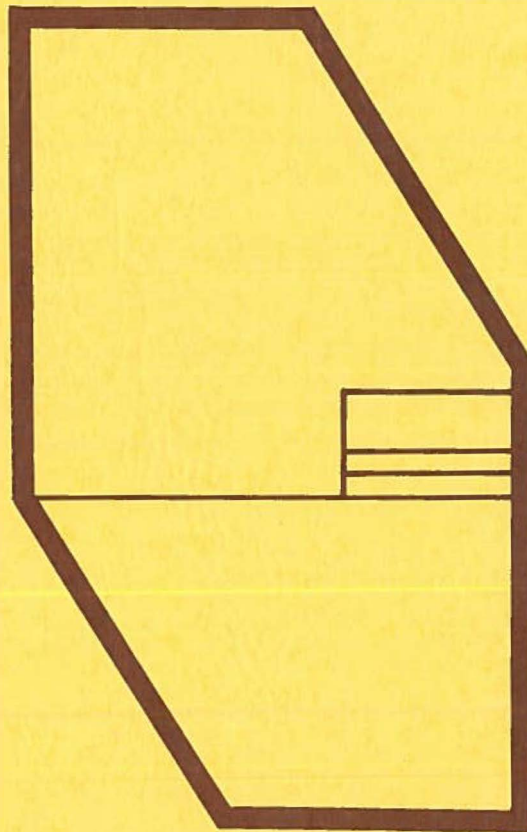


VOGAR

HUMAN DEVELOPMENT PROJECT



CONSULTATION SUMMARY STATEMENT

JUNE 1977

VOGAR HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical Systems
- V. The Actuating Programmes

Epilogue

This is a public statement regarding the
Vogar Human Development Project
which took place in
Vogar, Manitoba, the Province of Canada
June 12-13, 1972
organized by
The Institute of Cultural Affairs
consultants

VOGAR HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Programs

I. The Operating Units

II. The Industrial Construction

III. The Technical Programs

IV. The Technical Systems

V. The Training Programs

Epilogue

This is a publication summarizing the
Vogar Human Development Project
which took place in
Vogar, Manitoba, The Dominion of Canada
June 19-25, 1977
organized by
The Institute of Cultural Affairs
consultants

CONTENTS

Prolegomena	1
<u>Part One: The Operating Vision</u>	11
Plate 1: Operating Vision Chart	13
<u>Part Two: The Underlying Contradictions</u>	15
Plate 2: Underlying Contradictions Chart	17
<u>Part Three: The Practical Proposals</u>	29
Plate 3: Practical Proposals Chart	31
Plate 3A: Practical Education	37
Plate 3B: Physical Environment	38
Plate 3C: Residential Space	39
Plate 3D: Data Exchange	40
Plate 3E: Citizen Engagement	41
Plate 3F: Basic Care	42
Plate 3G: Capital Development	43
Plate 3H: Industrial Base	44
Plate 3I: Business Life	45
<u>Part Four: The Tactical Systems</u>	47
Plate 4: Tactical Systems Chart	51
Plate 4A: Village Resources	69
Plate 4B: Support Structures	70
Plate 4C: Civic Identity	71
Plate 4D: Physical Environment	72
<u>Part Five: The Actuating Programmes</u>	73
Plate 5: Actuating Programmes Chart	75
Plate 5A: Actuating Programmes Components	77
Programme 1: Supplementary Education Unit	78
Programme 2: Vocational Skills Institute	80
Programme 3: Adult Training Academy	82
Programme 4: Civic Information Network	84
Programme 5: Community Promotion Agency	86
Programme 6: Vagar Identity Project	88
Programme 7: Youth Action Corps	90
Programme 8: General Construction Team	92
Programme 9: Civil Works Force	94
Programme 10: Public Services Complex	96
Programme 11: Industrial Development Corporation	98
Programme 12: Regional Shopping Centre	100
Programme 13: Diversified Agricultural Cooperative	102
Epilogue	105
Plate 6A: 1 Year Budget Summary Chart	117
Plate 6B: 4 Year Projected Costs	118
Plate 6C: Project Funding Flow Chart	119

PROLEGOMENA

I

THE LOCATION

The Vogar Human Development Consultation was the initial step in a comprehensive development demonstration project in Canada. The Project began through a cooperative effort of village leadership in conjunction with the Institute of Cultural Affairs and deals with both social and economic problems in a comprehensive development programme. The intention is to establish a commercial and industrial base by tapping existing village expertise and local natural resources, to provide viable social structures and services now lacking, and to enhance citizen involvement through training and engagement programmes. The Project is seen as a pilot programme, the methods of which can be repeated in other communities.

Canada is the second largest country in the world, occupying nearly four million square miles of the North American continent. Although Canada's sparsely inhabited northern territories are opening up to settlement, most of the nation's 22 million people live in a 300-mile wide ribbon along the 4000-mile southern boundary. The rugged land, the extremes of its climate and the different cultural backgrounds of its people have fostered great diversity among its ten provinces and two northern territories. Thousands of years ago the Inuit and Indian peoples came across the Bering Strait and settled along the northern and western coasts and continental rivers. By the 10th Century, A.D. the east coast of Canada was known to European fishermen, but permanent settlements did not begin until the 17th Century. For 200 years, Canada grew from its colonial French and English roots, maturing into a national confederation in 1867. By the mid-1880's a transcontinental railway had linked the country from the Atlantic to Pacific Oceans, breaking open new settlement and encouraging growth and communication. Immigrants from all over the world found easy access to the rich agricultural lands of the prairies. Canada has moulded this cultural and ethnic uniqueness into a rich and colourful national mosaic. French and English have been designated as the official languages of the country. Canada's ten provinces and two territories function under the parliamentary system of government, within which exists a wide diversity of political expression and form. Recently, the original peoples, the many ethnic and cultural groups, each with its own language and cultural traditions, and the two main cultures

(the French-speaking and the English-speaking peoples) have intensified the creative tension between regional autonomy and national identity. Canadians are now actively discussing how to resolve the political differences in all sectors of the government and how to effect responsible change at the local level: in the fishing villages, in the farming communities, and in the urban neighbourhoods across the country.

INTERLAKE

The Interlake of Manitoba is the farmland and the forest north of Winnipeg between Lake Manitoba on the west and Lake Winnipeg on the east. It is land typical of the merging of southern prairie and northern forest which occurs across Manitoba, Saskatchewan and Alberta. In the 18th Century, men of the Hudson's Bay Company and other fur trading companies explored this area while expanding their trade with Cree, Assiniboine, Saukteaux and Ojibwa Indians. White traders frequently established families among the Indians with whom they traded. In the early 19th Century, the first permanent settlements in western Canada were established in the Interlake, and European contact with the Indian population intensified. The Metis people, descendants of these European-Indian unions, played a critical role in the early development of western Canada, especially in the Interlake-Winnipeg area. The Metis were the enabling force behind most major surveying, trapping and policing expeditions mounted on the prairies. Strong educational backgrounds, obtained in eastern Canada and often Europe, enabled them to serve as negotiators and translators between European and Indian interests. They pioneered the development of trade between Minneapolis and Winnipeg, and invented the Red River cart, the primary mode of transportation for most early settlers. The Interlake was the focus of the first Metis attempts to establish local self-government structures under Louis Riel in 1870. Metis unrest and discontent with the Canadian government finally came to a head in the unsuccessful rebellion of 1885, after which Riel was executed for treason. After the Transcontinental Railway opened in 1885, bringing thousands of new immigrants to the prairies, the buffalo herds which were the Metis primary resource rapidly dwindled, as did their land rights. In the midst of these and other factors, the Metis influence and spirit declined as well. Meanwhile, immigrants continued to pour into the Interlake. In 1875, the largest Icelandic settlement outside Iceland was located at Gimli, and agriculture began in earnest. In 1876, grain was exported from Manitoba to other parts of Canada and the United States for the first time. Winnipeg grew from a small fur trading post to a major transportation and commercial hub. Since the turn of the century, the Interlake has attracted numerous additional settlers, but development has been slow. The small farming, forestry and trapping skills which so aided early development are less useful today than they were in the past. Recreation, cattle-raising, manufacturing and new approaches to agriculture are but a few of the new directions to which the Interlake is turning its attention.

VOGAR

Like many other communities in the area, Vogar began in the 1890's as Icelandic immigrants and Metis families moved north from established communities and settled next to the Lake Manitoba Indian Reserve. Originally, when the first post office was opened in 1905, the community was called Dog Creek. A small sawmill and store operated in the Dog Creek area in 1910, and a log church was constructed in 1918. Two more churches, two stores, an auto repair shop and a school were operated in successive years, all of which are now closed except the school. However, this decade has witnessed a surge of activity and the gradual improvement of community services. A Vogar local of the Manitoba Metis Federation has done much to provide self-respect among community residents. In 1972, the existing school units were brought to Vogar and 1973, an outdoor skating rink was built adjacent to the school. In 1974, the first community well was drilled at the south end of the village. Seasonal labour has largely replaced farming as a primary source of income, leaving most of the village only partially employed. A pilot project was jointly done in Vogar between 1972 and 1974 by the Department of Environmental Studies, the Faculty of Architecture of the University of Manitoba and the Rural Development Division of the Manitoba Department of Agriculture. A design for a community centre and new housing guidelines were proposed along with development of a wooden playground equipment industry. The proposal was partly enacted with the initiation of the playground equipment industry but marketing was unsuccessful. A current housing construction scheme is creating ten new homes for village families and providing some employment.

BASELINE

The village of Vogar is located 120 miles north of Winnipeg, Manitoba, in section 33, Township 22, Range 9 west in the rural municipality of Siglunes. It lies near the eastern narrows of Lake Manitoba and is linked to neighbouring towns and Winnipeg by twenty miles of provincial highway 235 which joins main highway 6. The community is easily mobile, as most residents have access to transport to get to work and to do shopping, laundry and obtain other services in the neighbouring towns of Eriksdale and Ashern, the latter being 25 miles away. Provincial bus service is twice daily with ready connections to all major transport systems. Just over two hundred people live permanently in Vogar with a number of part-time residents who work in other locations in the province. About 40% of the population is under 15 years of age. Of the labour force population, the majority are employed part of the year. Unemployment insurance, welfare, subsidized legal aid, housing subsidies and full provincial health insurance are available. Most people in the village, however, earn under \$2,000 income per year. Those employed mostly work as labourers, but there are also farmers, clerks and carpenters. Fresh water fishing, fish packing, Seneca root gathering, ice fishing, spring trapping, snake and frog collecting, cattle raising and game hunting are all sources of income. Some vegetable gardening and poultry raising are done for private use. Electricity is available to all homes in the village.

Telephone service is limited to a partyline system of ten phones and a pay phone at the local store. The primary sewage system is the traditional outhouse, although there are reported to be two indoor toilets. Since the drilling of the community well, residents no longer need to take their water from the lake and roadside ditches, garbage is taken by the family to the dump. Mail arrives three days a week at the single grocery store, where residents come to pick it up. Large-scale shopping is done in Ashern, 25 miles away. Health services are also available in Ashern. Alcoholism, malnutrition, and skin and respiratory infections are the most commonly reported complaints. Police services are available through the Royal Canadian Mounted Police at Lundar, 40 miles away. The community has a three-room school offering pre-school through eighth grade education. A new school is under construction which is due to be completed in December, 1977. Students above eighth grade are bussed to Ashern. Higher education, especially vocational training, is available in Winnipeg. Schooling is conducted in English; some informal conversation is in Saukteaux or Icelandic. The Siglunes Hall, three miles north of Vogar, offers bingo and sporting events, and a lakefront beach is available on an occasional basis. Winter ice fishing and fall hunting serve as both economic and recreational events. Both community churches are closed, but there are Roman Catholic and Protestant clergymen whose parishes include Vogar.

II

THE CONSULTATION

AGENT

The Institute of Cultural Affairs is an international research, training and demonstration group concerned with the human factor in world development. It grew from a programme branch of the Ecumenical Institute and is now federally incorporated as a non-profit corporation. The Institute has headquarters in Brussels, Bombay, Chicago, Canberra, Hong Kong and Nairobi. In addition, there are ICA offices in more than 100 major cities serving 25 nations. The Institute's programmes around the world are supported by grants, gifts and contributions from government departments and agencies at the federal, provincial and municipal levels and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

Since 1968 the Institute of Cultural Affairs has been working in Canada with people concerned with the revitalization of local community. In 1970, resident staff were located in Winnipeg and Montreal. Training programmes and one-day community forums have been held across the country, resulting in the opening of six additional offices in Edmonton, Halifax, Ottawa, Saskatoon, Toronto and Vancouver. In April, 1976, graduates of these programmes working with full-time ICA staff began an extensive search across the Prairie Provinces to select a site for a pilot project in which to demonstrate the effectiveness of a comprehensive approach

to community development. After visiting many communities and consulting with local citizens, the staff of the Institute was invited to initiate a pilot project in Vogar. Because of its relatively out-of-the-way location and its socio-economic needs, this rural community seemed to be most suitable for the Project. Indeed it would be difficult to locate a place which would be more typical of both the need for and the possibility of human development. Staff established temporary residency in the area during late May, 1977, and began preparations for the Consult while seeking facilities in Vogar itself.

PARTICIPANTS

The Consult took place in Vogar on June 19-25, 1977. There were 177 consultants, 85 of whom live in the Project area. All of the approximately 200 residents of Vogar were either directly or indirectly involved, especially through the field work contacts. Each day Consult teams spent many hours visiting and talking with local people around the community, in their homes, and on the surrounding farms. The 92 outside consultants came from seven of the ten provinces in Canada, as well as from the United States, Australia and India. In addition, citizens from five other Human Development Projects were present. They included Lorne de l'Acadie, Fifth City, Inyan Wakagapi, Ivy City, and Delta Pace. Visiting consultants represented both the public and private sectors and attended the Consult at their own expense. The expertise represented by these people covered a broad spectrum of skills and experience. Specific professions included adult and children's education, medical and community health services, architecture, small business management, accounting, editing and printing, agriculture, environmental art, recreation, nutrition, carpentry, marketing, animal husbandry, welfare service, and community development. The Vogar residents also reflected a broad spectrum of expertise. These included ice fishermen, teachers, construction workers, housewives, farmers, a shopkeeper, retired people and community leaders.

DESIGN

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Vogar. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set of over-all Practical Proposals for dealing with the contradiction. Fourth, they created a set of Tactical Systems by which the proposals could be realized. Finally, they discerned the Actuating Programmes which would allow the application of the Tactical Systems. The time of the consultants was divided between working in teams interviewing residents, investigating resources and studying alternative possibilities, and workshop sessions and plenary gatherings in which the accumulated data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist Vogar residents in accelerating the expansion of the project and empowering its impact upon the community.

IMPACT

The readiness of Vogar for the Consult was striking. Once the community decided to undertake the project, the only question was "What needs to be done?" When cars were needed, they were offered. When the construction of showers and out-door bathrooms was needed, the men of the village dug the holes and constructed the frames. The women transformed burlap and felt into large banners of the 24 Human Development Projects. Local people interceded to free the churches, the Vogar Hall, the rink shack, and Siglunes Hall for the Consult's use. Homes were made available for the consultants, and the men of the village helped erect the air tent plenary hall. More than 400 participated in the opening feast which had been prepared by the village. Through the week more and more residents came to plenary sessions and worked with teams. Women from the village visited the teams with treats and fry-bread, the men took off half-days from their farms to attend sessions. The youth cooked one meal and served it, and also gave a jig demonstration one afternoon. The entire community organized itself to cook the closing feast of beef and venison which was served by the Vogar Youth Corps in their new T-shirts. A highlight of the feast was a jig on one of the tables by a young boy and then another by a 70 year-old man. Even a town drunk was welcomed and danced a jig of his own, to the applause of the assembly. One man said to one of the consultants, "Each night I prayed that this Consult might go well." And the superintendent of schools said, "All you need to change things is the will and the opportunity. The people of Vogar have always had the will. And now we are privileged to have the opportunity."

FOLLOW-UP

The task following the Consult is to initiate the implementation of the tactics which are focused in the Actuating Programmes reported in this document. First, this will involve the ongoing meeting of Vogar Consult participants, local leaders and residents to plan programme implementation. Second, initiation of special training sessions will be needed for those who will bear responsibility for major aspects of the project. Third, gathering community consensus on all aspects of the Project will be a continuing necessity. Finally, project initiation requires that catalytic staff reside in the community to begin training and building the incentive that will raise a community-wide sign of renewal.

III

THE PRESUPPOSITIONS

Virtually any local community provides the elements required for a human development project. In the past twenty years, the work of the Institute of Cultural Affairs in inner city neighbourhoods, suburban towns and rural villages across the globe has confirmed the fact that wherever there is local community, there is the readiness

FORMATION

and the need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local situations, is visible and is accessible. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. Second, a potential location will be characterized by apparent helplessness and the absence of community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the Project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the systematic replication of the pilot across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be devised. This can be done by increasing the production of raw materials and goods sold outside the area, by employing local residents, by enticing non-resident shoppers, by borrowing money and extending credit lines, by using provincial and federal funds, and in some instances, by soliciting special cash grants and donations in-kind. Third, as many externally-injected funds as possible must be retained in the community as long as possible. This can be done by producing locally as many of the consumable goods and services as possible, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the municipal, regional, provincial, national and international levels.

There are five foundational guidelines in the arena of social development. First, the Project has a clearly-delineated geographical focus. This concentrates energy upon a social unit small enough to be dealt

SOCIAL

with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community identity. Second, all community problems are dealt with simultaneously. Because, the issues of community life are complex and interrelated, piecemeal approaches fail. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in the task of recreating the community. Finally, social symbols are employed as the key to mobilizing community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the daily practicalities of the Project; thus they can be the difference between social despair and creative engagement.

ACTUATION

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation. First, the coordinated effort of both the public and private sector is needed. The combined assistance of both sectors in the form of consultant services, funding and material contributions provide sustained support for the Project as a whole as well as its specific parts. Second, the widespread participation of community residents in the implementation of all the programmes is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's maturity and decision to engage in the human development task is sustained. Fourth, actuating agencies to oversee the social and economic development programmes are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross-section of the whole community. This builds the cooperation vital to effective results in every programme arena within a period of six to twelve months. Although the acceleration and stabilization of leadership training and programme implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human maturity. These are the marks of effective development.

IV

THE APPLICATION

DOCUMENT

The body of the following summary document contains the detailed findings of the Consult. It is divided into five parts. Part I deals with the Operating Vision; Part II, the Underlying Contradictions; Part III, the Practical Proposals; Part IV, the Tactical Systems and Part V, the Actuating Programmes. The first two paragraphs in each section explain the intent and process of that phase of the Consult. Subsequent paragraphs discuss the particular findings of each phase. Each part of the document also contains one or more holding charts which illustrate specific aspects of the narrative and provide an overview for the entire section. The concluding section offers insights and recommendations about matters such as project funding, phasing designs, staff requirements and replication possibilities and procedure.

PRACTICALITY

This summary report is intended to be a highly practical tool. It summarizes the results of the consultation research which provided an occasion for local citizens to focus their concerns, their hopes and their dreams creatively on the task of reshaping community. This document, therefore, symbolizes the participation of the Vogar people in practical decision-making about their future. In so doing, the report itself is the incentive needed for actuation of the Project. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work in Vogar putting the model into effect and as a guide to those elsewhere who will replicate this Human Development Project.

PART ONE

THE OPERATING VISION

I

VISION

The first task of the Consult consisted in objectifying the Operating Vision of the future shared by the people of Vogar. Such a vision for any people is never totally explicit. It is woven through their hopes and fears, their frustrations and yearnings. It is concealed in their stories and social structures and is suggested by their style, symbols and dreams. All these form who they are and what they hope to become. Although such a vision may be initially unconscious, it represents a community's attitude towards itself and its destiny. Only when the vision is made manifest and a community consciously stands present to that vision can local community development occur. The process of objectifying this vision in a formal model is lengthy. This is explained in part by the fact that no community, by itself, can grasp its own vision. It was only when the subjectivity of the residents of Vogar encounter the objectivity of the guest consultants that the operating vision of the community emerged.

PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent the day in the field becoming generally familiar with the community. In addition to this overall survey, each team was assigned to investigate closely a specific aspect of community life - agriculture, business, services, social development and education. The teams covered the whole geography of the community, talked informally with people they met, visited local gathering places, surveyed community facilities and were invited into the homes of residents. Through these activities, the consultants were directly in contact with a significant percentage of residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally the 132 pieces of data from the five teams were ordered in the basic categories of the present model. Plate 1 gives rational, objective form to the operating vision that exists in the understanding of the people of Vogar. It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the Consultation.

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three major sections indicate the overarching dimensions of the vision of the people of Vogar. Section A,

RESULT

Towards Increasing Economic Opportunities, indicates the hopes of the residents for a significant increase in the number of jobs available locally, for an expanded commercial life in the village and for more profitable agricultural enterprises. Section B, Towards Furthering Social Cohesion, contains those aspects of the vision which call for an upgraded physical environment, a heightened community spirit, increased citizen involvement and more adequate practical training for all residents. Section C, Towards Providing Local Services, reflects the desire of the people of Vogar for a keener sense of village security, a more closely knit set of village relations and assurances of basic well-being for all. The vision chart is further broken down into the master categories in which 132 items are held in 26 components. Three of the ten categories are related to Economic Opportunities, four deal with Social Cohesion and the remaining three are directed toward Local Services.

OPPORTUNITIES

The people of Vogar have a strong desire to increase economic opportunities. During the Consult, residents expressed an eagerness to broaden local employment through providing adequate jobs, especially for young people and women, through utilizing the existing resources such as wood, fish and furs in a modern marketing fashion and through introducing light industry, such as textile and stove manufacturing plants. The people desire to expand local commercial activities by offering a wider variety of retail goods such as low-priced food, clothing and hardware, and opening merchant outlets, including a laundromat and beauty parlour, an automotive garage and banking structures. Thirdly, the community wishes farm productivity to be increased, by extending the profit margin for beef raising and launching new ventures in small animal raising, market gardening and crop experimentation.

