

# Cannon Ball Community Report

MAY 1980

## FOREWORD

Since December 1976, the people of Cannon Ball have been participating in a comprehensive socio-economic development program as a demonstration of possibility for communities throughout the United States. With the Institute of Cultural Affairs, a not-for-profit global organization, providing residential consultant staff, Cannon Ball, North Dakota, joined a network of 24 communities around the world in creating a global demonstration of local development.

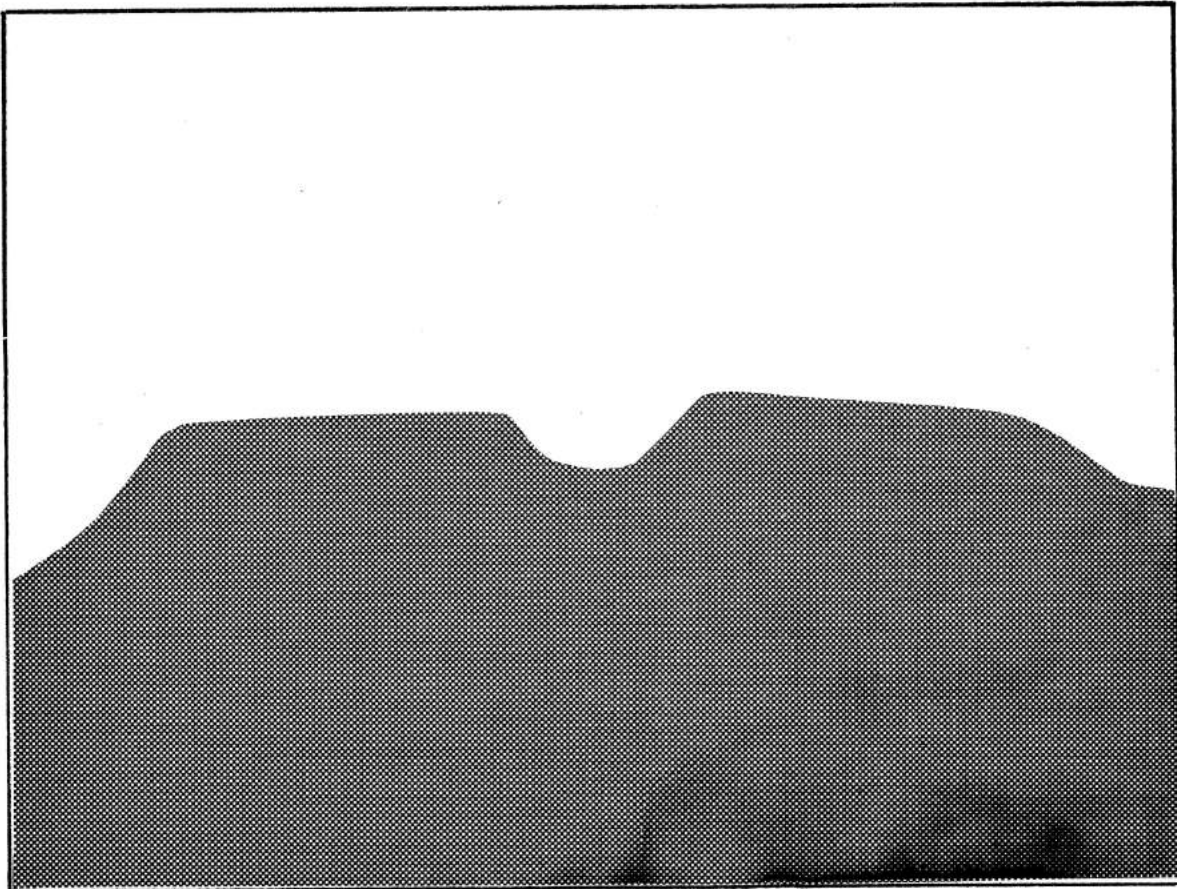
After three and one half years work as a human development project, community residents and Institute staff gathered during the week of May 18, 1980, to chart their progress, to celebrate their accomplishments, to plan their future and to tell their story.

The following document was written by local residents and Institute staff during the week. The first section is the story of Cannon Ball and deals with its history, indicators of change and future extension. The second section deals with the methods of development which include how visible changes are rapidly made, sustained and documented.

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

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## THE STORY OF CANNON BALL



## HISTORY OF CANNON BALL

This is the story of Cannon Ball, the story of development in a small town on the Standing Rock Sioux Indian Reservation in North Dakota. The town is located near the point where the Cannon Ball River flows into the Missouri River (Oahe Reservoir).

