Better school programs thus will have a most important place in community planning. They should be supported by all major groups, once specific decisions have been made by the central planning committee. Such support will call upon the energies—perhaps more so than some other projects—of women's groups, clubs and organizations, the clergy, business leaders, municipal officials, professional groups, editors and promotional people.

Other cultural groups, such as literary, art and music clubs, which also participate in community social development, will help and be helped by the Community Program. Libraries, museums and other institutions of a similar nature, also may have important roles in the various community projects. Planning groups, aware of their community importance, will be certain to give these in-

stitutions an adequate share in the general program, since their importance to Maine community development is being given increasing general recognition.

Social services are not yet exclusively a governmental function and many local social service organizations are doing highly important, though usually unpublicized, work in making their communities better places in which to live. The well-rounded community program will be appreciative of the role of these voluntary, charitable, social service organizations and should provide an adequate sphere for their participations. In this field, the Community Chest idea of "federated financing" has proven its benefits in a number of larger Maine communities, as well as throughout the Nation. Whether the Chest idea is practical, or desirable, in any given community well might be considered by the central planning group. In any event, more widespread interest in social service organizations by all major community groups should result in considerable community progress.

D. Municipal Affairs:

Larger communities have more extensive municipal organizations with departmentalized programs, yet every segment of town or city government will be aided in its work by greater interest and support of the entire citizenry. Since municipal affairs should be an integral part of any Community Program, town or city officers both should assist and welcome assistance in the various specific projects. For their further assistance and information, the Maine Municipal Association and the Public Administration departments in Maine colleges may be a source of advice and aids as to local problems.

Community planning most often has originated with the municipal officers themselves, since it is among their responsibilities to try to gauge community prospects for a considerable period ahead. The point to be made here as regards municipal functions, which is a specialized field in itself, is that cooperation and adaptation should be the watchwords, with personalities and local politics held to the absolute minimum in the interests of community progress.

Each local planning group, in the light of the most adequate information and experience as to local conditions, will be careful to assign the most proper participation of the municipal setup in the Community Program.

E. Civilian Defense:

Organization and planning, extending down to the small group level, is the goal of civilian defense, which may take up an increasing measure of effort during 1951, or longer.

An echelon of planned functions already has been set up in Maine, extending from the State Civilian Defense Director down through the county and community directors and into the local specialty fields for civilian defense. As this organization becomes perfected, local groups and units more and more will be called upon for planning, preparation and training. At least for the present, an important segment of the Community Program should be devoted to this subject, under the guidance and direction of the community civilian defense director. Further details and recommendations are becoming available from the proper authorities on this subject and every community should be prepared for whatever civilian defense organization and activity may be necessary.

F. Safety Programs:

These usually come under three major headings: Traffic, shop or farm, and home.

Traffic safety projects come within the province of the municipal governments, the Maine Highway Commission and the Maine State Police. Further aids are obtainable from national agencies, such as the National Safety Council, whose work is well-known to municipal officers.

Shop or farm safety work is being done by the Maine Department of Labor and Industry, the Maine Department of Agriculture, the Farm Bureaus, Extension Service, 4-H Clubs, etc. All can assist in projects of this nature.

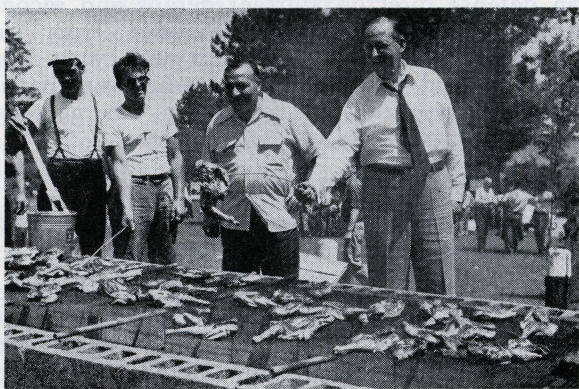
Home safety programs also may be included in the work of the above agencies, which can provide

material. Local Chambers of Commerce, or various local clubs and organizations can sponsor such campaigns.

All local safety programs or campaigns will find ready interest among the major community groups, each participating according to their respective fields of activity. A community-wide safety program also may be related to civilian defense activities. Exploration of this subject should be a fruitful field for any community planning group.

G. Special Events:

In addition to "Community Day" events, many Maine communities might capitalize on such local features as historical anniversaries (centennials, etc.); industrial or farm production of the area; other local resources, such as arts and handicrafts; water pageants and regattas; old home weeks; open house days; garden shows; holiday celebrations, etc.



At Maine Broiler Day

Several of these are being given official State recognition, such as Maine Broiler Day at Belfast, the Maine Potato Blossom Festival in Aroostook County, the Maine Lobster and Seafoods Festival at Rockland, and the Maine Tuna Tournament at Boothbay Harbor.

Most of these "special events" are held during the Summer months, when the population of Maine is greatly increased by visitors. They attract favorable attention to the community, but, more important, they attract people. With the summer calendar becoming more crowded each year, it is important to avoid conflict in scheduling and, for this purpose, the Maine Publicity Bureau's calendar will be helpful.