COHESION

The Consult discovered that the heart of the operating vision held by Vogar residents is in the generation of human motivity through furthering special cohesion among the diverse elements in the community. They envision caring for the physical environment of the community through improving the village travel arteries, roads, sidewalks and driveways, upgrading the residential housing by building additional units with an appropriate architectural design and supplying low-cost heating and electrical wiring in all dwellings. They see the need for such public utilities as a lakeside beach, a hocky rink, a village park and a community hall. There is a strong will to generate and sustain community spirit by enhancing civic identity within and beyond the village, retaining the local heritage in all its diversity, deepening the religious life of the community and securing such civil rights as land ownership and fishing privileges. The vision for citizen involvement includes establishing consensus structures by setting up a village council, broadening women's economic and social engagement, fostering societal cooperation and organizing recreational activities for all residents, from youth to senior citizens. The community envisions more inclusive practical

training through supplementing children's schooling, encouraging high school graduation and meeting the needs of those with special problems. This is envisaged through encouraging adult education, including courses in literacy, domestic science and nutrition by making library resources available, extending vocational learning in construction and maintenance and developing job-related skills through apprentice programmes.

SERVICES

The people of Vogar are concerned with structurally caring for the whole community by providing needed local services for all residents. They envision maintaining civic security by assuring citizen safety through more frequent police patrols, local fire protection, an emergency ambulance service and traffic controls. The people wish to extend village relations by augmenting the existing transport means through the licensing of more local drivers, increasing the schedules and the economy of bus and taxi services, and developing communication networks for district and village, including a more effective telephone system. The residents expect that their basic well-being will be enhanced by increasing health care through a heightened presence of medical professionals and a sustaining programme for the elderly. They see the need for promoting community nutrition by encouraging families to raise small livestock and garden crops. The people envision creating sanitation systems including sewage and garbage disposal, draining highway ditches and surface water and providing every family with an on-tap supply of clean water.

OPERATING VISION CHART
A Summary of the Operating Vision of the People of Vogar

ICA Consultants

A-towards INCREASING ECONOMIC OPPORTUNITIES expanded self-support			B-towards FURTHERING SOCIAL COHESION operational unity				C-towards PROVIDING LOCAL SERVICES structural care		
LOCAL EMPLOYMENT	COMMERCIAL ACTIVITIES	AGRICULTURAL ENTERPRISES	PHYSICAL ENVIRONMENT	COMMUNITY SPIRIT	CITIZEN INVOLVEMENT	PRACTICAL TRAINING	CIVIC SECURITY	VILLAGE RELATIONS	BASIC WELL-BEING
I	II	III	IV	V	VI	VII	VIII	IX	X
guaranteeing ADEQUATE JOBS	Year round Salary	Low priced Food	Feasible Road	Participatory Development	Establishing CONSENSUS STRUCTURES	Graduation Mechanism	Police Patrols	Driver Licensing	Phonetic Availability
	Youth Labour			Establishing CIVIL DISCIPLINE	Forward Look	Higher Standards		Expanding Planning	Dental Clinic
	Women's Income	Addressing BASIC LIFE NEEDS	Childing Children	Participatory Development	Shared Funding	Additional Teachers		Expanding Planning	Community Centre
	Welfare Improvements		Local Resources	Gravelled Driveways	Shared Funding	Special Education		Improving TRANSPORT MEANS	Elderly Visitation
	Wood Products			Street Lighting	Volunteer Activities			Improving TRANSPORT MEANS	Food Products
	Fish Processing			Additional Funds	Cultural Celebrations	Basic Education		Improving TRANSPORT MEANS	Increased Supply
	Fur Trapping			Low cost Housing	Craft Exposure	Home-making Skills		Improving TRANSPORT MEANS	Protein Supplements
	Marketing Cooperatives			Appropriate Architecture	Recall Society	Family Nutrition		Improving TRANSPORT MEANS	Religious Dietary
	Traveller Houses			Diversional Housing	Reinforcing SOCIAL COOPERATION	Community Meetings		Improving TRANSPORT MEANS	Drinking Water
	Manufacturing Plants			Labour Market	Land Ownership	Appropriate Technology		Improving TRANSPORT MEANS	Sanitary Toilets
	Woolstore Facilities			Neighbourhood Park	Housing Privileges	Autorepair Facilities		Improving TRANSPORT MEANS	Sanitary Toilets
	Employment Training			Market Hall	Reinforcing SOCIAL COOPERATION	On the job Experiences		Improving TRANSPORT MEANS	Sanitary Toilets

PART TWO

UNDERLYING CONTRADICTIONS

The second task of the Consult was to locate the Underlying Contradictions in Vogar. The term "contradiction", as it is used here, does not refer to obvious problems, but to coagulations of underlying blocks to the operating vision. Contradictions are closely related to relatively invisible deep currents of history and therefore, are difficult to discern. They cannot be located directly, but must be approached indirectly by identifying the deterrents and blocks to the operating vision of the people. It is by looking through the blocks in relation to the objective historical trends that the underlying contradictions can be located. If the underlying contradictions are not at least roughly discerned, there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the operating vision in a direct fashion. Rather, social change occurs indirectly, by creating practical proposals to deal with the underlying contradictions to the operating vision. For this reason, contradictions are not negative categories but are significant indicators of original solutions.

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total operating vision (Plate 1) and then focused in depth on its particular assigned arenas of the vision. In this way, the values of comprehensiveness and depth were both held in the team's overall analysis. Keeping in mind the profound trends of history, which had been the subject of an earlier conversation among the total consult, the teams discerned the subjective irritants which field visits had revealed in order to identify the objective deterrents to the practical vision. Upon returning from the field, each team listed its data and built a prioritized list of blocks to the total vision. The 190 pieces of data were then organized into a comprehensive set of fifteen underlying contradictions facing the people of Vogar.

As the accompanying chart (Plate 2) indicates, fifteen foundational contradictions were discerned. Under these are subsumed all of the specific deterrents and blocks identified by the consultants. These contradictions are prioritized by the number of deterrents listed

RESULTS

under each. This listing indicates the amount of attention each arena elicited from the group. This form of prioritizing is not the only criterion for discerning the major contradiction to the operating vision, but it is an informative and, therefore, an important step in holding the entire matrix of contradictions present in the situation. The bottom of the chart delineates the number of responses in each column and the overarching groups of contradictions. The first two contradictions stand together with 53 items which constitute slightly less than 28% of the 190 separate items on the whole chart. The next four contradictions combined drew 31% of the total responses. Contradictions VII through XI taken together accounted for 27% of the total; the remaining four contradictions drew 14% of the responses. This pattern of contradiction reveals the necessity for a clearly focused development plan. The first grouping underlines the importance for Vogar of creating practical forms for cohesive community life and action. The second grouping stresses the necessity of a major emphasis on direct and indirect means of generating and sustaining motivity among all the residents of Vogar. The third grouping indicates the need for multi-faceted economic development in Vogar. The fourth and final grouping points out the need to provide support structures for the task of engaging the whole community in the development task. The entire set of fifteen underlying contradictions provides a basis for creating practical proposals.

I THE FRAGMENTED CONDUCT OF COMMUNITY OPERATIONS IN VOGAR	II THE INSULAR CLAIMS ON EXTERNAL RESOURCES IN VOGAR	III THE HAPHAZARD FORMS OF SOCIAL ETHICS IN VOGAR	IV THE INCOMPLETE USAGE OF BASIC INFORMATION IN VOGAR	V THE OBSOLETE GROUND OF CULTURAL IDENTITY IN VOGAR	VI THE AIMLESS DESIGN OF PUBLIC SPACE IN VOGAR	VII THE PRECARIOUS BASIS FOR FAMILY ECONOMICS IN VOGAR	VIII THE RESTRICTIVE PATTERNS OF BUSINESS ACTIVITIES IN VOGAR	IX THE FORMLESS STRUCTURES FOR CORPORATE CONSENSUS IN VOGAR	X THE PARTIAL UTILIZATION OF PHYSICAL RESOURCES IN VOGAR	XI THE LIMITED EXTENT OF CAPITAL FUNDS IN VOGAR	XII THE CASUAL DISCIPLINE OF BASIC EDUCATION IN VOGAR	XIII THE NARROW RANGE OF PRACTICAL SKILLS IN VOGAR	XIV THE INSUFFICIENT CARE OF VILLAGE PROPERTY IN VOGAR	XV THE MINIMAL OPTIONS OF LOCAL EMPLOYMENT IN VOGAR
Few Existing Events	No Water System	Unsupervised Road Play	Unexplored Market Potential	Unclear Sub-village Relations	Restricted Beach Use	High Local Prices	Few Small Businesses	No Governing Body	Unpredictable Fish Yield	Limited Business Capital	Over-academic Highschool Orientation	Two Industrial Skills	Indiscriminate Refuse Dumping	Little Women's Employment
No Economic Cooperation	Limited Public Transportation	Inadequate Youth Roles	Emergency Procedures Unknown	Few Media Festivities	Inadequate Facilities Visibility	Subsistence Income Level	High Transportation Cost	Uncoordinated Needs Expression	Adjacent Water Saline	No Hiring Money	Distant Commercial Training	Management Skills Lacking	Unrestrained Animal Damage	No Returnee Jobs
Independent Family-Centered Care	Remote Police Help	Children Snowmobile Drivers	Unclear Timber Potential	We - They Language Patterns	Sparsely Lighted Roadways	Sporadic Spreading Patterns	Underdeveloped Market Potential	Non-inclusive Council Representation	Limited Forest Resources	Expensive Fishing Equipment	Lower Course Streaming	Untransmitted Fishing Skills	High Vandalism Rate	Educationally Disoriented Jobs
Co-worker Humiliation Feared	Dissemi Fire Service	Unsupervised Children's Swimming	Sporadic Sanitation Practices	Dim Business Future	Unsuitable Commercial Facilities	Overriding Economic Orientation	Fragmented Marketing Practices	Unstructured Improvement Efforts	Short Growing Season	Practically Start up Costs	Non-local Adult Training	Unmaintained Private Vehicles	Overgrown Catholic Cemetery	Irrelevant Job Requirements
Dietary of Storekeeper	Asbern Distance Irritating	Unenforced Behaviour Standards	Informal Information Standards	Historical Business Decline	Low Business Viability	Low BIB-Paying Patterns	Single Product Operation	Closed Federation Operations	Shallow Alkaline Topsoil	Agricultural Diversification Costs	Irrelevant School Curriculum	Remote Driver Education	Vandalized Family Gardens	Few Skilled Jobs
Unmutilated Food Consumption	Complicated Legal Procedures	Police Structures Absent	Neglected Health Practices	Physical Improvement Unimportant	Unprotected Play Areas	No Interim Support	Outside Wholesale Purchases	No Car Pools	Wanted Rough Fish	Low Tax Base	Insufficient Heritage Transmission	Intra-group Skills Gap	Locked Public Buildings	Customary Working Patterns
Non-reinforced Safety Factors	Local Fishermen Unheard	Other Student Threats	Indefinite Communication Options	Awkward Past Experiences	Diffused Village Focus	Not Enough Money	Increasing Operating Costs	Uncoordinated Transportation Services	Seasonal Resource Use	No Recreation Fund	Single Language Instruction	Few Commercial Skills		
Unsafe Firearm Storage	Complex Doctor Visits	Volunteer Initiative Unrewarded	Unpublicized Meeting Agendas	High Business Risk	Inadequate Public Facilities	Short-term Cash Purchases	Limited Traditional Markets	Parallel Social Structures	Fish Migrate Seasonally	Costly Telephone Lines	Non-intellectual Home Environment			
Cardinal Firearm Use	Unheeded Doctor Calls	Parents Undervalue Education	Unannounced Community Meetings	Hidden Local History	Hidden Village Homes	Subsistence Economic Orientation	Remote Geographical Location	No Recreation Organisation	Cold Fishing Conditions	Cash Exchange Reliance				
Misused Ambulance Service	Unequal Media Rights	Easy Liquor Access	Limited Reading Access	Past Experience Irrelevant	Dangerous Foot Paths	High Telephone Costs	Improved Transport System	Private Hall Management						
Students' Family Indifference	Underutilised Government Resources	Fear of Vandalism	Unreported Agricultural Research	Limited Success Experience	Established Geographic Division	Unpaid Ambulance Bills	Unutilized Fish By products							
Late Secondary Entry	Small Student Enrollment	Dangerous Driving Practices	Restricted Vocational Images	Demoralizing Community Self story	Inconvenient Water Supply	Family Use Farming								
Few Corporate Achievements	Government Assistance Patterns	Snowmobiles on Roads	Drainage Options Unrecognised	Disparate Village Identity	No Central Node									
Segmental School Experience	Regressive Welfare System	Law Violations Ignored	Local News Unpublished	Farm Labour Unappealing	Distant Farm Residences									
Little Religious Activity	Restricted Land Use	Underage Liquor Access	Legal Rights Unfamiliar											
Combined Efforts Lacking	Grant Management Difficult	Elders Rule Recognized												
Multiple Family Jealousies	Complex Land Use													
Inaccessible Park Lands	Outside Support Dependency													
Reluctant Personal Participation	Limited Regional Exposure													
Organizing Importance Ungrasped	Confusing Multiple Schools													
Few Responsibility Images	Overloaded Party Lines													
Unstructured Home Life	Fluctuating Agricultural Market													
Late Television Watching														
Inappropriate Study Patterns														
Family-based Health Care														
Interfamily Emergency Indifference														
Individualistic Agricultural Approach														
Family Focused Operations														
Pretended Events Ignorance														
Disruptive Personal Prejudices														
Inconsiderate Telephone Use														
31	22	16	15	14	14	12	11	10	9	9	8	7	6	6
I				II				III					IV	

CONTRADICTION I

Fragmented Conduct of Community Operations

The first contradiction perceived by the consultants has to do with the conduct of community operations. Development in small communities requires a spirit of cooperation among families and groups in order to actually get things done. In Vogar, however, community operations are conducted in a fragmented way. The community is organized along family and ethnic lines. People feel that it is necessary to "make it on your own"; each family strives to exist without helping or being helped by other families. Possible municipal improvements such as road surfacing, housing and recreation facilities, which necessitate a combined effort, have not been pursued. Individual citizens seem unwilling to make personal contributions of time or money in such campaigns. Private owners restrict the use of park land. People with common agricultural problems have not organized themselves to achieve their common objectives. In some cases of medical emergency, families without transportation of their own have been refused neighbours' cars. With few exceptions, the Icelandic, Metis and Reserve children have never gone to school together. Some Metis families resent the greater income of other Metis families. The party-line telephones are tied up for long periods of time; the resulting frustration is an index of the depth of feelings involved in the whole issue of the tension between individual rights and community cooperation. Only when the people of Vogar find ways of working together toward the common good of their community will their hopes for the future have a significant chance of success.

CONTRADICTION II

Insular Claims on External Resources

The second contradiction has to do with the way in which Vogar makes claims upon the resources of the region, the province and the nation. It is a trend in most parts of the world to make services available to small communities on a district or regional basis. Across Canada, and particularly in Manitoba, a wide range of services and funds are accessible to communities like Vogar. Yet, the claims placed upon these external resources by the residents of Vogar are insular. The complexity of the legal procedures for obtaining some grants deters residents from requesting available funds. Land use issues involve baffling relationships with government and neighbours. Access to municipal and district services at Ashern, 30 miles away, is limited and awkward. Police and fire detachments are located at a distance, and crises calls are hindered when the party telephone lines are busy. Medical care for the children is provided from three different districts. Yet

the heart of this contradiction lies neither in the distance from services nor in the complexity of procedures. Rather, it has to do with the fact that the people of Vogar press their claims on the benefits of modern life reluctantly, if at all. Their determination not to allow government dependency to inhibit their self-reliance has been exaggerated into a near rejection of these benefits which others receive as a matter of right. But even when benefits are requested, residents do so individualistically through private negotiations. Thus it happened in Vogar recently that a large portion of the village did not know that governmental monies allocated for local recreation had already been collected and spent by one part of the community. When the people of Vogar move to obtain the services and resources available to them through corporate, rather than insular planning, they will have removed a significant block to the development of their community.

CONTRADICTION III

Haphazard Forms of Social Ethics

The third contradiction discerned by the consultants is in the arena of ethical behaviour forms in Vogar. It is becoming obvious everywhere that effective development depends upon a relatively stable base of order being present in a local community. In large measure, the maintenance of such basic order depends on establishing an informal consensus on the appropriate forms of individual behaviour which allows community sanctions to be invoked when necessary. In Vogar, however, such a consensus is lacking. A haphazard assortment of patterns of behaviour is considered normal. Social occasions often end in disorder. Further, many people expect that their own efforts toward public order will be comparatively fruitless. Residents are unwilling to hold one another accountable. Although many people express concern over village alcoholism and vandalism, no person or group has taken the initiative to deal with these disruptions. The elders, since their wisdom is rarely sought, are unable to impose effective sanctions. Youth in Vogar have few opportunities to organize social events or to take responsibility for community facilities; vandalism and property damage are the results. The education of children is left largely to teachers. As a result young people are confronted with conflicting expectations of appropriate roles. There are no official police structures in the village, and law violations ranging from deliberate shootings to dangerous vehicle driving have been ignored by law officers in the past. Speed and power-turns threaten road safety, and easy access to liquor contributes to unsafe driving. In winter, snowmobiles on the roads create hazards for their riders and passing automobiles as well. All these things contribute to a sense of disruption which

pervades everyday life. Until more orderly forms of social ethics are established in Vogar, the climate of community life will continue to discourage residents from participation.

CONTRADICTION IV

Incomplete Usage of Basic Information

The fourth contradiction in Vogar has to do with the usage of basic information. In an age when the quantity of information on effective development has increased dramatically, the people of Vogar have not found adequate ways to use their knowledge about occurrences in the life of the community and the development resources available from society at large. There are few effective channels of information to inform the community about events in its own life. The most widely distributed newspaper deals with the whole Interlake region. Most people do not seem to know how to use information about resources beyond the community. Economic development is not progressing because basic data has not been gathered: for example, there is little local demonstration of the results of recent agricultural research. Residents use timber resources for firewood only, despite recent experiments with ways to use previously-discarded branches and leaves as cattle fodder. The market potential for additional commercial ventures has not been explored. Drainage options for low land with a high water table are not understood. In the community, opportunities for discussion are limited. As a result, areas of common concern are not dealt with. People claim to be uninformed about topics to be discussed at local meetings. Students have limited access to books, newspapers and magazines in their homes. There is little knowledge of health care and nutrition, and, consequently, a diet of high starch and canned goods is common. Inappropriate sanitation practices continue because the necessity of using better ones is not known. Unless the basic information available about the life of the community and its external societal relationships is used more fully, the people of Vogar will not be able to develop their village effectively.

CONTRADICTION V

Obsolete Ground of Cultural Identity

The fifth contradiction discerned by the consultants has to do with the cultural identity of the community of Vogar. Whenever serious development is taking place, a major effort is expended in providing a framework of motivity involving geography, history and labour to give direction to all aspects of the common task. Yet in Vogar the ground upon which a cultural identity could be constructed is

obsolete. The Metis people played a significant role in the days of the settlement of western Canada as trappers and traders, interpreting for whites and Indians, ensuring public order and, in the days of Louis Riel, championing the cause of political rights for all the inhabitants of the plains. Later, with the coming of the railroad linking the Atlantic and Pacific Oceans, Icelandic settlers arrived, cleared the land, exploited its resources through agricultural production and created the beginnings of a distribution system which today allows Canada to supply food far beyond its borders. Both of these historical tasks have been completed, and the people of Vogar, descendants of Metis and Icelandic alike, are aware that the tasks which historically have been theirs to play are no longer relevant. Hence, the sense of self-identity drawn from the fulfillment of these tasks is fading, as are the languages, practices and customs which developed. Further, the geographical boundaries which indicate who does and who does not participate in the community, are unclear. Yet another aspect of this contradiction has to do with the vision residents and outsiders share of the future of the community. Several years ago, a development study conducted on Vogar recommended that all the residents be persuaded to move elsewhere. This image of the future is shared by many Vogar residents and potential business investors. A final aspect of this contradiction has to do with images of significant engagement. Past failures at common social activity have led to a powerful sense of apparent indifference to improvements in the community's life. All of these things have resulted in an unwillingness to risk engagement with one's neighbours beyond day-to-day existence. Only when Vogar can recreate its cultural identity in terms relevant to the contemporary world will the residents of this village have the motivity necessary to sustain the development effort.

CONTRADICTION VI

Aimless Design of Public Space

The sixth contradiction lies in the arena of the design of public space. Even small communities today are realizing the benefits obtained when their public space and amenities are attractively integrated with the activities of the inhabitants. In Vogar, however, the design of public space seems aimless. The homes and buildings along the main street are situated in a way which hinders rather than assists. Most of the houses are set back behind a screen of trees, so that they cannot be seen from the street. The two churches, the school and the store are widely separated, and there is no clear focus to the main street. The general store, the informal gathering point for the village, seems distressingly distant from many homes whose residents must shop there. There are no sidewalks, and village foot paths are in poor repair. The distance between dwellings, and the isolation of the farm houses

from the village centre, means that the party-line telephone system is busily used to the point of inconvenience. The well is so far away from many of the houses which it supplies that some residents prefer to use the standing water in the road-side ditches. Business and industrial development is limited by the isolated situation of the settlement and limited capacity of the commercial buildings. Because of its location off the main highway, the village store loses trade since it cannot cater to passing motorists. Unless Vogar can become a physically focused village, the energies of its residents will continue to be engaged in dealing with irritating details of practical living rather than being directed toward developing their community.