## ESTABLISHMENT OF THE STANDING ROCK SIOUX RESERVATION

Native Americans of the northwestern prairie lands were traditionally hunters who moved their settlements periodically to follow the wild game of their hunt. The strong tribe of people who called themselves "Dakota" lived west of the Great Lakes. French missionaries and traders who knew of this tribe called it the "Nadouessioux," which was later simplified in English translation to "Sioux."

During the late 1660's, due to movements and claims made by the French and the Chippega, the Teton Sioux concentrated their population mainly in the area around the upper Missouri River to the Black Hills, and from the Little Missouri River to the North Platte. As North America became increasingly inhabited by white settlers, life for the Native Americans underwent drastic changes. The Treaty of 1868 set reservation boundaries at the western slopes of the Black Hills, the Niobrara River, the Missouri River, and the Cannon Ball River. When gold was discovered shortly thereafter in the Black Hills, Northern Cheyenne and Arapaho joined the Sioux in resisting government reduction of the reservation. But despite their determined resistance, the Sioux were confined by 1889 to six reservations, one of which is Standing Rock. Today Standing Rock Sioux Reservation has a population of approximately 10,000, about half of whom are Native American. Although people of diverse tribal membership live here, traditions of the Sioux Nation remain.

## SETTLEMENT AND CONSTRUCTION

Shortly after General Custer and his troops were defeated at the Little Big Horn, some members of the Hunkpapa and the Yanktonai branches of the Sioux tribe began to settle as a permanent community in the original Cannon Ball location, along the western bank of the Missouri River. The name of Cannon Ball became official in 1880 when the Post Office was named, and it refers to the unique round rock formations found

near the Cannon Ball River. Most homes were log cabins or dugouts, or a combination of the two styles. Many residents planted gardens of potatoes, corn and squash.

An immense change in life-style occurred when hunting was discontinued as the major source for family and tribal sustenance. The Bureau of Indian Affairs encouraged Indians to venture into farming by providing a "boss farmer" who acted as director of the work and helped get the seed and tools. Indian ranchers grazed their cattle herds on the surrounding land. The new life-style was especially difficult when the area was plagued by long droughts. Farming was entered into most heavily when horses were used for the work, but with the trend toward use of machinery, the Native American landowners began leasing their land to white farmers and ranchers. Other ventures and services during these years included several stores, several churches, a lumber yard, a post office, a pool hall, blacksmith, slaughterhouse, railroad service for both goods and passengers, and the school. A branch office of the Bureau of Indian Affairs was located near the Legion Hall. In the early 1900's, government clothing and blankets were issued from the B. I. A. office, and a few families received sewing machines.

Throughout its history, Cannon Ball has had many great celebrations. Powwows, dance contests and memorial feasts were held in a round hall which was located near the current site of the Martinson home. Summer celebrations were held outdoors and attracted large crowds. Traditional dancing and foot races took place inside a large circle of campers. Wild events called "stampedes" preceded today's rodeos. To avoid the bucking of wild horses, spectators watched the contests from the protection of large lumber wagons. The nearby dirt road served as race-track for many exciting horse races. Baseball games, fairs and rodeos were held in a hollow near the river. Cannon Ball people also traveled to Fort Yates with their entries in the big agricultural fair.

#### MOVING THE COMMUNITY

Negotiations to move the community began in 1961 when plans to dam the Missouri River at Pierre, South Dakota, were announced. The resulting flood of the Oahe Reservoir put most of the original homes under water. The move to higher ground began in 1964, a significant turning point in Cannon Ball's history. Natural resources such as cottonwood trees, fruit trees and arable land were flooded by the reservoir. The new village site is unprotected from the wind. It has minimal vegetation, and highly alkaline water. Negotiations for reimbursement included a \$650 house for

those families who had to move.

As life continued on higher ground, many of the services and stores were lost either through fire or changing times. By 1976, the railroad had discontinued service. The public buildings included a deteriorated community gymnasium, three churches, an American Legion hall, a post office, and the elementary school. The Health Clinic was serviced two days per month by a registered nurse.