The Community Relations Department of the Publicity Bureau also can be of assistance in helping to plan and organize such "special events", with publicity and promotion coordinated between the Publicity Bureau and the Maine Development Commission. Here, as in all other activities, these two organizations complement and supplement each other in assisting community programs, with special care being given to avoid duplication of effort.

Planning, publicity and distribution channels of the Maine Publicity Bureau thus can be of much assistance to communities in the promotion of special events, as well as in standard local programs, such as fairs, concerts, summer theaters, art exhibits and sports.

IV. FINANCING

It has been recommended that established organizations, such as town officials, Chambers of Commerce, service clubs, etc., take the lead in setting up community programs.

It is therefore suggested that, contrary to what might be expected, the Community Program envision no elaborate financing calculations, either in its planning or execution.

Even where dinners, or luncheons, are held in connection with meetings, these should be on a "dutch treat" basis. Probably the greatest single resource in any Maine community are those unselfish individuals willing to contribute their time, energies and talents in a logical program for community advancement. These are the individuals

who will take the lead in effectuating a community program such as is presented in these pages.

The whole idea behind these Community Action suggestions is that they seek to encourage *voluntary, cooperative* efforts for the betterment of the community. It is highly desirable, therefore, that expenses be held to a minimum, such as for stationery and postage, which can be absorbed easily by any or all of the groups and individuals participating. Any efforts to superimpose an additional financial burden, either upon the municipality, or upon the participants, should be strictly avoided.

It is important that this be understood clearly by the entire community at the outset. Community Action should be stressed primarily as a *voluntary, cooperative* program aimed at benefiting the whole community. The community, in turn, is composed of individuals whose concerted effort is the sum-total of their individual actions. Seen in this light, the Community Action program can be participated in by all citizens and the burden of effort thus need not be too heavy for any one individual or group. The opposite attitude, imposing decisions and burdens from the top down, breeds Socialism!

We submit that this policy of voluntary, cooperative effort is in accord with the historical development of New England communities and has its modern examples in the "barn-raisings" and similar community activities which still take place from time to time throughout the State of Maine.

As regards some special projects, these may require raising of funds, but this should be kept to a minimum. It may be regarded as a business investment, such as the raising of funds for the construction of new industrial buildings. In Maine, such financing projects mostly have been on a "pay-back-with-interest" basis of rental or lease amortization, or, at least, with this stated intention. Subscriptions to such projects have been obtained by volunteer effort at little or no cost. Expenses for special promotions and simi-

lar events also may be regarded as part of regular business promotional expense.

Only the largest municipalities in Maine reasonably may be expected to establish an elaborate planning department setup as part of the municipal budget, with a paid executive. This is due largely to the more complex technical services required in large community planning, especially where extensive physical improvements are contemplated. Municipal officers in other communities may be expected to combine planning and execution of community projects as part of their regular responsibilities. In any event, the municipal governments and the various existing organizations should suffer no impairment of their regular functions through the creation of a Community Program, but, rather, it is to be expected that the effectiveness of their own particular programs will be enhanced.

This Manual therefore strongly suggests that it would be highly undesirable to "rob Peter to pay Paul" on any expense involved in the community program, since no distinct gain in community progress could be expected from a mere switching of funds or allocations. It seems more reasonable to expect that where local citizens and groups are giving freely of their time, effort and talents for community improvement, they will strive mightily to avoid additional burdens on the present municipal-business cost structure.

At least one Maine town, New Sharon, recently applied this principle successfully, even in the construction and equipping of a new school building. Eastport's current development of a new community park may be another case in point. Camden and other Maine towns likewise can point to many physical improvements obtained through *voluntary, cooperative* community efforts.

In summation, the Community Action idea is not presented "to create a job for somebody", but to give *everybody* a job in improving the community!

V. POSTSCRIPT

This *SUGGESTION MANUAL* has been prepared as a broad outline of the possibilities inherent in the theme: **BOOSTING MAINE THROUGH COMMUNITY ACTION.**

It has been presented to adapt the general objectives and techniques to the present status of Maine communities generally, keeping in mind their average resources and potentials. Much possible detail purposely has been omitted, leaving such filling in entirely to the imagination, initiative, industry and common sense of the individual citizens themselves.

It has stressed *voluntary, cooperative* action, in accord with the Maine Publicity Bureau's own 29 years' successful experience in promoting "MORE BUSINESS FOR MAINE". It thus stands in direct opposition to any arbitrary, compulsory, or dictatorial courses of action.

For this viewpoint, we offer no apologies. The historical development of Maine—in its economy, culture and progress—plus the record of the Maine Publicity Bureau itself, would leave us no other sensible alternative.

In the practical application of the Community Action programs, the Maine Publicity Bureau thus offers its services in the areas of *suggestion, correlation, guidance and techniques*. Other State-wide organizations also will be found cooperative in their specialized fields, of which a few have been indicated herein. Others will be suggested from time to time.

As this is the third phase of the Boost Maine Movement, the slogan still remains:

* * *

LIVE MAINE—TALK MAINE—
BOOST MAINE