CONTRADICTION VII

Precarious Basis for Family Economics

The seventh contradiction has to do with the basis for family economics in Vogar. Today's families are moving toward a standard of living which provides more than basic needs. Yet in Vogar, the basis for such a development is precarious. Family income is barely adequate for survival. Gardens are limited to what the family can use. The jobs which support most families are seasonal. Since work depends heavily on fish, agriculture, hunting and trapping, income is neither steady nor predictable. If a resident leaves the community looking for work, there is no interim income for his family until his first pay cheque arrives several weeks later. In comparison with shopping opportunities in Ashern, local prices are high and goods are limited. General health is seriously hampered by the fact that families cannot afford medical or ambulance expenses. Most families cannot afford telephones. The constant struggle to sustain the family is reflected in immediate purchasing and spending patterns. Short-term cash purchasing is virtually the only mode of procurement. Consumer spending is sporadic and bills tend to be paid late. Until the economic basis for the family is placed on a more solid footing, there will be little energy or income available for common development efforts.

CONTRADICTION VIII

Restrictive Patterns of Business Activities

The eighth contradiction has to do with the patterns of business activities in Vogar. Villages across the world are discovering the growth power generated by increasing money circulation and business operations within their own boundaries. The patterns of business activities in Vogar, however, restrict rather than encourage such development. The community's remote geographic

location means that all business activities must deal with high freight and overhead costs. The beef industry has had declining profits because of increased operating costs. Commercial development is hampered as retail stores must obtain wholesale goods from outside the community and pay freight costs on these goods. Expansion of the fishing and agricultural industries has been hindered by limited marketing outlets whose fluctuating prices are controlled by other phases of food processing. Vogar residents tend to have a single product operation which does not utilize by-products. As a consequence, potential markets are largely undeveloped. Most of the village's shopping is done in Ashern, Eriksdale and Winnipeg because surfaced roads have made transportation convenient. Existing Vogar business considers only those residents who do not have access to transportation as potential customers. Such patterns discourage new business ventures in Vogar. Until patterns of business activities are expanded in scope and range, the small amount of capital which the community has to finance its development will continue to be drained elsewhere.

CONTRADICTION IX

Formless Structures for Corporate Consensus

The ninth contradiction confronting the residents of Vogar has to do with the structures by means of which the corporate consensus in the village is formed and carried out. As local communities everywhere undertake massive development, their decision-making and administrative processes are necessarily embodied in objective social structures. Yet in Vogar, such structures have not taken form. Community facilities such as Vogar Hall, Siglunes Recreation Hall and the beach areas, are under the control of private individuals or groups. As a result, these utilities are available on the basis of informal, individual negotiation. Many residents feel that their interests are not adequately represented either in the local chapter of the Manitoba Metis Federation or in the Council of the Rural Municipality of Siglunes. The fact is that neither of these structures can deal exclusively with the concerns of all Vogar residents. Another dimension of the contradiction has to do with the difficulty which is experienced by district health officials, for example, in trying to assess local medical needs accurately. Such outside agencies must deal directly with individual residents, for there are no effective organizations to arrange for the delivery of services to all. Without any publicly organized leadership group or formal decision-making structure available to them, the people of Vogar are often hesitant to make their wishes known and reluctant to act upon them. This reinforces a sense of hopelessness about the quality of community life. Until the structures of corporate consensus are given form, effective planning and action cannot take place in Vogar.

CONTRADICTION X

Partial Utilization of Physical Resources

The tenth contradiction disclosed by the Consult has to do with the utilization of the physical resources of Vogar. Economic development in local communities everywhere requires that maximum use be made of natural resources in order to expand local food supplies, create jobs for residents and increase the community's revenue. Vogar has an abundance of resources, yet they remain partially used. Full-scale agricultural development is not indicated, because of the shallow alkaline soil and the high saline content of local water, but the full range of possibilities for land use have not yet been explored. In arenas other than agriculture, the pattern of partial utilization of resources persists. The fish catch is selectively packed each year, and rough fish and food fish by-products are discarded. The local timber is used primarily for firewood, and there are many forest products wasted in the process. As land is cleared for agriculture, trees are bulldozed together into piles and either left to rot or burned after drying. Fishing and packing equipment and facilities are left unused during most of the year. The pattern of seasonal resource use contributes heavily to the under-utilization of the entire range of resources. Yet all these instances indicate a sense of impermanence in employment and a feeling of hopelessness about the possibility of upgrading the economic life of the community. Until the people of Vogar find ways to utilize the physical resources of their community more fully, they will not be able to develop economically beyond their present near-subsistence level of life.

CONTRADICTION XI

Limited Extent of Capital Funds

The eleventh contradiction has to do with the extent of capital funds available in Vogar. Everywhere in the world, massive and rapid injection of capital has become extremely important for development in order to meet start-up operating expenses and to expand business and services in both private and public sectors. Yet in Vogar the extent of such capital funds to start new businesses, hire employees and purchase needed equipment and machinery is severely limited. Agricultural diversification involves purchasing more machinery, hiring more labour and increasing the amount of both labour and capital needed to manage a more complex operation. Fishing equipment has become more costly in recent years. In both instances, large amounts of capital are needed and the prospects for an immediate return on investment

cannot be assured. Telephone service is minimal because the cost of providing additional lines to Vogar is prohibitive. The tax base of Vogar land owners is too low to support the building of necessary facilities or provide local fire, police and ambulance services. In addition, there is no recreation fund to maintain the ice rink, play equipment and benches. Until the capital base in Vogar is expanded from within and beyond the village, economic and social development efforts will be effectively blocked.

CONTRADICTION XII

Casual Discipline of Basic Education

The twelfth underlying contradiction is in the arena of the discipline of basic education available to the people of Vogar. Rapid economic and social development in any community requires that residents be equipped with a wide range of vocational and social skills. Yet in Vogar, the discipline of basic education may be characterized as casual. Many Vogar home environments do not encourage study or intellectual enrichment. Secondary education available to Vogar students is focused on academic curriculum and offers few employment-oriented courses. Students are "streamed" into basic courses which limit their later educational options. Vogar students feel that the curriculum neither holds their interest nor deals with their daily life needs. Instruction is only in English, a second language to some families, yet there are insufficient community structures to pass on supplementary instruction in traditional languages. Many adults have not completed their secondary education nor met the minimum requirements for obtaining well-paying jobs. The upgrading programmes which have operated in Vogar have not produced full adult literacy. Commercial training is not available locally. Until a wide range of intensive training structures is made available to Vogar residents, they will be unable to participate in developing their own community effectively.

CONTRADICTION XIII

Narrow Range of Practical Skills

The thirteenth contradiction has to do with the range of practical skills in Vogar. The economic systems of today are increasingly more complex and call for a wide variety of specialized industrial and management skills. Yet in Vogar the range of such skills is narrow. House building and road construction are the only two major trades in which people are trained today. In the past, when the residents of Vogar depended on the land for survival, skills were handed from father to son. However, boat handling and net maintenance, necessary for successful employment in the fishing

industry, have not been transmitted in past generations. Currently trained manual labour is in short-term local supply and is unable to figure prominently in the larger construction market. Several necessary skills for industry in the community are not being presently offered. Maintenance skills necessary to keep private and business vehicles running safely and reliably are limited. There is no local drivers education for either resident adults or high school drop-outs to obtain drivers' licences. Whereas business attempts have been made in the past, they have been poorly managed, under-funded and short-lived because of the incomplete training of management personnel. Although there is practical experience in particular skills, such as mechanics and butchering, there has not been managed development of these skills. Until the people of Vogar find a way to broaden their skills and apply them productively in the community, they will remain unsure of their own abilities and unable to build their own financial base.

CONTRADICTION XIV

Insufficient Care of Village Property

The fourteenth contradiction has to do with the care of village property in Vogar. Today developing communities are taking new pride in their physical appearance as a motivating symbol of the pride of the residents in the community itself. In Vogar, however, public and private properties have been vandalized and neglected. Historically, the two churches and Vogar Hall were focal points for community gatherings. However, in recent years, these buildings have been locked and unsupervised. Broken windows and peeling paint have resulted from both natural decay and deliberate vandalism. One of the three cemeteries is almost completely overgrown with weeds. Roadside ditches are clogged with vegetation and debris. There is no community refuse pick-up system and wastes are dumped on yards or roadways. Vandalism of family gardens by wandering animals and children has caused the decrease of home-grown produce. Only when ways are found to provide adequate care for village property will residents of Vogar be able to generate and maintain the pride in their community that is needed in the total development effort.

CONTRADICTION XV

Minimal Options of Local Employment

The fifteenth contradiction has to do with the options of local employment in Vogar. Those concerned with economic development of small communities across the globe have come to understand that a community must be able to provide jobs for all its residents. However, in Vogar the options for local employment which do exist are extremely limited. Perhaps the major limiting factor has to do with the seasonal nature of local employment. This is largely a result of an economy based on the use of natural resources. There are no industries in Vogar; most steady jobs, therefore, are located at a distance. Although some families would like to return to Vogar, there are no nearby jobs which require more than elementary skill levels. Adult training programmes are not coordinated with employment needs. A number of new houses have been built recently by local workers; but the grant which financed the construction is not renewable, and these workers have no prospect for using their newly-obtained skills unless they leave the community. The educational standards demanded for some jobs appear to be unrelated to the actual requirements of the positions sought; therefore, students do not feel motivated to pursue higher education or to acquire technical skills. One of the most obvious consequences of this contradiction is that the women of the community have virtually no way of earning an income. Unless the options for local employment are rapidly and dramatically expanded, the community will be unable to establish the foundation upon which its development rests.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

The third task of the Consult consisted of building the Practical Proposals. The term proposal refers to a strategic plan of action formulated in direct response to the underlying contradictions. Therefore, from the outset, proposals are grounded in the actual social situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the operating vision reveals the conscious and unconscious images out of which the community operates, the practical proposals represent a clear image of the direction in which the community needs to move relative to the contradictions. In this sense, proposals represent judgement or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of activity within which tactical actions are created and implemented so that social change can occur.

PROCESS

To create the proposals the consultants continued to work as teams organized according to broad arenas of expertise. Following further site visits in the community, each team wrote a series of detailed proposals which articulated the major actions needed to address the entire swirl of contradictions blocking the operating vision. The proposals represent strategic formulations of practical yet inclusive possibilities for the village of Vogar. Finally, the entire Consult, working as one body in a plenary session, organized the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of Vogar.

RESULTS

The Practical Proposals Chart (Plate 3) is comprised of 27 proposals referred to as "projects". They are organized under nine master proposals which reflect decisional responses to major contradictions. The first three master proposals relate to the social significance of the village and call for strengthening the practical education, improving the physical environment and upgrading the residential space of the people of Vogar. The next three master proposals have to do with the civic cohesion of Vogar, and indicate the necessity of fostering data exchange, intensifying citizen engagement and ensuring basic care to the community. The

remaining three master proposals concern the economic extension of the entire village, and call for necessary capital development, introducing an industrial base and stimulating business life in Vagar. These proposals do not indicate what to do. They point to the arenas within which decision can be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

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RESULTS

PRACTICAL PROPOSALS CHART

I SOCIAL SIGNIFICANCE PROPOSALS			II CIVIC COHESION PROPOSALS			III ECONOMIC EXTENSION PROPOSALS		
A PRACTICAL EDUCATION PROPOSAL	B PHYSICAL ENVIRONMENT PROPOSAL	C RESIDENTIAL SPACE PROPOSAL	D DATA EXCHANGE PROPOSAL	E CITIZEN ENGAGEMENT PROPOSAL	F BASIC CARE PROPOSAL	G CAPITAL DEVELOPMENT PROPOSAL	H INDUSTRIAL BASE PROPOSAL	I BUSINESS LIFE PROPOSAL
FUNCTIONAL SKILLS PROJECT 1	IDENTIFYING SYMBOLS PROJECT 5	UPGRADED HOUSING PROJECT 8	EXTERNAL PROMOTION PROJECT 10	VILLAGE GROUPS PROJECT 12	GENERAL HEALTH PROJECT 17	OUTSIDE FUNDS PROJECT 19	MANUFACTURING ENTERPRISES PROJECT 21	MARKET AGRICULTURE PROJECT 24
JOB TRAINING PROJECT 2	COMMUNITY FOCUS PROJECT 6	REGULAR MAINTENANCE PROJECT 9	INFORMATION FLOW PROJECT 11	SIGNAL EVENTS PROJECT 13	RESIDENT MOBILITY PROJECT 18	LOCAL FINANCE PROJECT 20	HOME FARMING PROJECT 25	COMMERCIAL VENTURES PROJECT 26
SUPPLEMENTARY SCHOOLING PROJECT 3	COMPREHENSIVE DESIGN PROJECT 7			YOUTH INVOLVEMENT PROJECT 14			COTTAGE CRAFTS PROJECT 22	CONTRACT SERVICES PROJECT 27
RESOURCE COORDINATION PROJECT 4				RECREATIONAL OPPORTUNITIES PROJECT 15			FOOD PROCESSING PROJECT 23	
				PUBLIC SAFETY PROJECT 16				

I

SOCIAL SIGNIFICANCE PROPOSALS

Every community across the globe experiences the meaning of its existence in the cultural arena of the social process. In Vogar, the Social Significance Proposals are designed to enhance the cultural arena of community life. Three proposals are recommended that comprehensively effect engagement within the community. The Practical Education Proposal ensures the availability of adequate training for individuals within the community. The Physical Environment Proposal redesigns the imaginal and actual physical surroundings. The Residential Space Proposal remodels the present housing and public situation. These proposals will effectively enlarge community meaningful existence.

A
PRACTICAL
EDUCATION
Local people everywhere today are concerned that they creatively engage in the formation of the future of their communities. In Vogar, four projects will assure the practical education of such people. The Functional Skills Project will give each individual new abilities necessary for engagement in the community. The Job Training Project will offer each individual the opportunity to learn general office skills and management procedures. A Supplementary Schooling Project will provide continuing education using available external services. The Resources Coordination Project will inject new curriculum and teaching aids to facilitate the learning processes.

B
PHYSICAL
ENVIRONMENT
Community leaders are realizing the importance of imaginably impacting citizens in order to engage them fully in community life. In Vogar, three projects with the physical environment will impact the residents. The Identifying Symbols Project will erect physical signs of unity. A Community Focus Project will centralize village meeting and commercial service facilities. The Comprehensive Design Project will reshape the actual physical appearance of the community thoroughfare.

C
RESIDENTIAL
SPACE
One concern common to all communities around the globe is building and maintaining adequate housing. Two projects in Vogar are designed to enable the physical care of residential space. An Upgraded Housing Project will renovate present units and surrounding premises. The Regular Maintenance Project will provide constant care for all public and residential areas including land as well as buildings.

II

CIVIC COHESION PROPOSALS

In comprehensive local development, communities establish and maintain themselves as unified social organizations. The Civic Cohesion Proposals will assure that all the residents of Vogar have the practical means of participating in this ongoing common life of their community. There are three specific proposals designed to move toward this. The Data Exchange Proposal will broaden the awareness of village activities for residents and non-residents alike. The Citizen Engagement Proposal will provide many varied occasions for people of all ages to become involved in community life. The Basic Care Proposal will insure that basic health services which ensure residents' physical ability to engage in community life are available to all. These proposals will create the vehicles by means of which the people of Vogar will be able to take responsibility for the development of their community.

D
DATA
EXCHANGE

A significant element in effective development efforts is the degree to which local residents and outside supporters are regularly made aware of ongoing events and specific needs in the life of the local community. The Data Exchange Proposal is designed to deal with this element of Vogar's life through two projects. The External Promotion Project will ensure that a wide range of public and private agencies and organizations will be encouraged to provide assistance to Vogar. The Information Flow Project will guarantee that residents are kept abreast of significant development events and activities in the community and beyond.

E
CITIZEN
ENGAGEMENT

At the heart of effective development at the local level lies the practical involvement of a community's residents in every aspect of the development effort from the outset. The five projects of the Citizen Engagement Proposal will assure such participation in Vogar. The Village Groups Project will provide the basic organizational framework needed for effective decision-making and action. The Special Events Project will strengthen the ongoing cultural life of Vogar. The Youth Involvement Project will provide a variety of activities designed to enrich the roles and opportunities of young people in the village. The Recreational Opportunities Project will provide facilities and programmes for entertainment, exercise and competition. The Public Safety Project will guarantee a secure social and physical environment for the residents of Vogar.

F
BASIC
CARE

Providing practical ongoing care for individual needs is a critical element in achieving total community participation. Two projects in Vogar comprise the Basic Care Proposal, which will meet this need. A General Health Project will provide adequate contact with regular

medical and emergency facilities as well as available professional benefits. The Resident Mobility Project will offer scheduled transport opportunities and driver training for local people

III

ECONOMIC EXTENSION PROPOSALS

Serious development efforts in any community depend heavily on generating and circulating new monies within the community. In Vogar, the Economic Extension Proposals will maximize the development of human and natural resources in order to economically sustain a population of perhaps double the present community size within two years. This will be accomplished through activating three specific proposals. The Capital Development Proposal will draw forth the initiating funds needed from community and extended sources. The Industrial Base Proposal will introduce new structures to increase village and individual income. The Business Life Proposal will create additional jobs and maximize the profits of existing economic ventures. These proposals will assure that the village of Vogar will rapidly move beyond a subsistence standard of living.

G
CAPITAL
DEVELOPMENT

Locating sources of monies for local investment and increasing individual fiscal reserves is a critical issue in the economic development of any community. In Vogar, the Capital Development Proposal is comprised of two projects. An Outside Funds Project will insure the flow and management of exterior grants and donations coming into the community. The Local Finance Project will encourage the flow of individual incomes within the local economy.

H
INDUSTRIAL
BASE

Ensuring new components for a solid economic foundation of future growth and development is a concern of villages around the world. Three projects in Vogar comprise the Industrial Base Proposal. The Manufacturing Enterprises Project will use local resources and employ a large number of residents in the production of exportable goods. A Cottage Crafts Project will bring new value to the community's traditional arts and encourage the fashioning of marketable items. The Food Processing Project will preserve local culinary delights for the purpose of providing saleable commodities.

I
BUSINESS
LIFE

Increasing the size, the number, and the types of local business ventures to ensure economic stability is an issue in every community. The Business Life Proposal in Vogar establishes ways to deal with this through four projects. A Market Agriculture Project will increase and diversify crop and animal management to maximize profits. The Home Farming Project will supplement purchased foods with family garden produce. The Commercial Venture Project will provide new and

convenient community amenities and create several jobs. The Contract Services Project will provide a broader range of employment opportunities for manual labour inside and outside the community.

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CAPITAL
DEVELOPMENT

INDUSTRIAL
BASE

BUSINESS
LIFE

I. SOCIAL SIGNIFICANCE

A. Practical Education Proposal

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Plate 3A

1. FUNCTIONAL SKILLS PROJECT	1 Family Life	encouraging total home care
	2 Traditional Wisdom	transmitting local cultural heritage
	3 Leadership Prowess	developing creative individual abilities
	4 Safety Practices	effecting preventive health processes
2. JOB TRAINING PROJECT	5 Crafts Abilities	localizing cottage industry talents
	6 Business Procedures	learning general operating techniques
	7 Office Management	acquiring basic commercial knowledge
	8 Employment Readiness	advising suitable interview styles
3. SUPPLEMENTARY . SCHOOLING PROJECT	9 Early Learning	providing imaginal preschool activities
	10 Secondary Orientation	easing highschool entry transition
	11 Extension Programmes	using available external services
	12 Community Relations	establishing practical work experiences
4. RESOURCE COORDINATION PROJECT	13 Curricular Materials	expanding functional learning guides
	14 Teaching Aids	discerning relevant industrial studies
	15 Technical Information	procuring scientific government flyers
	16 Library Services	offering enlarged data bank

B. Physical Environment Proposal

ICA Consultants

Plate 3B

5. IDENTIFYING SYMBOLS PROJECT	17 Crossroads Display	impacting major intersection area
	18 Sign Boards	demarcating publicly used spaces
	19 Town Emblems	erecting unifying corporate images
	20 Historical Stories	publishing significant heritage tales
6. COMMUNITY FOCUS PROJECT	21 Public Buildings	utilizing available social nodes
	22 Meeting Places	encouraging common gathering locations
	23 Industrial Centre	constructing varied commercial complex
	24 Village Core	creating practical services plaza
7. COMPREHENSIVE DESIGN PROJECT	25 Land-use Plan	shaping long-range property usage
	26 Landscaping Schemes	enhancing general physical appearance
	27 Road Surfaces	improving busy thoroughfare pavements
	28 Street Improvements	structuring avenue safety design

C. Residential Space Proposal

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Plate 3C

8.
UPGRADED
HOUSING
PROJECT

29 Renovated Units

remodeling existing living environments

30 Running Water

completing on-tap supply system

31 Yard Beautification

clearing unsightly lawn debris

32 Surfaced Drives

laying traversible woodchip driveways

9.
REGULAR
MAINTENANCE
PROJECT

33 Building Care

maintaining clean attractive buildings

34 Trash Pickup

organizing regular refuse removal

35 Monitored Dump

supervising designated garbage plot

36 Restored Facilities

recovering village plant functions

II. CIVIC COHESION

D. Data Exchange Proposal

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Plate 3D

10. EXTERNAL PROMOTION PROJECT	37 Marketing Schemes	advertising Vogar economic advantages
	38 Outside Expertise	obtaining needed development skills
	39 Political Liaison	strengthening governmental agency links
	40 Regular Publicity	circulating regular news bulletins
11. INFORMATION FLOW PROJECT	41 Local Newsletter	heightening social life awareness
	42 Travel Occasions	expanding resident relational context
	43 Posted Notices	establishing informal meeting nodes
	44 Innovative Techniques	introducing exciting communication means

II. CIVIC COHESION

E. Citizen Engagement Proposal

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Plate 3E

12. VILLAGE GROUPS PROJECT	45 Cooperative Effort	introducing profitable business patterns
	46 Community Council	regularizing social services structures
	47 Supervising Committee	enabling integrated agenda processes
	48 Designated Advisors	formalizing present advocacy rapport
13. SPECIAL EVENTS PROJECT	49 Work Parties	creating common labour occasions
	50 Festival Calendar	marking annual time patterns
	51 Heritage Celebrations	enhancing ethnic tradition appreciation
	52 Talent Contests	encouraging individual skill sharing
14. YOUTH INVOLVEMENT PROJECT	53 Labour Force	organizing village work corps
	54 Teen Centre	allotting adequate youth space
	55 Farming Ventures	developing field cultivation competence
	56 Identity Workshops	articulating responsible community roles
15. RECREATIONAL OPPORTUNITIES PROJECT	57 Team Sports	fostering creative corporate competition
	58 Usable Facilities	assuring functional gathering points
	59 Leisure Activities	broadening voluntary engagement means
	60 Afternoon Programmes	obtaining desirable special resources
16. PUBLIC SAFETY PROJECT	61 Protection Patrol	increasing visible basic security
	62 Building Supervision	decreasing local vandalism practices
	63 Fenced Grounds	minimizing unwanted property intrusions
	64 Animal Control	reducing stray beast damage

II. CIVIC COHESION

F. Basic Care Proposal

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Plate 3F

17.
GENERAL
HEALTH
PROJECT

65 Medical Corps

equipping local paraprofessional corps

66 Emergency Services

offering adequate crisis response

67 Preventive Measures

guarding normal physical vitality

68 Professional Liaison

ensuring maximum benefits interface

18.
RESIDENT
MOBILITY
PROJECT

69 Community Van

guaranteeing available transport means

70 Trained Drivers

requiring necessary safety competence

71 Regular Schedules

organizing dependable travel system

72 Supplemental Vehicle

creating accessible automotive pool

19.
OUTSIDE
FUNDS
PROJECT

73 Foundation Gifts

obtaining private sector support

74 Corporate Donations

procuring programme element resources

75 Government Grants

enlisting public agency help

76 Management System

assuring adequate donor accountability

20.
LOCAL
FINANCE
PROJECT

77 Community Fund

pooling available fiscal reserves

78 Credit Union

stimulating local savings campaign

79 Income Extension

extending supplemental economic options

80 Upgraded Employment

enhancing existing salary scales

III. ECONOMIC EXTENSION

H. Industrial Base Proposal

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Plate 3H

21. MANUFACTURING ENTERPRISES PROJECT	81 Playground Equipment	reopening formerly successful plant
	82 Finished Textiles	providing additional women's employment
	83 Sports Equipment	engaging Interlake tourist market
	84 Wood Furniture	using available forest resources
22. COTTAGE CRAFTS PROJECT	85 Carved Items	enlarging existing wood-working skills
	86 Cloth Articles	fashioning distinctive wearing apparel
	87 Trophy Mounting	stuffing visiting sportsmen's game
	88 Traditional Curios	offering purchasable local souvenirs
23. FOOD PROCESSING PROJECT	89 Fish Products	assuring full catch utilization
	90 Slaughter Houses	opening custom killing centre
	91 Canned Produce	selling processed fruit preserves
	92 Animal Feed	providing regional agricultural support

III. ECONOMIC EXTENSION

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I. Business Life Proposal

Plate 3I

24. MARKET AGRICULTURE PROJECT	93 Beef Cattle	maximizing meat herd profits
	94 Export Vegetables	diversifying local production patterns
	95 Crops Management	introducing effective farming techniques
	96 Shared Equipment	minimizing needed capital investment
25. HOME FARMING PROJECT	97 Community Garden	initiating common land use
	98 Small Animals	providing additional protein sources
	99 Family Plots	assuring adequate balanced diets
	100 Cultivated Land	establishing experimental crop sites
26. COMMERCIAL VENTURES PROJECT	101 General Store	broadening basic commodities access
	102 Snack Bars	installing convenient food outlets
	103 Beauty Centre	creating personal care options
	104 Gas Station	offering complete vehicle maintenance
27. CONTRACT SERVICES PROJECT	105 Labour Pool	obtaining temporary employment positions
	106 Public Works	constructing needed village facilities
	107 Outside Jobs	enhancing available work positions
	108 Garbage Disposal	ensuring regular collection services

PART FOUR

THE TACTICAL SYSTEMS

- TACTICS** The fourth task of the Consult was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the proposals. The tactical systems describe and rationally organize the actions required to do the projects delineated in the practical proposals chart. At this point the operating vision and the underlying contradictions become peripheral concerns except as they provide a broad context for designing the tactics. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems, therefore, is perhaps the most crucial activity of the Consult.
- PROCESS** In order to discern the tactical systems out of the many tactics required for each of the proposals, the Consult experienced a task similar to piecing together a puzzle. The completed picture provided practical instruction for implementing the total project. The consultants proceeded in this fourth step again in teams. Each team, according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups, each team created an inclusive list of the concrete actions required to effect its proposals. The team then organized its list of actions into basic tactics for each proposal. Finally, all of the teams' work was gathered and organized to formulate the tactical systems illustrated by Plate 4.
- RESULTS** The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It comprises four tactical arenas, seven paratactics, 27 basic tactics and 221 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The seven paratactics under which the basic tactics and sub-tactics are grouped point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The four tactical arenas illustrated by Plates 4A-4D hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings are described in subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA A

Tactical Arena A, Developing Available Village Resources, consists of two paratactics and eight basic tactics. It is the intent of this tactical arena to develop the natural and human resources. Human development and resource use are noticeably interdependent in Vogar. Intensified creativity in one direction will boost intensified effort in the other. Seminars, leadership training and industrial classes will provide the competent confidence needed for the kind of break-open agricultural growth with the use of fish, wood, vegetable and livestock resources. This, in turn, will provide the necessary incentive for training in literacy, management, woodcrafts heritage needed for cultural development will be basic to the total maturation of the area

ARENA B

Tactical Arena B, Providing Basic Support Structures consists of two paratactics and six basic tactics. It is the intent of this tactical arena to provide a coordinated array of service utilities. This arena is pointing to the subtle mutual bolstering that commercial stability and mobility of interchange offer to one another in Vogar. Secured access to cars, buses, taxis and machinery will have a bracing effect on retail outlets, contract business and new light industries. Ready access to shops, jobs and home products will call for cooperative ventures in the use of tools, vehicles and security services with which the town will enhance the success of business and commercial enterprises. The degree of interaction between diverse social units required by the activation of the tactics in this arena is basic to its resource development and its very identity as a community.

ARENA C

Tactical Arena C, Fostering Cohesive Civic Identity consists of two paratactics and eight basic tactics. It is the intent of this tactical arena to weld the community together into a single social entity. The initiation of village symbols and celebrations will build up a proud self story which will speed up information flow and undergird public financial support. The visible multiplication of flags, monuments, singalongs and various get-togethers will be a launching pad for cementing external relations and promotional campaigns. Widened use of notices, newsletters and calendars cannot but have an effect on the cohesion of guilds, committees and cooperatives. The overall effect will be a remarkable increase of village cohesion and civic identity critical to a sound economic base and for a fine living environment.

ARENA D

Tactical Arena D, Enhancing Overall Physical Environment is the keystone of the whole tactical system. Arena D consists of one paratactic and five basic tactics. The intent of this arena is to trigger the motivating power that can be generated from finely designed and maintained public space. This arena is concerned with the improvement of roads, drainage and lighting, trash collection, building maintenance. The landscaped effect of external space and and the tasteful upkeep of interior space will have a vital effect on all arenas in the life of the community. The creation of

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additional service facilities such as stoves, wells, bus stops and stacked-log houses will allow the community to appropriate its space in a way that is both authentic, enlivening and utilitarian.

TACTICAL SYSTEMS CHART

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Plate 4

tactical arena A						
DEVELOPING AVAILABLE VILLAGE RESOURCES						
tactical arena B						
PROVIDING BASIC SUPPORT STRUCTURES						
tactical arena C						
FOSTERING COHESIVE CIVIC IDENTITY						
RESIDENT POPULATION paratactic I	LOCAL SERVICES paratactic II	COMMUNITY LIFE paratactic III	tactical arena D ENHANCING OVERALL PHYSICAL ENVIRONMENT paratactic IV	SOCIAL RELATIONS paratactic V	ECONOMIC BASE paratactic VI	NATURAL ASSETS paratactic VII
tactic 1 ensuring BASIC ADULT EDUCATION	tactic 5 operating SHARED EQUIPMENT POOL	tactic 8 displaying UNIFYING VILLAGE SYMBOLS	tactic 12 installing LARGE-SCALE PUBLIC WORKS	tactic 17 assuring EFFECTIVE INFORMATION FLOW	tactic 21 opening RETAIL COMMERCIAL ENTERPRISES	tactic 24 establishing COMMERCIAL FISH PLANT
tactic 2 offering AUGMENTED YOUTH LEARNING		tactic 9 organizing STRUCTURED SOCIAL GROUPS	tactic 13 activating SYSTEMATIC NEIGHBOURHOOD CLEAN-UP	tactic 18 coordinating COMPREHENSIVE PROMOTIONAL CAMPAIGNS		tactic 25 making MARKETABLE WOOD PRODUCTS
tactic 3 conducting RELEVANT VOCATIONAL TRAINING	tactic 6 initiating EXTENDED TRANSPORT SYSTEM	tactic 10 holding REGULAR FESTIVE CELEBRATIONS	tactic 14 creating COMMON LANDSCAPED SPACE	tactic 19 forming EXTERNAL ADVOCACY DESIGN	tactic 22 beginning LABOUR CONTRACT BUSINESS	tactic 26 growing DIVERSIFIED GARDEN CROPS
tactic 4 developing CHILDHOOD SUPPLEMENTARY CURRICULUM		tactic 11 multiplying AVAILABLE CULTURAL ACTIVITIES	tactic 15 designating CORPORATE INDOOR FACILITIES	tactic 20 obtaining ESSENTIAL DEVELOPMENT CAPITAL		tactic 27 raising PROFITABLE SMALL LIVESTOCK
	tactic 7 enforcing CIVIL SAFETY MEASURES		tactic 16 constructing ADEQUATE LOCAL BUILDINGS		tactic 23 starting ANCILLARY LIGHT INDUSTRIES	

TACTICAL ARENA A: Developing Available Village Resources

Paratactic I: Resident Population

Vogar's resident population will become more effective in its development efforts as their practical skills, intellectual know-how and social finesse are increased through a diversity of training experiences. Basic adult education will enable residents to play leadership roles, master basic skills and have access to practical information. Youth learning experiences will ensure the completion of high school education and enrich both the practical and fine arts skills. Vocational training opportunities will increase the income of Vogar residents by enhancing marketable skills. Supplemental school curriculum will enrich the present public education with heritage and early learning curricula.

Tactic 1: Ensuring Basic Adult Education

Subtactics In order that the citizens of Vogar acquire the practical expertise needed to participate in modern businesses and expanded community activities, basic adult education will be ensured. Safety instruction will be offered regularly on fire prevention; electrical wiring; child, water, and gun safety; defensive driving; and basic first aid. Literacy sessions concentrating on effective reading will be taught locally. Cooperative seminars will be held with informative conversations and discussions. Such effective communication will be implemented using informal and formal methods and structures. These foundational methods will be disseminated through workshops and discussions on imaginal education. Course leadership will be established, create a catalogue of available resources and instruct needed courses. Also, leadership techniques will be taught emphasizing these methods of community development. Legal workshops will be held to provide information on legal rights and procedures. Home skills will be taught to local classes with emphasis on designing and constructing attractive clothing and cooking balanced, nutritious meals.

Tactic 2: Offering Augmented Youth Learning

- 10 In order that school participation and instructional excellence be achieved in Vogar, augmented youth learning
- 11 will be offered. Advanced tutorials will be held to continually upgrade high school students' skills.
- 12 Exchange visits will be scheduled for new high schoolers in preparation for their entry into the new school.
- 13 Vocational alternates will be explored as students are introduced to several different vocational opportunities.
- 14 Skills classes will be held in reading, penmanship

- and arithmetic. Music exposure will be increased through formal programme events and informal, after-school classes. Art workshops will be conducted.
- 15 Driver training will be introduced to teach safe driving to youth who have reached age sixteen, so that they may
- 16 be properly licenced. Intellectual curriculum will be
- 17 designed and offered for the Youth Corps.

Tactic 3: Conducting Relevant Vocational Training

- In order to increase the income of Vogar citizens, relevant vocational training will be conducted. Business practices will be taught locally which will include
- 18 clerical, secretarial and accounting skills. Woodcraft techniques will be directed toward furniture, fence
- 19 picket and corral post production. Log-house construction will be demonstrated by local craftsmen and stake-
- 20 log wall construction will be taught to the building group. Horticultural demonstrations will be held in
- 21 gardens and nurseries to initiate the growing of new varieties of nutritious vegetables. Industrial classes
- 22 will be taught in Vogar by the Extension Department of the University of Manitoba in preparation for the new
- 23 village industries. Equipment instruction will ensure the proper maintenance and use of farm equipment.
- 24 Apprenticeships schemes will be organized around the special trade skills required for auto mechanics,
- 25 electricity and commercial fishing. Management courses will be taught which will include financing, credit procedures, accounting and administration.

Tactic 4: Developing Childhood Supplementary Curriculum

- In order to undergird the public school instruction, childhood supplementary curriculum will be developed. Heritage courses will be taught incorporating local
- 26 wisdom and the common memory of all Vogar residents. After-school tutorials will be conducted in the resource
- 27 center to aid students with particular learning difficulties. Early learning will be expanded to include
- 28 the participation of all three to six year old children in the present pre-school, the opening of an infant
- 29 daycare centre staffed by Vogar mothers and the maximizing of parental involvement. Voluntary aides will
- 30 be employed to involve the community parents in teaching and school activities. Basic materials will be placed
- 31 in school rooms and the library, especially graded reading and math programmes. On-site meals will be provided at the local school for lunch.

TACTICAL ARENA B: Providing Basic Support Structures

Paratactic II: Local Services

Local services will extend care for particular needs among the citizens of Vogar. An equipment pool will provide basic tools for repairs and land cultivation for residents. A transport system will improve the residents' access to nearby health and retail services and ensure the transport of local products to markets. Safety measures will limit accidents and improve security for people and property.

Tactic 5: Procuring Occasionally Needed Equipment

- 32 In order to provide individual residents with machinery and tools for maintaining the goods and resources, a pool of occasionally needed equipment will be provided.
- 33 A village inventory will be taken of equipment presently owned by Vogar area residents which could be made available to the total community. Selected machinery
- 34 will be procured and made available to residents on a rental basis for doing occasional jobs. Participating members will be enlisted and organized into a group
- 35 that can procure, control and maintain this equipment. Ongoing upkeep will be done with the assignment of participating members to care for particular pieces. An
- 36 extra-community list will be compiled of equipment that is available to Vogar residents. Carpentry tools will be procured and located in the resource centre for
- 37 lending through the same type of system as the community library books.

Tactic 6: Initiating Extended Transport System

- 38 In order to increase the citizen mobility of Vogar, an extended transport system will be initiated. Industrial freight will be hauled from Vogar's industries and
- 39 agricultural activities to local market points. A medical taxi will be organized transporting residents
- 40 with appointments to the doctor in Ashern on Thursdays. Car pools will be created by all auto drivers with
- 41 established trip routines and coordinating travel of families who do not own autos. Transport schedules for
- 42 both freight and people will be established and published. Emergency liaisons will be named in the community for
- 43 evaluating medical situations and ensuring adequate assistance. A diesel mini-bus will be procured that can
- 44 carry ten people on regular trips for a nominal fee. A refrigerated truck will be procured that will transport the local vegetables and meats to markets.

Tactic 7: Enforcing Civil Safety Measures

45 In order to increase the security of individuals and
46 property, civil safety measures will be enforced. A
47 policing force will be organized by the community
48 council. A security chief will be appointed to be
49 trained by the Royal Canadian Mounted Police. A patrol
50 service will be established by the policing force to
51 cover the entire village at all times. A two-way radio
52 will be procured for use between the policing force and
53 its office. An emergency code will be consensed upon
54 and used. Royal Canadian Mounted Police relations will
55 be strengthened through meetings, conversations and
demonstrated support. Speed signs will be erected at
appropriate places along the roadways. A beach patrol
will be established at the new beach. Safety markers
will be created and posted at the new beach and at the
school. A dump fence will be constructed out of local
materials to keep children and animals out of the dump.
Inside the split rail fences surrounding vegetable
gardens, garden hedges of raspberry and other thorny
bushes will be planted.

TACTICAL ARENA C: Fostering Cohesive Civic Identity

Paratactic III: Community Life

An organized system of community social events, symbols and celebrations will help to unify and stabilize day-to-day living in Vogar. Visual symbols, logos, mottoes, signs and pictures will remind the people of Vogar of their heritage and future, focussing common identity. Social groups will allow the community to work together, experiencing their corporate power. Festive celebrations will punctuate the rhythm of village life, giving people ways to share and celebrate their community and its achievements. Cultural activities will expose the village to a range of unifying and creative experiences, adding a sense of excitement to life in Vogar.

Tactic 8: Displaying Unifying Village Symbols

56 In order to forge an awareness of Vogar identity,
57 unifying village symbols will be displayed. A community
58 crest will be created and displayed for the whole
59 community. The Vogar flag will be flown in a prominent
60 place in the village. A welcoming monument will be
built of log and stone at the junction of Highway 235
and east entrance of Vogar and will prominently feature
the community symbol and the name of the community.
Highway signs reading "Vogar" will be erected approxi-
mately one mile from the village at the two main entry
points. Residence plaques with the village symbol and

- 61 family name will be created from circles of plywood and placed at the driveways. Facilities markings will be erected identifying the community features such as sports fields, the hockey rink, and public buildings.
- 62 A village entrance will be built at the central village cross-roads with the name of the town, the provincial, national, community flags, Vogar symbol and welcome sign all displayed. An Icelandic mural will be painted on an exterior wall of a building in the Heritage Square
- 63 containing symbols of the Icelandic heritage. A land use plan will be prepared for the community with projections showing the locations of new roads, green parks and industrial development sites. A Heritage Square will be built involving memorable objects from the past heritage of the Vogar peoples. A "futures corner" will be set up providing different displays each month such as upcoming activities, ice fishing, area birds, log construction and craft making. A Metis shrine will be erected in the Heritage Square. An annual pageant will be staged enacting the history of the community.
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Tactic 9: Organizing Structured Social Groups

- 69 In order to build corporateness and engagement opportunities in Vogar, structured social groups will be organized. An education guild will be established to catalogue available courses and set up local ones as needs or desires indicate. A work force will be formed for building and maintaining community facilities.
- 70 Products management will be organized by a committee coordinating local and regional buying and selling of local goods. Wholesale buying will be started for cheap purchase of food and high-use items. A businessmen's group of those engaged in local commercial activities will be organized to devise techniques for broadening business services. A non-profit cooperative will be formed enabling community economic decision-making and developing action projects such as residential housing. Food purchasing on a cooperative basis will be implemented for marketing locally-produced general supplies and for bulk buying at competitive prices.
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- 80 A recreation committee will be created with broad
81 community representation and committees to deal with
funds, staff and security of recreation facilities.

Tactic 10: Holding Regular Festive Celebrations

- 82 In order to illuminate the significant events of Vogar's
multiple heritage, regular festive celebrations will
83 be held. Religious services in Vogar will be held
involving local people in worship, singing and scripture
84 reading. Cultural narratives will be dramatized in
performances done by youth and in story-telling by
elders. Seasonal events will be celebrated, such as
85 Christmas and the end of the fishing season. Heritage
festivals will be held periodically honoring the Metis
and Icelandic heritage. A music contest will be held
86 including a traditional jig and fiddle competition
involving all fiddlers throughout the Interlake
Region. Community singalongs will be organized by the
87 school choir including all sections of the community.
Canada Day will be celebrated in Vogar, with a flag-
88 raising ceremony of the the three flags and the Vogar
baseball team competing in the Ashern Sports Day.

Tactic 11: Scheduling Frequent Cultural Activities

- 89 In order to celebrate the creativity of all sections
of the community, frequent cultural activities will be
90 scheduled. Sports competitions will be organized
including events for all ages, and baseball, hockey
91 and curling teams. A health fair will be scheduled
and will screen citizens for vision and hearing defects,
92 diabetes, TB and dental care. A town reunion will be
held annually in the summer with displays of local
product and invitations to family and friends across
93 the municipality. A harvest festival will be conducted
annually in Vogar to coincide with the completion of
94 harvest in the fall, displaying crops and preserved
vegetables and berries. Social events, such as pot-
95 luck suppers, will be organized in connection with
school and club activities. Bingo games will be
96 held regularly in the village. Regular movies will
be obtained from Cana Films and the public schools
97 and shown locally. Community dances will be held
monthly with local fiddlers participating. Youth days
98 will be held featuring workshops on high school orien-
tation. Group trips will be conducted to other parts
99 of Manitoba and places of interest. Inter-village
visits will be hosted by the people of Vogar, inviting
100 and sending groups like sports teams to regional events.
An after-school gym will be orchestrated with supple-
mental activities in baseball, hockey and skating.

TACTICAL ARENA D: Enhancing Overall Physical Environment

Paratactic IV: Physical Environment

The physical environment of Vogar will become a more wholesome and pleasant place in which to live by doing a thorough rehabilitation of its public works, sanitation and maintenance schemes and by building homes and community facilities while improving existing ones. Public works will control dust, standing water and increase community lighting. Neighbourhood cleanup will improve sanitation, order and pride in Vogar. Landscaping will display trees, plants, wood and stones to better community appearance. Local building construction will provide additional residential housing, commercial trading space and recreational facilities while improving sanitation.

Tactic 12: Installing Large-Scale Public Works

- 101 In order to render this community a healthy and attractive
- 102 place in which to live, large-scale public works will
- 103 be installed. Paved roads will be completed. New
- 104 streets will be constructed providing access to housing
- 105 lots. Galvanized culverts will be placed at driveway
- 106 entrances and will consist of corrugated pipe covered
- 107 with gravel. Street lights will be installed with
- 108 high-intensity mercury vapour lamps located every 300
- 109 feet along the main street and in front of the store.
- Rock driveways will be constructed from local rocks and
- 106 gravel. Drainage outlets will be dug connecting the
- 107 drainage ditches with the lake via the open fields and
- 108 culverts under roadways. Concrete-slab sidewalks will
- 109 be laid along the west side of main street from the
- store to the community church using pre-fabricated
- 108 slabs. Building lamps will be installed at appropriate
- 109 locations on all public buildings. Parking spaces will
- be allocated adjacent to public buildings.

Tactic 13: Activating Systematic Neighbourhood Clean-up

- 110 In order to heighten a sense of order and pride in the
- 111 community, systematic neighbourhood clean-up will be
- 112 activated. A beautification campaign involving an
- 113 initial massive clean-up of rubbish will be conducted
- 114 on consecutive Saturdays in the five stakes, or commu-
- 115 nity subdivisions. Trash collection will be organized
- on a weekly basis using a volunteer from each stake as
- 116 a stake trash coordinator. Auto towing will be
- instituted to remove all abandoned cars. Dump cover-up
- 117 will be done using the municipal bulldozer to bury trash
- 118 piles. Building maintenance will be organized for all
- 119 public facilities, keeping them ready for use. Refuse

- 115 containers will be placed in eight locations in Vogar
and painted yellow with two community grids outlined
116 in black and painted equidistant around the circum-
ference. Residence upkeep will be enabled with paint
and tools from the resource centre.

Tactic 14: Creating Common Landscaped Space

- 117 In order to enhance the physical beauty and to provide
public leisure space in Vogar, common landscaped space
118 will be created. An entry landmark will be erected in
the area in front of the store. A memorial display
119 will be built depicting local history between Vogar
Hall and the Roman Catholic Church, with the basic
120 construction being local logs backdropped with pine
trees from the Forestry Department. A bulletin board
121 will be placed on one side of the memorial display.
Bus-stop miniparks will be landscaped at the bus-stop
122 shelters, including benches and pine trees. Street
decorations will be placed on the utility poles for
123 the Christmas season and at harvest festival time.
Mowed roadsides will be maintained. Roadway planting
124 will be placed in accordance with the landscape scheme.
Rail fences will be erected around public facilities
125 during a community work day. Residential lawns will
be landscaped and planted with hardy grass seed. A
126 central park will be constructed adjacent to the school
and will contain a baseball diamond and sports field.
127 A beach area will be upgraded to include a floating
dock, a corduroy sidewalk and floating buoys. The ice
128 rink will be maintained in winter.

Tactic 15: Designated Corporate Indoor Facilities

- In order to encourage community usage of public buildings,
129 corporate indoor facilities will be designated. A study
hall will be set up for students' use after school hours.
130 A resource centre will be established at the community
school containing a lending library of books, encyclo-
131 pedias, maps and tools. Meeting rooms will be furnished
for groups in the village. A health station will be
132 established with facilities for examinations and minor
treatment. A youth node will be opened with drop-in
133 recreational activities, a meeting centre for the youth
corps and a site for small dances and parties. A building
134 schedule will be kept by the secretary of the community
council, with upcoming events to be posted at local
gathering centres.

Tactic 16: Constructing Adequate Local Buildings

In order to create a commercial centre and provide housing and recreational facilities, adequate local buildings will be constructed. Retail outlets will be expanded providing additional consumer products and services. Woodburning stoves will be installed in new houses as a cheap, readily available supplemental source of heat. Additional homes will be built with the customizing of interior design. Water wells will be drilled for each house and connected to a pressure water system. Stacked-log dwellings will be constructed using local labour and the construction design from the University of Manitoba. Sewage disposal will be provided in a system of septic tanks and leech beds installed at each new house as part of the construction plan. Covered bus-stops will be erected outside the retail outlet and adjacent to the beach, including a heating unit, a closeable door and a notice board. A tunnel greenhouse will be constructed using plastic sheeting and metal ribs. House dismantling will be organized so that old houses will be torn down as new ones are constructed and the lumber will be salvaged to be recycled. A recreational facility will be built for all age groups within the community.

TACTICAL ARENA C: Fostering Cohesive Civic Identity

Paratactic V: Social Relations

Social relations outside the village in both the public and private sectors will provide necessary resources for community development. Effective information flow will ensure that news of the existence and progress of the Vogar Project will be widely disseminated. Promotional campaigns will encourage area-wide participation in local social activities and economic ventures. External advocacy designs will build positive relationships with public agencies and establish ongoing assistance. Development capital will be raised from private and governmental sources through loans and grants.

Tactic 17: Assuring Information Flow

In order to enable full community awareness of and participation in the activities of Vogar, an effective information flow will be provided. A regular newsletter containing both local and global activities will be distributed bi-weekly, door-to-door, by the Vogar Youth Corps. Bulletin notices will be maintained on the bulletin board at the community node. A visitors' directory will be mounted on a weather-proofed board

near the bus stop containing a detailed map of all the facilities in Vogar and the list of town officials. An events calendar will be printed on gold tone stock in brown ink showing the annual local events and festivals, historical and world events and regularly scheduled community meetings, and mailed to residents and surrounding towns in January. Community visitation will be carried out regularly in each stake, and invitations to coming events delivered. Imaginative publicity will be used to advertise important community events. The Vogar column, which pulls together data from the bi-weekly newsletter, will be written by the journalist team and submitted for publication in the Stonewall Argus and the Interlake Spectator. A resource file will be compiled containing information on services and resources beyond Vogar such as film catalogues, vocational pamphlets and business and industrial gazettes. A contacts register will be created for quick reference to names, addresses and phone numbers of services and suppliers which will be maintained in four common sets in the store, library, school and project office. A local library will be established housing a collection of books and carpentry tools available to Vogar residents.

Tactic 18: Coordinating Comprehensive Promotional Campaigns

In order to make the many activities of Vogar known across Manitoba and all of Canada, comprehensive promotional campaigns will be coordinated. Products advertising will be published for wholesale distributors in brochures, outdoor advertising signs and product samples. Vogar crafts will be exhibited at three major shows each year in Cleveland, Chicago and Minneapolis. 4-H Clubs will be expanded to include more youth from the village and from the farms. Economic brochures will be printed on 8½ x 11 size paper with three folds using the Vogar symbol on the cover. Media presentations will be created for release to local radio stations and provincial newspapers. Diversified materials will be disseminated to bring Vogar before the public eye through such things as bumper stickers and illustrative maps. Commerce promotion will be encouraged with a "Buy in Vogar" campaign using mass media releases, newspaper releases and flyers distributed to local houses. Personal savings will be dramatized and internal spending stimulated as stories and newspaper articles reveal secure possibilities for community investment. Special gimmicks will be employed, such as overhead street

- 163 banners, telephone pole posters and printed shopping
bags. A marketing manager will be selected to find
markets for potential products and services and to
market locally produced goods. Periodic communiques
164 will be dispatched reporting happenings in Vogar to
other Manitoba communities, to similar projects across
the globe and interested persons or groups who are
165 lending their support to this project.

Tactic 19: Forming External Advocacy Design

- 166 In order to improve relations between Vogar and outside
structures, an external advocacy design will be formed.
Government liaison will be increased by inviting officials
167 from the various government departments to a "Vogar
Human Development Day". The health council will be
contacted by sending direct representation to council
meetings and calling meetings with the District Health
168 Council for the Vogar area of Siglunes Municipality.
Legal aid will be requested, a local coordinator of the
service will be appointed and the nature of the assis-
169 tance available will be publicized in the community.
The court relations will be expanded by contacts with
the court worker and his services will be utilized on
170 the bi-weekly Ashern court days. Land rights will be
clarified by completing the land clarification survey
and educating the residents in ownership and leasing
171 principles. Tax arrears will be negotiated with
provincial and municipal governments and a plan created
for regularizing the municipal tax structure. School
172 negotiations will be undertaken with the Lakeshore
Division of the Education Department for releasing
the use of the school units to multiple community
activities.

Tactic 20: Obtaining Essential Development Capital

- 173 In order to have the funds available for all the pro-
grammes of the village, essential development capital
will be obtained. Government agents will be contacted
and proposals submitted requesting municipal, provincial
174 and national loans and grants available to local
communities. Private investment will be elicited from
corporations with local community investment interests.
175 A local mechanism will be set up allowing for and
encouraging the pooling of local financial resources.
176 Loan funds will be developed through local and regional
banks, savings and loan associations, credit unions,
and individual investors. A liaison officer will be
177 assigned to optimize contacts and grants procurement

- 178 between community, funding and investing agencies. A
development corporation will be organized and incor-
179 porated with all profits reinvested in the community
by trustees selected to represent each community
200 stake. A cooperative structure will be formed of local
residents which will hold and manage capital funds as
they are acquired. An advisory group will be established
180 of outside experts and local residents monitoring and
advising on outside capital funds.

TACTICAL ARENA B: Providing Basic Support Structures

Paratactic VI: Economic Base

Vogar's economic base will be expanded by providing commerce, services and supplemental industries that bring in income and stimulate local purchasing. Commercial enterprises will make retail services and goods available in the community. A labour contract business will utilize and train workers in a variety of sub-contractable operations. Ancillary light industries will utilize domestic and artistic skills in new marketing ventures.

Tactic 21: Opening Retail Commercial Enterprises

- 181 In order to provide more services and goods in Vogar,
retail commercial enterprises will be opened. A fuel
station will be operated on Highway 235 and will offer
182 diesel fuel, gasoline and home fuel oil for cars, trucks,
farm equipment and other needs. A repair shop will be set
up in conjunction with the fuel station and will repair
183 farm equipment, community-owned machinery and automobiles.
A Vogar cafe will be inaugurated specializing in local
184 foods such as bannock and canned and smoked mullet,
with fast foods offered during the day. The general
store will be expanded to include a larger variety of
185 goods and to be an outlet for locally produced crafts.
A hairstyling salon will be operated by a local young
186 person for both men's and women's haircutting and
styling. A custom-killing plant will be initiated for
butchering local cattle, sheep and rabbits, and for
187 dressing game on a seasonal basis. A coin-operated
laundromat will be started with washing, drying and
dry-cleaning equipment. A specialty bakery will be
188 opened for baking bannock, cakes, pies and bread for
Vogar resident consumption. A farmers' market will be
189 visited in Winnipeg for selling the excess home-garden
crops and produce on a commercial basis.

Tactic 22: Beginning Labour Contract Business

- 190 In order to increase the employment options of the
citizens, a labour contract business will be launched.
191 Building subcontractors will be organized with a team
of two licenced carpenters and two or three apprentices.
192 A labour pool will be formed of local men with a
variety of skills and experiences. An advocacy group
will be formed to promote the subcontracting and labour
pool services. Apprenticeship agreements will be
193 secured for the building subcontractors group with the
Red River Community College.

Tactic 23: Starting Ancillary Light Industries

- 194 In order to provide employment for skilled domestic
craftsmen, ancillary light industries will be started.
195 Piece-work sewing will be contracted for Vogar women
from wholesale clothing manufacturers who will place
power machines and ship materials to a Vogar garment
factory. Consigned handicrafts will be made by local
196 residents for sale in the general store, in the cafe
and at nearby tourist areas. Fruit preserves from
local fruits such as strawberries and rhubarb will be
processed for sale in the general store and fruit
stands, and for use in specialty bakery stores.

TACTICAL ARENA A: Developing Available Village Resources

Paratactic VII: Natural Assets

Natural assets will provide the basis for rapid expansion of the industrial base of the Vogar area. A commercial fish plant will utilize the locally caught fish as stock feed and fertilizer and will sell preserved fish. Wood products will employ the expertise of area craftsmen to use local resources in producing both raw and fabricated products. Diversifying garden crops will expand agricultural options for the Interlake area by providing marketable vegetables. Raising small livestock will provide meat and animal by-products for local consumption and sales outside the area.

Tactic 24: Establishing Commercial Fish Plant

- 197 In order to expand the profit realized from the local
fish caught in large numbers during the winter fishing
season, a commercial fish plant will be established.
198 Fish meal will be rendered to supply cattle and small
animal feed. Smoke preservation will be instituted
199 with the construction of smoking units to make smoked
fish available for regional consumption. Crop fertilizer

- 200 will be produced from rough fish and waste parts. A
201 local hatchery will be opened increasing the availabil-
202 ity of game and commercial fish for the government
203 market. Sucker control will be achieved through year-
204 round selective fishing

Tactic 25: Making Marketable Wood Products

- 202 In order to utilize local woods and the expertise of
203 local wood-craftsmen, marketable wood products will be
204 made. Fence post, will be produced from locally grown
205 poplar and oak. Cut firewood will be produced from
206 local poplar and sold in half-ton truck bed-sized loads.
207 Hand-crafted snowshoes will be produced and sold locally
208 as souvenirs at nearby resorts and for use by local
209 people. Sleigh runners will be manufactured from
210 local hardware timber. Poplar fodder will be ground,
211 treated and tested as a cattle food. When proper
212 permits have been secured, timber supplies will be cut
213 for milling into housebuilding lumber and hardwood for
214 playground equipment. Playground equipment for sale
215 to schools and parks will be built by local craftsmen
216 from local materials.

Tactic 26: Growing Diversified Garden Crops

- 209 In order to demonstrate the diverse possibilities of
210 fruits and vegetables which can be raised in the Vogar
211 area and to increase the nutritional level of the
212 village, diversified garden crops will be grown.
213 Community plots will be planted as a business venture
214 and the harvested crops will be sold to local citizens
215 and others. Family vegetables will be cultivated to
216 supply basic family needs. Marketable mushrooms will
217 be grown as saleable produce for Manitoba buyers. Green-
218 house operations will be setup to supply year-round
219 produce and seedlings. Snow peas will be cultivated in
220 the greenhouse. Alfalfa will be sown, allowed to go to
221 seed and the harvested seeds will be sold in the region.
222 Demonstration farms will be established, experimenting
223 with produce such as blueberries, strawberries and
224 raspberries.

Tactic 27: Profitable Small Livestock

- 216 In order to experiment with additional sources of meats
217 and saleable animal products and to provide a demonstra-
218 tion for the Interlake area, profitable small livestock
219 will be raised. A rabbit farm will be set up on a
220 year-round basis, supplying meat and fur to local and

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218 regional markets. Packer hogs will be raised from birth
to market weight for sale to nearby packing plants and
219 local families. A poultry industry will be introduced
supplying meat and eggs from chickens, geese, turkeys
and ducks. Sheep grazing will be instituted with sales
220 of both wool and mutton. Goat herds will be introduced
with sales of meat and milk to special markets such as
the Greek community in Winnipeg. Commercial frogs will
221 be collected and raised for marketing to laboratories,
for use as fish bait and for table meat.

DEVELOPING AVAILABLE VILLAGE RESOURCES

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Plate 4A

paratactic I

Resident Population

tactic 1: Adult Education

- 1 Safety Instruction
- 2 Literacy Sessions
- 3 Cooperative Seminars
- 4 Effective Communication
- 5 Foundational Methods
- 6 Course Leadership
- 7 Leadership Techniques
- 8 Legal Workshops
- 9 Home Skills

tactic 2: Youth Learning

- 10 Advanced Tutorials
- 11 Exchange Visits
- 12 Vocational Alternates
- 13 Skills Classes
- 14 Music Exposure
- 15 Art Workshops
- 16 Driver Training
- 17 Intellectual Curriculum

tactic 3: Vocational Training

- 18 Business Practices
- 19 Woodcraft Techniques
- 20 Log-house Construction
- 21 Horticultural Demonstration
- 22 Industrial Classes
- 23 Equipment Instruction
- 24 Apprenticeship Scheme
- 25 Management Courses

tactic 4: Supplementary Curriculum

- 26 Heritage Courses
- 27 Afterschool Tutorials
- 28 Early Learning
- 29 Voluntary aides
- 30 Basic Materials
- 31 Onsite Meals

paratactic VII

Natural Assets

tactic 24: Fish Plant

- 197 Fish Meal
- 198 Smoke Preservation
- 199 Crop Fertilizer
- 200 Local Hatchery
- 201 Sucker Control

tactic 25: Wood Products

- 202 Fence Posts
- 203 Cut Firewood
- 204 Handcrafted Snowshoes
- 205 Sleigh Runners
- 206 Poplar Fodder
- 207 Timber Supplies
- 208 Playground Equipment

tactic 26: Garden Crops

- 209 Community Plot
- 210 Family Vegetables
- 211 Marketable Mushrooms
- 212 Greenhouse Operations
- 213 Snow Peas
- 214 Alfalfa Seeds
- 215 Demonstration Farm

tactic 27: Small Livestock

- 216 Rabbit Farm
- 217 Packer Hogs
- 218 Poultry Industry
- 219 Sheep Grazing
- 220 Goat Herds
- 221 Commercial Frogs

PROVIDING BASIC SUPPORT STRUCTURES

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Plate 4B

paratactic II

Local Services

paratactic VI

Economic Base

tactic 5: Equipment Pool

- 32 Village Inventory
- 33 Selected Machinery
- 34 Participating Members
- 35 Ongoing Upkeep
- 36 Extra-community List
- 37 Carpentry Tools

tactic 21: Commercial Enterprises

- 181 Fuel Station
- 182 Repair Shop
- 183 Vagar Cafe
- 184 General Store
- 185 Hairstyling Salon
- 186 Custom-killing Plant
- 187 Coin-operated Laundromat
- 188 Specialty Bakery
- 189 Farmer's Market

tactic 6: Transport System

- 38 Industrial Freight
- 39 Medical Taxi
- 40 Car Pools
- 41 Transport Schedules
- 42 Emergency Liaisons
- 43 Diesel Minibus
- 44 Refrigerated Truck

tactic 22: Contract Business

- 190 Building Subcontractors
- 191 Labour Pool
- 192 Advocacy Group
- 193 Apprenticeship Placements

tactic 7: Safety Measures

- 45 Policing Force
- 46 Security Chief
- 47 Patrol Service
- 48 Two-way Radio
- 49 Emergency Code
- 50 RCMP Relations
- 51 Speed Signs
- 52 Beach Patrol
- 53 Safety Markers
- 54 Dump Fence
- 55 Garden Hedges

tactic 23: Light Industries

- 194 Piecework Sewing
- 195 Consigned Handicrafts
- 196 Fruit Preserves

FOSTERING COHESIVE CIVIC IDENTITY

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Plate 4C

paratactic III

Community Life

paratactic V

Social Relations

tactic 8: Village Symbols

- 56 Community Crest
- 57 Vogar Flag
- 58 Welcoming Monument
- 59 Highway Signs
- 60 Residence Plaques
- 61 Facilities Markings
- 62 Village Entrance
- 63 Icelandic Mural
- 64 Land-use Plan
- 65 Heritage Square
- 66 Futures Corner
- 67 Metis Shrine
- 68 Annual Pageant

tactic 17: Information Flow

- 145 Regular Newsletter
- 146 Bulletin Notices
- 147 Visitors Directory
- 148 Events Calendar
- 149 Community Visitation
- 150 Imaginative Publicity
- 151 Vogar Column
- 152 Resource File
- 153 Contacts Register
- 154 Local Library

tactic 9: Social Groups

- 69 Education Guild
- 70 Work Force
- 71 Products Management
- 72 Wholesale Buying
- 73 Businessmen's Group
- 74 Non-profit Cooperative
- 75 Food Purchasing
- 76 Buildings Committee
- 77 Community Services
- 78 Youth Corps
- 79 Coordinating Council
- 80 Credit Union
- 81 Recreation Committee

tactic 18: Promotional Campaigns

- 155 Products Advertising
- 156 Vogar Crafts
- 157 4-H Clubs
- 158 Economic Brochures
- 159 Media Presentations
- 160 Diversified Materials
- 161 Commerce Promotion
- 162 Personal Savings
- 163 Special Gimmicks
- 164 Marketing Manager
- 165 Periodic Communiques

tactic 10: Festive Celebrations

- 82 Religious Services
- 83 Cultural Narratives
- 84 Seasonal Events
- 85 Heritage Festivals
- 86 Music Contests
- 87 Community Singalongs
- 88 Canada Day

tactic 19: Advocacy Design

- 166 Government Liaison
- 167 Health Council
- 168 Legal Aid
- 169 Court Relations
- 170 Land Rights
- 171 Tax Arrears
- 172 School Negotiations

tactic 11: Cultural Activities

- 89 Sports Competition
- 90 Health Fair
- 91 Town Reunion
- 92 Harvest Festival
- 93 Social Events
- 94 Bingo Games
- 95 Regular Movies
- 96 Community Dances
- 97 Youth Days
- 98 Group Trips
- 99 Intervillage Visits
- 100 After-school Gym

tactic 20: Development Capital

- 173 Government Agents
- 174 Private Investment
- 175 Local Mechanism
- 176 Loan Funds
- 177 Liaison Officer
- 178 Development Corporation
- 179 Cooperative Structure
- 180 Advisory Group

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ENHANCING OVERALL PHYSICAL ENVIRONMENT

Plate 4D

paratactic IV

PHYSICAL ENVIRONMENT

tactic 12:

Public Works

- 101 Paved Roads
- 102 New Streets
- 103 Galvanized Culverts
- 104 Street Lights
- 105 Rock Driveways
- 106 Drainage Outlets
- 107 Concrete-slab Sidewalks
- 108 Building Lamps
- 109 Parking Spaces

tactic 13:

Neighborhood Clean-up

- 110 Beautification Campaign
- 111 Trash Collection
- 112 Auto Towing
- 113 Dump Coverup
- 114 Building Maintenance
- 115 Refuse Containers
- 116 Residence Upkeep

tactic 14:

Landscaped Space

- 117 Entry Landmark
- 118 Memorial Display
- 119 Bulletin Board
- 120 Bus-stop Miniparks
- 121 Street Decorations
- 122 Mowed Roadsides
- 123 Roadway Plantings
- 124 Rail Fences
- 125 Residential Lawns
- 126 Central Park
- 127 Beach Area
- 128 Ice Rink

tactic 15:

Indoor Facilities

- 129 Study Hall
- 130 Resource Centre
- 131 Meeting Rooms
- 132 Health Station
- 133 Youth Node
- 134 Buildings Schedules

tactic 16:

Local Buildings

- 135 Retail Outlets
- 136 Woodburning Stoves
- 137 Additional Homes
- 138 Water Wells
- 139 Stacked-log Dwellings
- 140 Sewage Disposal
- 141 Covered Bus-stops
- 142 Tunnel Greenhouse
- 143 House Dismantling
- 144 Recreation Facility

PART FIVE

THE ACTUATING PROGRAMMES

PROGRAMMES

The final task of the Consult was organizing the tactical systems into Actuating Programmes. The programmes provide precise structures of forms within which specific tasks are carried out. They perform several essential functions. The programmes make possible a broad cost analysis of the Project and thereby become crucial instruments for its funding. They enable the creation of a relatively accurate phasing design for the total demonstration. They serve to organize both the local forces who implement the Project and the extended forces who form the support network. Finally, they release an imaginal power that motivates the local people, the project patrons and the public at large by reflecting the possibility, the inclusiveness and the unity of the Human Development Project.

PROCESS

The creation of the Actuating Programmes first involves organizing the large body of subtactics into rational programmes that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to inclusiveness and focus. Certain values are held throughout the process of organizing the programmes, such as their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programmes is the first step in project actuation for they define the arenas and organize the tactics for concrete steps to be taken by the local forces in doing the subtactics and programmes. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

RESULTS

The Actuating Programmes of the Vogar Human Development Project shown on Plates 5 and 5A are 13 in number. Five of these are related to the social development of Vogar. Three of the five relate to effective education and two to extended relations. The effective education arena includes a Supplementary Education Unit, a Vocational Skills Institute and an Adult Training Institute. The two programmes related to extended relations are the Civic Information Network and the Community Promotion Agency. The second major programmatic division has to do with cohesive style in Vogar. This arena contains three programmes which are the Vogar Identity Project, the Youth Action Corps and the General Construction Team. The third group includes five programmes which relate to the economic development of Vogar. Two of the five relate to community well-being and three to business expansion. The community well-being arena includes a Civil Works Force and a Public Services Complex. The three programmes relating to business expansion are the

Industrial Development Corporation, the Regional Shopping Centre and the Diversified Agricultural Cooperative.

A more detailed description of each of the 13 Actuating Programmes follows. These summaries are not intended to fully lay out the programmes, but to indicate the general focus of each, the relationships among the programmes and the relationship between each programme and the whole Project. Each summary is composed of three paragraphs. The first describes the broad functional nature of the programme and explains why it is necessary to the total Project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the programme. This is in no way a specific effort to do the Timelined Implementaries of the subtasks mentioned earlier. The programme summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the programme. Accompanying each summary is a four-year cost projection (Plates 5B-N).

SUMMARIES

THE THIRTEEN ACTUATING PROGRAMMES
Comprehensive Community Reformulation in Vogar

ONE TOWARD THE SOCIAL DEVELOPMENT OF VOGAR		TWO TOWARD THE COHESIVE STYLE OF VOGAR	THREE TOWARD THE ECONOMIC DEVELOPMENT OF VOGAR	
EFFECTIVE EDUCATION A	EXTENDED RELATIONS B	C	COMMUNITY WELL-BEING D	BUSINESS EXPANSION E
SUPPLEMENTARY EDUCATION UNIT I	CIVIC INFORMATION NETWORK IV	VOGAR IDENTITY PROJECT VI	CIVIL WORKS FORCE IX	INDUSTRIAL DEVELOPMENT CORPORATION XI
VOCATIONAL SKILLS INSTITUTE II		YOUTH ACTION CORPS VII		REGIONAL SHOPPING CENTRE XII
ADULT TRAINING ACADEMY III	COMMUNITY PROMOTION AGENCY V	GENERAL CONSTRUCTION TEAM VIII	PUBLIC SERVICES COMPLEX X	DIVERSIFIED AGRICULTURAL COOPERATIVE XIII

ONE TOWARD THE SOCIAL DEVELOPMENT OF VOGAR				TWO TOWARD THE COHESIVE STYLE OF VOGAR		THREE TOWARD THE ECONOMIC DEVELOPMENT OF VOGAR			
EFFECTIVE EDUCATION A		EXTENDED RELATIONS B		C		COMMUNITY WELL-BEING D		BUSINESS EXPANSION E	
SUPPLEMENTARY EDUCATION UNIT I	Early Learning Programme 1	CIVIC INFORMATION NETWORK IV	Local Newspaper Programme 13	VOGAR IDENTITY PROJECT VI	Diverse Heritage Programme 21	CIVIL WORKS FORCE IX	Environmental Beautification Programme 33	INDUSTRIAL DEVELOPMENT CORPORATION XI	Wood Processing Programme 41
	Career Orientation Programme 2		Movie Night Programme 14		Social Enrichment Programme 22		Road Improvement Programme 34		Animal Products Programme 42
	Resource Centre Programme 3				Cultural Exchange Programme 23		Comprehensive Sanitation Programme 35		Home Crafts Programme 43
	Basic Tutorials Programme 4				Community Celebrations Programme 24				Sewing Factory Programme 44
VOCATIONAL SKILLS INSTITUTE II	Agriculture Training Programme 5				Information Exchange Programme 16				Public Work Programme 25
	Business Management Programme 6	Seasonal Recreation Programme 26	Mechanical Maintenance Programme 46						
	Job Apprenticeship Programme 7	Social Events Programme 27		Consumer Services Programme 47					
	Placement Bureau Programme 8	Capital Funding Programme 17	Community Involvement Programme 28	Nutrition Improvement Programme 37		Credit Union Programme 48			
ADULT TRAINING ACADEMY III	Family Life Programme 9	COMMUNITY PROMOTION AGENCY V	Community Publicity Programme 18	GENERAL CONSTRUCTION TEAM VIII	Village Plan Programme 29	PUBLIC SERVICES COMPLEX X	Scheduled Transportation Plan Programme 38	DIVERSIFIED AGRICULTURAL COOPERATIVE XIII	Small Animal Programme 49
	Basic Education Programme 10		Government Liaison Programme 19		Housing Improvement Programme 30		Health Care Programme 39		Farm Livestock Programme 50
	Safety Education Programme 11		Product Marketing Programme 20		Park Development Programme 31				Security Maintenance Programme 40
	Leadership Preparation Programme 12				Public Buildings Programme 32		Garden Plots Programme 52		

SOCIAL DEVELOPMENT: Actuating Programme 1

SUPPLEMENTARY EDUCATION UNIT

Every community must find ways to prepare its young people to participate effectively in a society radically different from that of a generation ago. The Supplementary Education Unit will create a social atmosphere in which effective education can take place by focusing existing programmes and additional resources where needed. Infant care for children under three will enable intentional social, intellectual and physical development. At the same time, mothers will be needed to participate in the work of the total community. Creatively participating in educational experience at an early age will directly and indirectly encourage children to utilize later opportunities. The access to resource materials and the awareness of diverse careers will encourage youth to finish high school. Parents will assume greater and greater responsibility for education and training of their children, and will play a larger role in community affairs through cooperation with school personnel.

The Supplementary Education Unit consists of four components. First, the Early Learning Programme will care for infants and children too young for existing school programmes. A parents' auxiliary will work closely with this component. Second, a Career Orientation Programme will make youth aware of a wide variety of career possibilities. Visits will allow youth to become informed about a variety of career options. Third, the Resource Centre Programme will organize a community library, various study halls and a bookmobile service to the rural areas of the community. Fourth, a Basic Tutorials Programme will supplement the activities of the public schools. Volunteers will tutor both children and youth in needed subjects.

The community library was begun during the week of the Consult by donated books and book racks in the school annex. Audio-visual equipment will be obtained by the end of July. Children's recreational equipment will be built by the Industrial Development Corporation and installed before school reopens. A trip will be organized in early July to take 20 people to visit a number of businesses and government agencies as well as the job placement centre in Winnipeg. A professional-for-a-day programme will be initiated with young people going in pairs to spend working hours as "shadows" to workers in various programmes. Regular meetings between school officials and interested parents will be started in September. A survey will help to determine needed tutorial programmes. Volunteers will be organized immediately to be prepared to assist teachers.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 1

Plate 5B

SUPPLEMENTARY EDUCATION UNIT

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categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Teaching Materials	500			
	Meal Supplements	500	500	500	300
	Early Learning Supplies		250	250	
	High Chairs	200			
	Beds	500			
	Playpens and Seats	300			
	subtotal - capital	2,000	750	750	300
II Pay and Allowances	1 Auxiliary Wage	7,200	7,200	3,600	
	1 Community Wage	5,800	5,800	5,800	5,800
	subtotal - pay	13,000	13,000	9,400	5,800
III Current Expenses	Teaching Supplies	500			
	subtotal - current	500			
Total Programme Costs		15,500	13,750	10,150	6,100

SOCIAL DEVELOPMENT: Actuating Programme 2

VOCATIONAL SKILLS INSTITUTE

Local people around the world are demanding Twentieth Century technological skills. The Vocational Skills Institute will develop new practical work skills and upgrade others, creating the pool of workers so crucial to a developing economy. Local residents will be able to compete in the labour market with confidence and a diversity of skills, opening new vocational options beyond farming, carpentry and road construction. Business will become more profitable as new commercial skills are developed. The presence of multiple skills in Vogar will enable people to discover that they can solve problems. Family income will increase as higher-paying jobs are found. Placement in year-round employment will stabilize family income and the local economy. Such educational opportunities will give means for significant engagement and create a new sense of dignity both for individuals and for the community at large.

The Vocational Skills Institute consists of four components. First, the Agricultural Training Programme will bring in new agricultural methods and products. Regular speaking engagements will focus on cattle raising and new crops. Second, the Business Management Programme will teach commerce and business and provide small business advisors. Classes in accounting, personnel, marketing, and inventory control will be taught. Third, the Job Apprentice Programme will provide on-the-job training. Apprentices will be taught electricity, agricultural methods, plumbing, business and mechanics while working in areas of community need. Fourth, the Job Placement Programme will place workers in new jobs. Data on job opportunities and applicants will be collected and correlated. Weekly follow-up sessions will be offered to employees and employers during the first three months of work.

The Vocational Skills Institute began in conjunction with the Diversified Agriculture Cooperative. The first week following the Consult, ground was broken for the community garden. Youth were taught planting methods in the process. A livestock lab will begin this fall. The curriculum for the business management programme will be ready in August, by means of research material and a qualified instructor whose availability will begin in July. A catalogue is being compiled of skills courses available in the area. A facility will be equipped with desks, audio-visual aids and teaching material. Skills training courses will be advertised immediately. Articles will be placed in the community newspaper telling about the critical need for skilled people. A job availability list is being formed and will be posted on the community bulletin board. The first farm seminar will be offered in July on cattle fodder options.

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**FOUR YEAR PLAN
PROGRAMME BUDGETS**

Programme 2

Plate 5C

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VOCATIONAL SKILLS INSTITUTE

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Class Equipment	300	250	250	
	2 Typewriters	400			
	Desk Chairs	200			
	Files	200			
	Other Equipment	200			
subtotal - capital		1,300	250	250	
II Pay and Allowances	1/2 Auxiliary Wage	3,600	3,600		
	1/2 Community Wage	2,900	2,900	2,900	
subtotal - pay		6,500	6,500	2,900	2,900
III Current Expenses	Teaching Materials	540	200	200	
	Travel	300	100	100	
subtotal - current		840	300	300	
Total Programme Costs		8,640	7,050	3,450	2,900

SOCIAL DEVELOPMENT: Actuating Programme 3

ADULT TRAINING ACADEMY

In order to participate in the expanding modern world, communities all over the world are requiring an ever-increasing body of knowledge and skills. The Adult Training Academy will perform a continuous process of adult education, both formal and informal. This training will directly affect social development as community leadership gains new confidence. Vogar's ability to deal with its own development will broaden its influence on neighbouring communities and across the whole area. Increased knowledge and improved basic skills will open up new opportunities for significant involvement in the life of the community as well as in society at large. A new attitude will emerge towards the role of education as a life-long endeavour, involving the total community in upgrading the pool of available practical skills.

The Adult Training Academy consists of four components. First, the Family Life Programme will teach courses in homemaking, meal planning, legal rights, budgeting, and training children. Courses in legal rights will include land rights and court relations. Home visitors will be trained to consult with families who request assistance. Second, the Basic Education Programme will include tutorials in literacy, public speaking, basic math and writing skills. Adults will be taught in both small groups and individually. Third, the Safety Driving Programme will include instruction in defensive driving, first aid, and basic safety in the community and home, stressing outdoor conditions. Fourth, the Leadership Preparation Programme will offer methods of team management, problem solving, consensus building, and community motivation. Regularly-scheduled training events will give practical experience in leading groups.

The Adult Education Academy will be initiated at the end of July with literacy classes. The curriculum will be designed for specific difficulties residents have with reading. Volunteer teachers will be secured and teacher training will begin within two weeks of the Consult. Also in July the Royal Canadian Mounted Police will present a safety programme for the Youth Action Corps. Water Safety Instruction will begin in the first week of July. First-aid classes will be taught by the health nurse to a class of women. Gun and hunting safety instruction will be given in September in preparation for the hunting season. Leadership classes began the week after the Consult. Informal training sessions will be conducted daily for emerging leaders. Formal training will be done on a quarterly basis. Experience in leading groups will begin with the first guild meeting, the second Thursday after the Consult. Each week leaders will hold a guild meeting preparation session.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Program 3

Plate 5D

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ADULT TRAINING ACADEMY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Worksheets, paper	200			
	Manuals	300			
	Teaching Materials		250	250	
	subtotal - capital	500	250	250	
II Pay and Allowances	½ Auxiliary	3,600	3,600		
	½ Community Wage	2,900	2,900	2,900	2,900
	subtotal - pay	6,500	6,500	2,900	2,900
III Current Expenses	Utilities	300			
	subtotal - current	300			
Total Programme Costs		7,300	6,750	3,150	2,900

SOCIAL DEVELOPMENT: Actuating Programme 4

CIVIC INFORMATION NETWORK

A community must have access to sources of information to operate effectively in today's world. The Civic Information Network will supply the current news and the relevant data necessary to function responsibly. Broader awareness of the larger society will increase sensitivity to the changes taking place in Vogar. This sensitivity will encourage creative responses to the growing interaction and interdependency of different cultures. The rapidly changing world situation will become the operating context of the community. This context will promote confidence in dealing with complex relationships beyond the village. A clearer understanding of events in Vogar and nearby will promote a new atmosphere of trust. Citizens will be better equipped to make decisions about the direction of the community and the province. This greater grasp of the world will generate pride and a sense of progress. Motivity will be expanded as people become more aware of the significance of their community's development.

The Civic Information Network consists of four components. First, the Local Newspaper Programme will publish news about the community and the Interlake. It will be distributed throughout the district. Special bulletins and brochures will be printed and sent to appropriate groups. Second, the Movie Night Programme will show informative shorts about health, business and news and full-length films as well. Groups will go to Winnipeg to see special shows. Third, the Economic Opportunities Program will provide listings of available farm equipment, fertilizer and machinery. Information on markets, sales prices and cost-reduction techniques will be distributed. Fourth, the Information Exchange Programme will function through a bulletin board and information office in the shopping plaza. Residents will be able to post notices where others can see them. A Vogar directory will be published.

The first edition of the Vogar Voice will be published the week following the consult with news from Vogar, Canada, and the world. A column on history and heritage will be written by a resident elder. The paper will be published weekly. Embassies will supply films on their countries. A weekly movie night will screen full-length feature and educational films. A bulletin board will be constructed beside Vogar Hall the second week following the Consult. In July an information telephone service will be installed and the information office opened in August, staffed in the evenings by volunteers. A monthly bulletin will be printed beginning in August listing items for sale in the area and including an article on cattle market projections. Regular surveys of market trends in Manitoba will be taken.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 4

Plate 5E

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CIVIC INFORMATION NETWORK

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Movie Projector	500			
	Typewriter	200			
	Files	200			
	Bulletin Board	500			
subtotal - capital		1,400			
II Pay and Allowances	½ Community Wage	2,900	2,900	2,900	2,900
subtotal - pay		2,900	2,900	2,900	2,900
III Current Expenses	Printing Materials	1,200	600	600	500
	Telephone	100	100	100	100
subtotal - current		1,300	700	700	600
Total Programme Costs		5,600	3,600	3,600	3,500

SOCIAL DEVELOPMENT: Actuating Programme 5

COMMUNITY PROMOTION AGENCY

Effective development happens only in communities which gain the respect of society at large. The Community Promotion Agency will foster a positive public image for Vogar throughout the area, the province and the nation. This will be strengthened as practical working relationships are enhanced between Vogar and surrounding communities. Various government and private sources will provide financial assistance to the village. Vogar students will be accorded a new respect by their classmates. Vogar products will become known for quality of materials and workmanship. The recommendations and plans which residents propose to government bureaus and agencies will be given even more serious attention. The achievements of Vogar in developing its own future, as it becomes known, will serve as examples of what is possible in similar communities across the Prairie Provinces. Within a short time, new residents will be attracted and former inhabitants will return to the community.

The Community Promotion Agency consists of four components. First, the Capital Funding Programme will solicit monies from local and outside sources. Direct grants and gifts will be obtained, loans will be negotiated and donated goods and services will be procured. All project activities will issue public relations materials and press releases to regional and national news media as well as to private supporters of the development effort. Third, the Government Liaison Programme will establish advocacy systems to work effectively with various public agencies. Information about the progress of the Project will be supplied regularly and advice will be sought wherever appropriate. Government officials will be invited to special community events. Fourth, the Product Marketing Programme will promote Vogar goods and services by regional advertising campaigns and distinctive packaging of local products.

A press release was sent to local and regional newspapers after the closing session of the Consult. The Siglunes School Board has already been asked for the use of the Mobile Unit. Fund-raising trips will begin the week after the Consult. Local residents will go on fund-raising trips and grant applications throughout July. A brochure on the Project will be designed and printed for distribution. A monthly report will be distributed beginning with a July edition to tell of changes in the community. The Consult Summary Statement will be sent to the several agencies that have expressed interest in the Project. A local marketing team will be organized in August. They will begin marketing the recreational equipment to government park services and local school districts. A community logo will be designed to go on all Vogar products. The Department of Regional Economic Expansion, Canada Manpower and other agencies will be visited with photos and reports on the community.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 5

Plate 5F

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COMMUNITY PROMOTION AGENCY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Office Equipment	250			
subtotal - capital		250			
II Pay and Allowances	½ Auxiliary Wage	3,600	3,600		
subtotal - pay		3,600	3,600		
III Current Expenses	Printing Materials	500			
	Travel	500	250	250	250
subtotal - current		1,000	250		
Total Programme Costs		4,850	3,850	250	250

COHESIVE STYLE: Actuating Programme 6

VOGAR IDENTITY PROJECT

Every community has its unique style of life and understanding of itself in relation to the society. The Vogar Identity Project will strengthen a positive community image, build a new sense of cohesion and encourage interaction within the community and beyond. As new images form, new patterns of responsibility will emerge. The self-conscious rehearsal of the diverse cultures of Vogar will motivate residents and generate a sense of pride and unity. Symbols of the community will reinforce the story that the villagers and farmers can work together toward forming their shared future. Increased exposure to the larger society will promote a sense of uniqueness and a prowess in relating to other parts of the world. The Interlake area of Manitoba will benefit from the creation of new relationships between Vogar and the area and the province.

The Vogar Identity Project consists of four components. First, the Diverse Heritage Programme will create and launch a curriculum honouring the many traditions with dramatic presentations, indigenous art, singing, ritual and story writing. The art work will include ancient crafts, painting and folk dancing. Second, the Social Enrichment Programme will include community songs, jig and fiddle contests, community dinners and snowmobile and hayride parties. Third, the Cultural Exchange Programme will include field trips, student exchanges, visiting speakers' series and international trips. Trips to Metis communities will take place as well as regular journeys to the city of Winnipeg, to historic sites and to museums. There will be an exchange with residents of other projects by which people could spend up to a year in a different Human Development Project. Fourth, the Community Celebration Programme will include an annual pageant, festivals, seasonal events and national holiday celebrations.

July 1, 1977, Canada Day, will mark the launching of the Vogar Identity Project. The day will be celebrated with the dedication of the new entrance sign. A community barbeque will be held at the new beach area. Six residents will go to Chicago to participate in the summer programme during the first two weeks of July. Representatives from the 23 other projects will also gather to share reports on their own progress. Trips are being planned to Cannonball and Lorne in August. Regular monthly dances will be begun in July. New songs about Vogar will be sung. In the park a display of past achievements will be created. Near this display a model community sand table will be created to show the future of Vogar. Artists' renditions of new buildings and streets will be displayed. In August a community barbeque will be held at the beach. Roast beef and barbequed fish and chicken will be served.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 6

Plate 5G

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VOGAR IDENTITY PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Teaching Materials	700			
subtotal - capital		700			
II Pay and Allowances	½ Auxiliary	3,600			
	½ Community Wage	2,900	2,900	2,900	2,900
subtotal - pay		6,500	2,900	2,900	2,900
III Current Expenses	Festival Materials	300	200	200	200
	Travel	300	200	200	200
subtotal - current		600	400	400	400
Total Programme Costs		7,800	3,300	3,300	3,300

COHESIVE STYLE: Actuating Programme 7

YOUTH ACTION CORPS

The youth of Vogar are eager to participate in the reconstruction of the whole life of their community. Young people across the world are demanding larger roles in the development of their society. The Youth Action Corps will serve to channel the immense energy and creativity of Vogar's youth towards welding their neighbourhood into a responsive social power. Their appropriation of social, artistic and technical skills will fit them for contribution to the larger social fabric. Their growing sense of pride in belonging to Vogar will gradually be caught by the other age groups. A full programme of sports, celebration and recreation will be an impetus to parents to participate in civic events. Common work and sports will foster team spirit and a growing capacity for leadership and self discipline. The continual demand to take responsibility in public situations will result in a style of citizenship that will impress the whole community.

The Youth Action Corps consists of four components. First, the Community Work Programme will involve youth in working on volunteer projects, painting, construction and garbage collection. Work days on weekends and after school will see youth engaged in community improvement projects. Second, the Local Recreation Programme will gear young citizens to participate in such sports as baseball, hockey and skating. Interspersed with their after-school work will be gym and judo instruction and craft classes. Third, the Social Events Programme will allow youth to plan, stage and attend dances, movies and fairs, including the canteen, cleanup and organizing involved. Fourth, the Community Involvement Programme will engage youth in the 4-H Club and in local commercial activities, stressing lumber, fish processing and crafts. This will also provide experience with finance and marketing.

The Youth Action Corps has been formed and is hard at work. In the week following the Consult they had each made a Youth Corps T-shirt. They assisted in the construction of the walkway and floating dock at the beach site. Six of the youth are participating with the Young Canadian Workers. A celebration will be held on July 1st. The youth will organize the sports contests, an outdoor picnic and a lakeside swim at the new beach. In the first week of July the youth will paint the name signs for each dwelling and install them. The 4-H Club will be expanded to include more members and additional activities such as first aid, carpentry and landscaping. The grassy public spaces will be mowed on a regular basis. Youth will also supplement supervision of the children. A teenage drop-in centre will be established as a facility for dances, planning sessions and gatherings.

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**FOUR YEAR PLAN
PROGRAMME BUDGETS**

Programme 7

Plate 5H

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YOUTH ACTION CORPS

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Playground Equip	200			
	Special Events Equip	400			
	subtotal - capital	600			
II Pay and Allowances	1/2 Auxiliary Wage	3,600	3,600	3,600	
	1 Community Wage	5,800	5,800	5,800	5,800
	subtotal - pay	9,400	9,400	9,400	5,800
III Current Expenses	Travel	500			
	subtotal - current	500			
Total Programme Costs		10,500	9,400	9,400	5,800

COHESIVE STYLE: Actuating Programme 8

GENERAL CONSTRUCTION TEAM

The design of a whole area and the placement of individual buildings strongly affects the relationship which people take to their community. The General Construction Team will take into consideration the function of each building and space relative to the life and social patterns of the population. It will organize a layout of adequate housing, business and meeting places to assert a sense of orderliness and to serve as reinforcement for the citizens' pride and care for their community. Upgraded facilities will become a symbol of an investment in the future. An attitude of responsibility for the total community is fostered as residents work towards such construction projects. Intensive construction will generate new employment opportunities. Housing improvements such as good heating, sewage and water promote good health. The completion of new commercial and residential buildings becomes a symbol of the decision to deal creatively and effectively with the future.

The General Construction Team consists of four components. First, the Village Plan Programme will design a comprehensive plan for the community. This will include the layout of new streets, utilities and designated areas for residences, recreation and industry. Every building will be named and signs placed on or near the building. Street lights will be installed. Second, the Housing Improvement Programme will construct a demonstration house of local materials appropriate to local weather and aesthetics. Home improvements will be coordinated with the plans of local residents. Third, the Park Development Programme will establish a park on the nearby beach. Recreation equipment will be built such as swings, picnic tables, bridges, and a dock. Fourth, the Public Buildings Programme will organize the forces and materials to build public facilities. Vogar Hall and the Catholic Church will be renovated. Entry ways will be lighted and parking areas marked.

The General Construction Team began the week following the Consult. Family names and "Vogar" were painted on old tires and placed in front of every house. A log sign reading "Welcome to Vogar" was constructed at the canteen entrance and three spruce flagpoles were placed nearby. A demonstration house will be constructed in July. Plans for additional housing will be noted and construction will be scheduled into the village plans. On the Saturday following the Consult, sand was obtained from a Vogar resident and spread on the beach and a swimming platform constructed. In July, a wading pool and picnic facilities will be installed. Vogar Hall will be painted in July and electrical renovations made. The Roman Catholic Church and Community Church will be painted, broken windows replaced and cement will be poured to repair the steps and entry. A system to pool locally-owned construction equipment will be devised and necessary additions will be purchased.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 8

Plate 5I

GENERAL CONSTRUCTION TEAM

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years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Demonstration House	6,000			
	Housing Renovation	5,000	2,500	2,000	2,000
	Park Equipment	500			
	Public Bldg Renovation	200	200	200	
	subtotal - capital	11,700	2,700	2,200	2,000
II Pay and Allowances	1 Community Wage	5,800	5,800	5,800	5,800
	Architect Fee	500			
	subtotal - pay	6,300	5,800	5,800	5,800
III Current Expenses	Travel	200			
	subtotal - current	200			
Total Programme Costs		18,000	8,500	8,000	7,800

ECONOMIC DEVELOPMENT: Actuating Programme 9

CIVIL WORKS FORCE

Community setting, service facilities and appearance are key factors in stimulating social and economic development. The Civil Works Force will work to provide water and sanitary facilities and to upgrade the streets and general physical appearance of Vogar. Improved water and sanitary facilities will make clean water readily available to all the residents and will improve their general health. The addition of sidewalks, landscaped streets and parks, and trash removal from public areas will enhance overall community appearance. Surfaced streets and gravelled driveways will allow village transportation without jarring bumps, mud or clouds of dust, as well as simplifying winter snow clearing. In permitting better health and comfort for Vogar citizens, and in enhancing the appearance and convenience of its streets, this programme will make the community more attractive for economic development and will foster a common sense that Vogar is indeed an attractive place to live and to build.

The Civil Works Force consists of four components. First, the Environment Beautification Programme will clean up the public spaces in the community. The areas around Vogar Hall, the churches and the school will be regularly cleared of trash. Broken steps and doors will be repaired. Trash containers will be provided and regularly emptied at the dump. Second, the Road Improvement Programme will surface and install sidewalks the full length of the main road in Vogar. Culverts will be installed in sections where water does not presently drain. Gravel will be put in the driveways. Third, the Comprehensive Sanitation Programme will install a septic tank for each home. Industries established in the area will have their own sewage treatment facilities. A bulldozer will regularly cover the garbage at the dump. Fourth, the Household Water Programme will provide well-drilling equipment so that every home will have its own well. Pumps and plumbing will connect each home to its well.

The Civil Works Force began operating immediately upon the close of the Consult. The Anglican cemetery was mowed and brush and litter picked up. The interior of the community church was cleaned and an inventory taken of repairs needed. A yellow trash can has been placed in front of the Catholic Church next to Vogar Hall. Pavement of the roads is planned to be completed before September. The culverts are being secured and will be ready for installation prior to the road construction. The septic tank construction for the new houses will be completed by the end of July. Plans are in progress for the completion of the drilling of wells for the new houses and the securing of a plumber to connect the wells to the houses.

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**FOUR YEAR PLAN
PROGRAMME BUDGETS**

Programme 9

Plate 5J

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CIVIL WORKS FORCE

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Road Improvements	1,000	500	500	
	Sewage Systems	2,000	500		
	Water Systems	1,000	400		
subtotal - capital		4,000	1,400	500	
II Pay and Allowances	1/2 Auxiliary Wage	3,600			
	1/2 Community Wage	2,900	2,900	2,900	2,900
subtotal - pay		6,500	2,900	2,900	2,900
III Current Expenses	Bulldozer Rental	200	100	100	
subtotal - current		200	100	100	
Total Programme Costs		10,700	4,400	3,500	2,900

ECONOMIC DEVELOPMENT: Actuating Programme 10

PUBLIC SERVICES COMPLEX

A vital community requires a healthful and orderly environment. The Public Services Complex will extend regular municipal benefits to every family. Scheduled transportation provides the means for families to participate in the larger society. Emergency services will improve general health and create a sense of security. Self discipline will be taught to the children who participate in daily structures. Increasing the vitality of residents by upgrading nutrition will allow them to engage fully in the development effort. Security patrols will be a regular presence which promotes orderly night life. Private and public property will be protected and the cost of replacement reduced. Vogar will become an attractive community drawing new business and new residents. Because many of the community programmes depend on basic services, the Public Services Complex will play a major role in the economic as well as the social development of the community.

The Public Services Complex consists of four components. First, the Nutrition Improvement Programme will serve lunch to school children. Residents will be encouraged to raise animals and a variety of vegetables to supplement diets. Second, the Scheduled Transportation Programme will operate regular trips to Ashern. A freight service will truck goods to and from Winnipeg and a refrigerated truck will take fresh produce to the farmers' market. Third, the Health Care Programme will supplement existing medical services. A corps of local residents will be trained to provide emergency medical care. Health classes will be offered to the community. Personal health records will be kept and a referral service developed. Fourth, the Security Maintenance Programme will establish regular night patrols. Buildings will be checked periodically. An emergency phone will be installed and staffed full time. Relationships with the Royal Canadian Mounted Police will be cultivated.

In July staples for the lunch program will be purchased using available grant money. When the infant day-care centre is opened a regular feeding programme will begin. A nutritious meal will be served during the Saturday workday following the Consult. In a month a minibus and a refrigerated truck will be acquired. Regular bus services will begin in July. Two runs a day will be scheduled. A young adult will be trained as a driver and paid on a trip basis. Freight services will also begin in July. Thursday following the Consult the weekly trips to Ashern for doctor's appointments will begin. A health worker was recruited during the Consult. First-aid classes will begin in July. Two CB radios will be acquired and volunteers will be taught their use. Nightly patrols will begin in conjunction with an emergency phone. The Royal Canadian Mounted Police will be contacted to explain the security system and a call-in system will be established.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 10

Plate 5K

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PUBLIC SERVICES COMPLEX

categories \ years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Mini Bus	6,000			
	Refrigerated Truck	8,000			
	Office Equipment	600			
subtotal - capital		14,600			
II Pay and Allowances	½ Auxiliary Wage	3,600	3,600	3,600	
	½ Community Wage	2,900	2,900	2,900	2,900
subtotal - pay		6,500	6,500	6,500	2,900
III Current Expenses	Travel	1,000	500	500	500
subtotal - current		1,000	500	500	500
Total Programme Costs		22,100	7,000	7,000	3,400

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ECONOMIC DEVELOPMENT: Actuating Programme 11

INDUSTRIAL DEVELOPMENT CORPORATION

Effective development of rural areas requires diversification of their economic base. The Industrial Development Corporation is designed to increase the number of income-producing activities in Vogar. The fuller utilization of natural resources will both improve income and create job opportunities. Through these jobs the residents will have direct ways of participating in the growth of the economy. Local employment will mean that wage earners can stay in Vogar which will expand the local market for consumer items and commercial services. Home-based employment will allow all family members to enter the labour pool to supplement family income. The increased flow of money into the community will expand the municipal tax base. This will help to make government services more available to all. Utilization of rough fish from Lake Manitoba will be a service to the commercial fishing industry and therefore to the whole Interlake area.

The Industrial Development Corporation consists of four components. First, the Wood Processing Programme will cut and finish birch, tamarack and poplar for use in local manufacturing. Fence posts, recreational equipment and firewood will be marketed. Specially cultivated poplar will be used as experimental fodder. Second, the Animal Products Programme will process fish, cattle, rabbits, chickens, wild game and sheep. Fertilizer and animal feeds will be rendered from rough fish. Commercial animal feed lots will be developed in conjunction with a local slaughterhouse facility. Third, the Home Crafts Programme will organize existing crafts to include quality control. Lodges and sports shops nearby will serve as initial markets. Materials will be purchased in bulk. Fourth, the Sewing Industry Programme will establish a piece-work garment factory. Local women will be trained to use power-sewing equipment.

A nearby sports lodge has already agreed to serve as a market outlet for all craft items which Vogar can produce. A craft assembly shed will be set up in August to make mukluks, beadwork clothing and muskrat stretchers. The product line will be regularly expanded. Three women will be sent to the Manitoba Fashion Institute to be trained to operate power sewing machines. Canada Manpower will be asked to fund them. Several clothing companies have already expressed interest in subcontracting piece-work. Three sewing machines will be purchased in August. A custom killing factory will be constructed this summer. A fish and meat smoking-house will be opened in the fall. Cutting rights for a stand of tamarack north of Ashern will be acquired. Trees will be cut, debarked and dried. A salesman will be recruited to market recreation equipment. Production of the equipment will start in the spring.

VHDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 11

Plate 5L

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INDUSTRIAL
DEVELOPMENT CORPORATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Feedlot Building	25,000			
	Wood Processing Equip	3,000			
	Slaughter House	5,000			
	Ice Machine	1,000			
	Animal Products Equip	2,000			
	subtotal - capital	36,000			
II Pay and Allowances	1 Auxiliary Wage	7,200	7,200	3,600	
	1 Community Wage	5,800	5,800	5,800	5,800
	subtotal - pay	13,000	13,000	9,400	5,800
III Current Expenses	Travel	300	300	200	100
	Marketing	1,000			
	subtotal - current	1,300	300	200	100
Total Programme Cost		50,300	13,300	9,600	5,900

ECONOMIC DEVELOPMENT: Actuating Programme 12

REGIONAL SHOPPING CENTRE

A commercial life where capital is injected directly into the community is essential to growth. The Regional Shopping Centre will upgrade consumer and retail services for the whole municipality. Local retail outlets will ensure local investment and accelerate the circulation of money within the community, sparking a healthy financial climate. The Centre will provide opportunity for business skills training and practical experience for adult trainees. A pool of commercial and business expertise will develop. By employing and training local residents through apprenticeship and on-the-job training, a significant contribution will be made towards community stability and prosperity. In addition to becoming the commercial heart of the community, the Centre will function as a community meeting place, an information exchange and finally, a symbol of local initiative in Vogar.

The Regional Shopping Centre consists of four components. First, the Retail Shopping Programme will provide a retail outlet for products produced in the area. It will also be responsible for wholesale purchase of goods. Crafts, meats and agricultural products will be sold. The community store will sell groceries and household goods to residents and visitors. A Vogar cafe and bakery will be opened. Second, the Mechanical Services Programme will provide a repair shop for automobiles and machinery. In addition, the shop will function as a fuel station and a self-help repair shop. An inventory will be kept of village machinery and equipment that is needed. Third, the Personal Services Programme will provide a coin-operated laundry, dry cleaning services and hairstyling for men and women. It will eventually provide a complete beauty shop. Fourth, the Credit Union Programme will enable area residents to bank their money and will provide financial services such as loans.

Two weeks after the Consult, negotiations for the store will be completed. The Royal Bank will be asked to float the loan for re-developing the store. An inventory of the equipment of the closed garage will be taken and acquired. Land on highway 235 at the entrance of the village will be procured for the garage. A list of commonly-replaced farm equipment parts will be made. International Harvester will be approached about a parts franchise. Gasoline, diesel and heating fuel tanks and pumps will be installed at the garage. A local mechanic will be hired and equipped with tools. Self-repair facilities will be available for rent. The cafe will be opened on weekends with single-item menus in August. A region-wide campaign will publicize the cafe. In September after-school snacks will be offered. Two commercial washing machines, one dryer and a coin-operated dry-cleaning machine will be purchased and installed in a room in the store.

VHDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 12

Plate 5M

ICA Consultants

REGIONAL SHOPPING CENTRE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Building Renovation	1,100	500	200	
	Laundromat Fixtures	2,000	2,000		
	Hairstyling Shop	200			
	Cafe	3,000			
	General Store	3,000			
	Fuel Station	2,000			
	subtotal - capital	11,310	2,500	200	
II Pay and Allowances	½ Auxiliary Wage	3,600	3,600		
	1 Community Wage	5,800	5,800	5,800	5,800
	subtotal - pay	9,400	9,400	5,800	5,800
III Current Expenses	Maintenance	500			
	Inventory	500	250	250	250
	Travel	500			
	subtotal - current	1,500	250	250	250
Total Programme Costs		22,210	12,150	6,250	6,050

ECONOMIC DEVELOPMENT: Actuating Programme 13

DIVERSIFIED AGRICULTURAL COOPERATIVE

Strong agricultural development is one of the foundations of stability in any rural community. The Diversified Agricultural Cooperative will provide fresh foods for sale and local consumption. It will also coordinate farming activities with a view towards maximizing the use of all resources for rapid economic growth. The cooperative will expand and diversify existing garden plots. This will provide income, but will also represent the decision of the community to intensify production of nutritious foods. Greenhouses will allow year-round production of vegetables. A variety of livestock will be raised to provide cash meat products. The diversity of crop and livestock production will provide a stable base for economic development. This programme will promote better use of Vogar's farmland, demand greater ingenuity and cooperation from citizens, contribute to a balanced, nutritious diet and promote an experience of justifiable pride in the industry of Vogar citizens.

The Diversified Agricultural Cooperative consists of four components. First, the Small Animals Programme will raise rabbits, chickens and frogs. These will be used as meats locally and sold for income. Information on animal care will be provided. Second, the Farm Livestock Programme will raise hogs, sheep and goats. These animals will provide a local source of meat. Third, the Cash Crops Programme will purchase seeds and fertilizer in bulk. A greenhouse will be built and demonstration plots of commercial mushrooms, snow peas and other vegetables will be grown. Alfalfa seed will be produced on a demonstration farm where new varieties of crops will be tried and sold to local outlets. Fourth, the Garden Plots Programme will provide seeds for the planting of gardens. Items such as radishes, carrots, potatoes, and green vegetables will be grown on small backyard plots. A raspberry-bush hedge supported by a rail fence will afford garden security.

On the Tuesday following the Consult one third of an acre of land was cleared. The next day it was plowed and planted with the aid of local farmers and their machinery. An experimental intensive plot was prepared and potatoes were planted. A bush-and-wire fence will be constructed. In one month the mushroom house will be setup using an abandoned log cabin near the garden plot. Preparation of the compost will begin at the same time. Mushroom spores will be purchased. Rabbit hutches will be constructed in an abandoned house. Five bucks and 100 does will be acquired. A concrete pig pen will be constructed in July. One boar and six sows will be purchased and a breeding schedule designed. In August the greenhouse will be built. Snow peas will be planted. Orders for snow peas and mushrooms will be acquired from Chinese restaurants in Winnipeg.

VHDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 13

Plate 5N

ICA Consultants

DIVERSIFIED
AGRICULTURAL COOPERATIVE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Animal Stock	1,100	1,100	600	400
	Frog Ponds	1,500			
	Tools	200	200		
	Hog Barn	1,000			
	Chicken Building	3,000			
	Greenhouse	200			
	Equipment	750			
	subtotal - capital	7,750	1,300	600	400
II Pay and Allowances	1 Auxiliary Wage	7,200	7,200		
	1 Community Wage	5,800			
	subtotal - pay	13,000	7,200		
III Current Expenses	Feed	250	200	100	50
	Research	500	500		
	subtotal - current	750	750	100	50
Total Programme Costs		21,500	9,200	700	450

EPILOGUE

ACKNOWLEDGEMENTS

Any comments on the Consultation by the Institute of Cultural Affairs need to be prefaced by a word of appreciation to the number of private agencies, organizations, business firms, government departments and local churches whose practical assistance and encouragement were crucial in the successful completion of the Consult. This list must include the Manitoba Metis Federation, the School Board of Lakeshore School Division, Emergency Measures Organization, the Department of Health and Social Welfare, and Canada Manpower. Invaluable assistance came from the Manitoba Egg and Vegetable Marketing Boards, the Department of Natural Resources, and the Sisters of Notre Dame, the Sisters of Charity, the Sisters of St. Joseph of St. Hyacinth, the Home Street Christian Church, and the churches of Vogar. The business community's assistance is very much appreciated. The following firms, just to name a few, contributed gifts and financial assistance to make the Consult possible: Billinkoff's Ltd., "The Brandon Sun", Canadian National Railway, Central Canadian Structures Ltd., Economy Textile Supply Ltd., Elswood Distributors Ltd., Green Giant of Canada Ltd., IBM Canada Ltd., Kimberley Clark of Canada Ltd., Kraft Foods Ltd., Maple Leaf Mills Ltd., Midwest Supplies, Price Wilson Ltd., Quaker Oats Company of Canada Ltd., Redekopp Lumber and Supply Ltd., Robin Hood Multifoods Ltd., Royal Bank of Canada, Rubberset Company (Canada) Ltd., T. Eaton Company and Xerox Corporation. A special thanks goes to Addressograph Multigraph, Derkson Printers, Interlake Publishing Ltd., and the Reed Paper Company for their assistance in producing this Consultation document. We would like to acknowledge special gifts from individuals which enabled the Consult: Mrs. Frances Christie, William Karashowsky, Reverend Bernard Lee and Kenneth Thomas. Special mention must be made of the gracious welcome and enthusiastic participation by the Vogar residents themselves. They assisted the staff of the ICA in countless ways and extended their hospitality to the visiting consultants. Many worked full-time and part-time in the Consultation contributing their deep insights and practical wisdom. The following pages delineate recommendations, methods and findings which grew out of the Consultation as reported in the document.

I

ACTUATION PHASING

Although the methods of the Social Demonstration Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Vogar are found in the five comprehensive charts and the accompanying discussion which comprise the substance of this document. These charts, which hold the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and the Actua-

ting Programmes, together reflect the flow of the Consultation.

FINDINGS

The Operating Vision of Vogar residents summarized at the beginning of the week, indicated great concern for increasing economic opportunities, furthering social cohesion and providing local services. The following day's work of discerning contradictions, revealed special stress on the fractionalistic conduct of community operations. Other issues were privatism and disruptive patterns of social morality. Wednesday's proposal work emphasized civic cohesion, social organization and economic extension. Providing community focus was a key point. Tactical Systems to carry out the proposals were created on Thursday. Practical training and the utilization of natural assets were suggested to develop available resources. Commercial enterprises and local services were offered as a means of providing support structures. The Consult further recommended ways of fostering civic identity and enhancing the physical environment of Vogar. The final work of the Consult is shown in the Actuating Programmes Charts. These 13 programmes indicate plans to stimulate social development through a set of five programmes which include supplementary education, vocational skills development, adult training, civic information and community promotion. Cohesive style is the aim of three programmes which include an identity project, youth work and general construction. Finally, five programmes which include civil works, public services, industry, commerce and agriculture, aim at stimulating the economic development of Vogar.

PHASES

The Human Development Project model produced during the Consult represents the decisions of citizens to intensify and expand development efforts in the community. The Actuating Programmes provide for the four year phasing of the model. During the first year, emphasis will be placed on initiating the Project by launching the thirteen programmes and training the core of the community leaders who will guide and direct the Project expansion. By the end of the first year all the actuating programmes will be launched. The dual emphases of the second year are programme acceleration and replication in other rural locations. During this phase, emphasis is given to equipping a body of leaders to guide Project expansion. As the Project becomes established local leaders assume greater responsibility for the total operation. Simultaneously the number of local ICA staff is decreased. In effect the new Project model is actuated at the end of three years. Programme maturation occurs during the fourth year. By this time external assistance is considerably reduced and local initiative is maximized in all the development programmes.

II

PROJECT FINANCING

FUNDING

A comprehensive funding plan is required for social demonstration. While the community must move as quickly as possible to assume responsibility for the cost of its development, outside financial leverage is necessary to build momentum. The phasing would initially rely on private sources until actualized programmes can call forth funds from the public sector. However, the Project requires direct assistance from both public and private sources in the form of grants, long-term loans at favourable rates, lines of credit and in-kind contributions of goods, services, time and facilities. It is crucial to continue delivery of existing services, while new external resources are brought immediately to the service of the community and maintained only for the period of time necessary for generation of local economic activity.

COSTS

The thirteen actuating programmes provide the means for an initial analysis of the costs of the Project as well as the broad funding patterns. Estimated costs of the pilot project are shown in the: estimated cost of the first year of each programme and the combined total. Plate 6B provides a picture of the projected costs for four years. It is predicted that by the fourth year only minimal special funds will be needed by the Project itself. As programme actuation continues, costs will be absorbed into the ongoing socio-economic dynamics of the community. The budgets are figured on the basis of capital outlay, staff salaries and operating costs. More than one fourth of the first year costs fall in the local salaries column. This is explained by the number of apprentice and full-time roles required to adequately launch the programmes and represents a direct injection of funds into the community. This outlay will gradually be felt as an investment in the Project as the human and material resources of Vagar citizens are applied to the socio-economic programmes. With efforts aimed at developing self-sufficiency and self-dependence over the four years, increasingly less direct funding will be needed to support salaries as programmes begin to generate their own incomes. Thus, direct costs are reduced by fifty percent during the second year and continue to decrease in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a total comprehensive development approach. Through the development of employment, the introduction of light industry and an expansion of agriculture and services within the community, a stable economic base will be established which will help to maintain the Project's efforts in the future.

III

IMPLEMENTING FORCES

GUILDS The actuating programmes provide the framework for local participation and give direction to the necessary organization of the community residents who will do the work of implementation. Interested residents of all ages who are involved in these programmes will organize themselves into groups which constitute a contemporary form of the medieval guild. Such groups of local citizens, or modern guildsmen, will work together on community-wide projects or subdivide into task forces to do particular jobs related to varied aspects of programme implementation. Though basically task oriented, these citizens' groups will also do continuing planning and evaluation.

COMMISSIONS The 13 programmes of the Vogar Human Development Project will be grouped into actuating agencies which correspond to existing and new corporations of the community. These agencies will be organized into two groupings, one dealing with the economic development of the community and the other with its social development. These will be referred to as commissions. This organizational format will provide the structure through which the entire community will be involved as a comprehensive decision-making body. The group of citizens so engaged will be designated as a "guild assembly". It will include guild participants, other concerned residents, auxiliary staff and guardians. It will be a cross-section of the community. A representative body of this assembly will be charged with the responsibility of coordinating the work of the actuating agencies and ensuring that programmatic decisions reflect the concerns and need of the community. The designation of this body should be guided by such factors as residence in the community, a grasp of the Human Development Project and willingness to expend long hours for the sake of the community's development. This body might have a rotating chairmanship and could appoint ad hoc committees as needed to maintain the development thrust.

GUARDIANS The guardian and partron networks ensure the continuance of external support to the Human Development Project. This support refers not only to strengthening the interest and assistance of governmental agencies, but also to establishing relationships with private forces within and beyond the community. In addition to funding, outside support needs to include information sources, advocacy, and access to services and expertise not presently available within the community. To date, these networks have been invaluable to Vogar. The acceleration of the Project will make the guardian and patron network even more important in the future.

AUXILIARY

Finally, the Actuating Programmes indicate the need for a motivating group referred to here as the auxiliary. One of the indices of a dynamic Human Development Project is the presence of a catalytic group that brings dedication and methodological expertise to the task at hand. This group engenders motivity in the community at large, thus accelerating the implementation of programmes and the emergence of new leadership. The staff of the Institute and key leadership of the community will fulfill this role. The presence of such a group provides a fresh perspective which enables the community to grasp its task in a creative fashion. When this perspective is added to the practical wisdom of long-time residents, a reservoir of effective action emerges. In Vogar this group of people should include specialists in such fields as industrial development, agriculture, vocational training, formal education, sanitation, health, business management and construction. Each member of the auxiliary will be charged with the responsibility of equipping emerging local leadership in his area of expertise. These emerging leaders, in turn, will be prepared to assume responsibility within the community.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Vogar intends to be a signal community which people will visit in the future as a demonstration of rural development. It is important therefore, that the benefits of the Project be clearly evident. The variety of things a visitor might observe in a tour through the community some six months after the Consult are presented in the following paragraphs through five simple sketches.

IDENTITY

As a guest to Vogar drives up Highway 235, he notices a bright new signboard mounted on two large square-cut posts rising from the snow. On it is written "Vogar" in huge letters of wood beside a carved logo. As he pulls his car onto the blacktop road and passes a sign on top of an orange building that says, "Johnson's Store", the visitor knows he is in town. He notices the comfortable bus shelter near the store, with its brightly coloured information kiosk. He turns left past a sign proclaiming "Welcome to Vogar" which is flanked by evergreens and the flags of Canada and Manitoba. A direction board points to the school, church facilities, the supplemental education unit and a demonstration farm. The board indicates that Vogar Hall, a few yards away, is the information centre. Entering the hall, he finds himself in a cozy room and meets two women from Vogar who are running the office today. They offer him some hot coffee, and one volunteers to show him around. As they are talking, three young men come in

to get snow shovels and tools from the closet. They introduce themselves as members of the Vogar Youth Corps, which they say includes both students and non-students in social, educational and work activities. They are on their way now to shovel snow and do repairs down the main street's new concrete sidewalk. "We laid that sidewalk in one day," one of the youth remarks, and they laugh as they recall the day when so many residents spread gravel and helped manoeuvre the concrete slabs together to complete the sidewalk. "Wait till Spring," one says, "then we'll finish the landscaping." They take the visitor outside to show him the evergreens planted around Vogar Hall, the flagpoles, the churches, and in a large pot by itself, a small fir tree, a gift from the Human Development Project in Lorne, New Brunswick. The youth head off down the road just as a carload of women drive up. They are meeting at Vogar Hall to make decor for the upcoming Christmas Party. They plan to hold a progressive dinner through homes and buildings which have been renovated during the past few months. The dinner will end with services in both churches and fiddling and jigging competitions.

A gust of wind swirls the snow into drifts along the road. The visitor pulls his toque more tightly over his ears. The woman who has volunteered as tour guide shows the guest the plaza to the south of the Hall. In one corner is a plexiglass covered historical display showing photographs, mementos and descriptions of life in the early days of Interlake settlement. She also shows him the Vogar Futures display, a large enclosed bulletin board on which is posted news, notices of upcoming events and an artist's drawing of what the centre of town will look like in a year. As they look into the church next door, the visitor remarks on the nicely decorated interior. As they climb into the visitor's car, the woman points out that most of the church's decor and furnishings were donated by supporters of the Project in Winnipeg. She describes an extensive campaign of promotional visits by the community to tell Vogar's story to individuals, corporations and agencies in the public and private sector. "I was scared at first", the woman says, "but now I realize people really want to hear about and help a project like this."

COMMUNITY

The woman shows the way to the education complex. The visitor is impressed by the new school at its north end, which the woman indicates was completed for this school year. They meet the teachers and teacher aides. In one classroom of elementary students, an elder from the community is telling stories about Vogar history. A music class is underway next door. As the pair steps out of the school, they hear singing from a portable unit. Stepping in, the visitor smiles as he sees a cluster of preschoolers in bright yellow sweaters singing with their teachers. The preschoolers show him their toys and play equipment which was created by the wood products industry. As the preschoolers wave goodbye, the

EDUCATION

guest and guide cross the path to a larger portable unit where a number of adults are having lunch. They invite the newcomer to join the meal, and he sits down to a smoked fish dish and home-made bread with local preserves. A discussion is in progress about an upcoming tutorial in the adult leadership training course, in which some of the group participate. They are going to role-play a visit to a government agency this afternoon, and each will give a short talk. Others at the table are discussing the upcoming fiddle and jig competition and comparing notes of the methods they will use to ensure its success and good order. After lunch, a group from the vocational training class shows the visitor around the facility. There are evening classes in business management, home economics and agricultural methods. Today a tractor repair demonstration is taking place at the garage down the road. Wall posters spell out the requirements for a provincial driver's licence, and the visitor learns that a number of people are taking afternoon driver's education. Literacy games like scrabble are held weekly, accompanied by more formal instruction units in writing and reading skills.

AGRICULTURE

With lunch over, the visitor is invited to walk across the back of the school yard past the hockey rink, and through the snowy woods to see the site of the community garden. As they walk, the woman who is guiding the visitor explains that while the garden is now mostly a snow-covered field, the community has been growing a variety of vegetables in it, some of them not usually grown in the village gardens. They approach the garden, a 50 by 100 foot plot, surrounded by a rail fence. Inside the rail fence, the canes and barren branches of various bramble fruits, hawthornes, raspberries and gooseberries are poking here and there above the drifting snow. The guide explains that these plants serve the double function of providing a supply of fruit and keeping out wandering animals. Together, they walk around the fence and enter the garden gate. A few withered plant tops indicate rows where carrots, beets, turnips, radishes, potatoes and other crops have grown. Pulling aside a heavy mulch of hay, the guide shows the visitor the plot of "multiplier" onions which will be up again early in the spring. At one end of the garden can be seen a four-foot wide bed, mounded slightly higher than the rest of the plot. The guide explains that this was the first trial of an experimental method of gardening which produces much more food in a small space, using only wood ashes and manure and requiring much less weeding. The woody remains of husky broccoli plants can be seen through the snow cover, and nearby is the large open area where butter-nut squash and pumpkins have been allowed to cover ground not devoted to other crops. Tall sunflower stalks topped with giant heads have been bent to the ground by the snow, the heads picked clean by the birds. The guide explains that herbs and flowers were also grown in the garden, both for beauty and to protect the vegetables against insects. They leave the garden and walk along to an old log cabin which has been

repaired, the window glazed and a greenhouse attached to one side. In the greenhouse are shelves full of seed flats in which seedlings will be started to get next year's garden off to an early start.

Walking back through the woods to the road, they get in the car, and the guide invites the visitor to accompany her to the store, where she needs to purchase some items. But first she takes him further up the road to the fish processing plant where several men are employed in the painted and well-lit building, weighing and packing fine grade fish for local and regional markets and processing rough fish into fish cakes, pet food, and animal feed. While they are there, two men bring in their catch behind a bright yellow ski-doo. As the wind has picked up and put a bite into the air, they walk briskly back to the car and drive towards the store. On the way, the woman points out where timber has been hauled out of the bush to be made into fence post rails, and children's playground equipment. She mentions that there are plans to try converting wood into cattle feed for the village livestock on an experimental basis. As they approach the store, the visitor notices a yellow and black sign pointing to the laundromat and snack bar. "That's putting an old school to a good use", he says as he looks through the large windows and sees several women doing their laundry and pulling clothing out of the dryers. They stop at Johnson's Store and the visitor follows the woman in through the door. As the woman is picking out her purchases, the visitor notes the small but well organized and decorated store, with a good supply of basic necessities and snacks, locally processed fish in a fine display in one corner, and an active notice board next to the post office window. On another shelf by the door, he notices souvenirs of Vogar and picks up one for his family. As he pays for his purchase, he compliments the storekeeper on a fine store, and the storekeeper remarks that in the past few months his business has doubled, and customers are regularly coming from the Reserve as well as Vogar to do their basic shopping. As the visitor goes out the door and takes one more look at Vogar, he is quite impressed with what he has seen.

As the visitor leaves Vogar, he realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard-working and intelligent people who possess confidence, dignity and pride in their community. He recalls the vitality and sureness of the youth and their eagerness to participate in new activities. He senses the pleased look in the elders' eyes as they see the traditions of the Metis and Icelanders honoured and remembered. He knows that something profound has happened to them. He finds it difficult to forget the way they speak of the history and the future of Vogar. Perhaps he will say that the people display a new kind of community spirit. He wonders, "If this can happen in Vogar, why not in other communities across Canada and the rest of the world?"

V

REPLICATION SCHEMES

LOCAL

The Vogar Human Development Project is a pilot in the socio-economic development of a rural community. This means it is designed for replication in other communities. Local replications of the Project will involve several steps. One will be the systematic sharing of the Project with other Canadian communities through speaking engagement, slide show presentations and community tours by community leaders and Project staff. Leaders and residents of other communities interested in a project will be invited to attend community meetings to discuss initial steps and will be trained in project methods. One-day local community forums will also be held. Finally, a Consult similar to the one held in Vogar will be initiated in these communities by arrangement with Vogar residents and the Institute of Cultural Affairs.

CANADA

A replication plan of the Human Development model will be of significant value for communities throughout the Prairie Provinces and Canada as well as for any rural community. It will provide constructive form for the movement toward independent responsibility and the desire for local social transformation. Replication will benefit the country as a whole in a number of ways. It will demonstrate a viable approach to socio-economic revitalization of rural areas. It will be a model for creatively developing community space, providing improved local services and engaging all residents in community decision making. It will develop methods of education which encourage citizen participation. Finally, a Human Development Project is a demonstration of the revitalization of community, a fundamental need in our time. Practical replication steps would necessarily involve local people and solicit the support of the public and private sectors at all levels. The work of the Institute of Cultural Affairs in 25 nations has built a foundation of support and responsiveness which can greatly facilitate a move to replication.

PERSONNEL

Replication of a project will require some estimate of staff and training needs. The number of staff members needed for replication will be proportionately lower than that of the pilot project. Creating a network of model communities across Canada will require a staff of about ten people for each community for a period of two years. This auxiliary staff will live and work with the people of a community, sharing with them a variety of skills. The auxiliary staff as a unit will supply a range of expertise. More important than this would be the deep concern of each auxiliary member for the renewal of community life. Consulting groups will be made up of persons from both the public and private sectors. They could be

people from across Canada, possibly including university students whose degree designs incorporate a year of field placement. The Institute will provide practical training in community development methods for those replication forces. Classroom work would be combined with practical field training in the pilot undertaking and local replication projects.

FINANCING

Through the structures of an ongoing Human Development Project, the Institute of Cultural Affairs can provide training resources at minimal cost for replication in other locations in the Prairie Provinces and across the country. Programme budgets for each replication project will be built on the basis of local necessity. Financing could be supported by allocated funds from the normal channels of both public and private support and through long-range loans. Community residents can contribute directly by giving time and effort as well as direct cash donations. Available support from the local area and beyond is greatly expanded by the successful accomplishments of the Human Development Project in progress.

VI

SUPPORT SYSTEMS

VOGAR

For three months, the Institute of Cultural Affairs surveyed many communities and Metis settlements in anticipation of establishing a pilot Human Development Project in Western Canada. The village of Vogar was finally chosen for several reasons. First, although it is a rural community, it is located only 120 miles from Winnipeg International Airport, which provides easy access for visitors who wish to visit a demonstration project. Second, it is visibly in need of socio-economic development. Third, both public and private sectors have indicated interest in cooperating with such a rural development effort. Fourth, the community uniquely participates in the cultural mosaic of Canada, reflected particularly in the Icelandic and Metis heritages. Also, the Interlake region, in which Vogar is located, is the site of many important events in the history of Canada. It is fitting that the vision of new community should be embodied in this place. Fifth, and perhaps most important, Vogar residents and their village leaders are ready to move immediately towards the socio-economic development of Vogar.

STAFF

The Institute of Cultural Affairs is ready to continue providing services necessary to support the work of Vogar Human Development Project in the coming year. This means assigning staff to serve as project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic exchange of information with staff and local participants in Human Development Projects around the

the world. Assigned staff would continue to live in Vogar and work full-time in the Project. Staff expenses have been written into the various programmes in which they will be directly involved.

SUPPORT

The Institute of Cultural Affairs stands ready to assist community leadership in procuring funds and in-kind contributions for programme enablement. By working with the Guardian network, local residents and auxiliary personnel are in a position to seek support from both the public and private sectors. The funding objective for the coming year is to develop a base of support for Vogar through the gifts and grants of corporations, foundations, and interested individuals. At this point in its history, it is necessary for the Project to depend on outside funding. Over the long term, however, the Project will lessen its dependency upon external funds.

CONCLUSION

The Vogar Project is one of twenty-four local human development efforts initiated over the past two years in consultation with the Institute of Cultural Affairs in Australia, Canada, Egypt, Hong Kong, India, Indonesia, Italy, Japan, Kenya, Malaysia, the Marshall Islands, Nigeria, the Republic of China, the Republic of Korea, the Republic of the Philippines, the United Kingdom, United States, Venezuela, West Germany and Zambia. The Institute of Cultural Affairs anticipates that the Vogar Human Development Project will be of service to Manitoba and the country as a whole as one of many signs already present that local community is being renewed by local people.

BUDGET SUMMARY CHART

Fiscal Year 1977

ICA Consultants

Key: 1.0 = \$1,000

breakdown programmes	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Supplementary Education Unit	2.0	5.8	7.2		.5		15.5
2 Vocational Skills Institute	1.3	2.9	3.6		.5	.3	8.6
3 Adult Training Academy	.5	2.9	3.6		.3		7.3
4 Civic Information Network	1.4	2.9			1.3		5.6
5 Community Promotion Agency	.3		3.6		.5	.5	4.9
6 Vogar Identity Project	.7	2.9	3.6		.3	.3	7.8
7 Youth Action Corps	.6	5.8	3.6			.5	10.5
8 General Construction Team	11.5	5.8		.5		.2	18.0
9 Civil Works Force	4.0	2.9	3.6		.2		10.7
10 Public Services Complex	14.6	2.9	3.6			1.0	22.1
11 Industrial Development Corporation	36.0	5.8	7.2		1.0	.3	50.3
12 Regional Shopping Centre	11.3	5.8	3.6		1.0	.5	22.2
13 Diversified Agricultural Cooperative	7.7	5.8	7.6		.8		21.5
Total	91.9	52.2	50.4	.5	6.4	3.6	205.0

PROJECTED COSTS
over four years

ICA Consultants

Key: 1:0 = \$1,000

years programmes	I	II	III	IV	Total Cost
	FY 1977	FY 1978	FY 1979	FY 1980	
1 Supplementary Education Unit	15.50	13.75	10.15	6.10	45.50
2 Vocational Skills Institute	8.64	7.05	3.45	2.90	22.04
3 Adult Training Academy	7.30	6.75	3.15	2.90	20.10
4 Civic Information Network	5.60	3.60	3.60	3.50	16.30
5 Community Promotion Agency	4.85	3.85	.25	.25	9.20
6 Vagar Identity Project	7.80	3.30	3.30	3.30	17.70
7 Youth Action Corps	10.50	9.40	9.40	5.80	35.10
8 General Construction Team	18.00	8.50	8.00	7.80	42.30
9 Civil Works Force	10.70	4.40	3.50	2.90	21.50
10 Public Services Complex	22.10	7.00	7.00	3.40	39.50
11 Industrial Development Corporation	50.30	13.30	9.60	5.90	79.10
12 Regional Shopping Centre	22.21	12.15	6.25	6.05	46.66
13 Diversified Agricultural Cooperative	21.50	9.20	.70	.45	31.85
Total	205.00	102.25	68.35	51.25	426.85

PROJECT FUNDING FLOW CHART

ICA Consultants

towards local self-sufficiency

Key: 1.0 = \$1,000

			years	year one	year two	year three	year four	Four year Totals
items								
Monies Injected and Stimulated	Outside Monies	Public Sector		61.5	30.7	20.5	15.4	128.1
		Private Sector		129.2	64.4	43.0	32.3	268.9
		Total		190.7	95.1	63.5	47.7	397.0
	Community Monies	Cash Contributed		3.6	1.8	1.2	.9	7.5
		Loans Assumed		10.7	5.4	3.6	2.7	22.4
		Total		14.3	7.2	4.8	3.6	29.9
	Total Monies			205.0	102.3	68.3	51.3	426.9
Community Income Development	Community Annual Earnings	Current		515.2	772.8			
	Family Annual Earnings			11.2	16.8			