#### RECENT COMMUNITY DEVELOPMENT

In December 1976, leaders of Cannon Ball and the Tribe and the Institute of Cultural Affairs held a Consult, and decided to engage in an intensive project of town development, and in so doing, to create a sign of possibility for other districts of the reservation, and other rural American towns. Since then, a Security force has been initiated and is now operated locally 24 hours a day, under the management of the B. I. A. police department of Fort Yates. Many visible improvements have occurred --old autos and other trash have been removed, trees have been planted, streets have been named and street signs posted, the roads have been paved, a new outdoor basketball court has been installed. Community Health Representatives are employed to perform emergency first aid, transport patients to special clinics and emergency hospital visits, and make home visits especially to the elderly. Nutrition for the Elderly Program serves a nutritious meal every day in the new Veterans Memorial Building. District Council Meetings, held regularly in the Veterans Memorial Building, have recently improved in general attendance by offering door prizes. A community-owned non-profit corporation has been established. Simultaneously heightening both job opportunities and services to the community, the Cannon Ball Development Corporation operates a grocery store, laundromat, cafe, post office, and welding industry in the renovated Butler building. Construction is scheduled to begin soon on a new section of the Shopping Center which will double the space of the current building. Funded by the Economic Development Administration, the new building plan is an indication of confidence in Cannon Ball's future. The Development Corporation also manages the Community Day Care Center, the Community Improvement Corps, and a 15-acre Truck Farm which is irrigated. The enterprises of the Corporation support salaries for the store manager, one clerk and the finance manager, as well as providing a structure and work activities for employees funded by CETA, TWEP,

and Tribal Manpower. Recently incorporated as a profit-making corporation, Cannon Ball Industries is in the process of shifting its crew from government-subsidized salaries to salaries from Industry profits.

#### FUTURE HOPES AND EXPECTATIONS

As the citizens of Cannon Ball turn their eyes toward the future, they are filled with determination to make further improvements. Especially high priority is given to developing a water system which will provide purer water and better water pressure to all homes, planning activities for the community's youth, adding street lights and a Veterans Memorial Building parking lot and landscaping. Additional environmental improvement is highly desired, especially the healthful and beautiful benefits of more trees and lawns.

Cannon Ball has become a shining example of the improvements a community can make through its own resolve to work together and is now responding to requests by other districts to share their methods of development.

## INDICES OF DEVELOPMENT

### A. TOWARD ECONOMIC SELF-SUSTENANCE

INTENT: Over the past three and a half years, Cannon Ball residents have intended to insure economic self-sustenance by stimulating local employment, introducing industrial expansion, offering commercial services and enabling community input and leadership in these ventures.

CONTRADICTION: Although all of the contradictions identified in the Consultation Summary Statment have an effect upon economic development, those which seem most directly related to the economic life of the community had to do with a pervasive dependency mindset, past business failures and discouraged community participation.

INDICATORS: Among the many indicators of economic development, the following are representative.

#### 1. SUCCESSFUL SHOPPING CENTER

The commercial center is a node that includes a general store, laundromat, office and post office. The center is managed and operated by local residents.

#### 2. ESTABLISHED LOCAL INDUSTRY

The two year old industry is well on its way to being a complete metal fabrication shop. During the next year its size and capacity will double. New markets and new products are being developed by the six employees.

#### 3. IRRIGATED TRUCK FARM

A 15-acre truck farm has been started to demonstrate modern land cultivation and irrigation systems. The farm provides fresh vegetables for local use.

#### 4. MORE LOCAL EMPLOYMENT

Thirty-two jobs have been created; three of which are salaried by generated incomes.

## 1. SUCCESSFUL COMMUNITY SHOPPING CENTER

At the time of the Inyan Wakagapi Human Development Project Consultation in December 1976, the nearest place to buy major food supplies was ten miles from Cannon Ball. The nearest laundromat and restaurant were 26 miles away. Gasoline was the only product available for purchase in the community, whereas today, the community boasts a commercial center that houses a general store, laundromat, cafe, post office, community bulletin board, pay phone and office complex.

The District donated the old community center. Community residents assisted in the enormous renovation task. With \$7,000 of privately donated see money, and with equipment and inventory donated by the Tribal Council and Bismarck businesses, the grocery store and laundromat were opened. At first the store was located in a 192 square foot room with only counter service and the laundromat had only two washers and one dryer. Five months later the cafe opened with a limited menu and seating for 12. Check cashing services were added soon. Three employees operated the complex with help from summer youth workers. With the doubling of sales during the first year, the store staff and development corporation decided to expand.

The second renovation enlarged the store 2,000 square feet. It is now a self-service facility. The cafe moved to the store's original space and the laundromat added several machines. In 1980, the post office moved into the complex. The centrally located shopping center has become a gathering place. During the new year the shopping center will double in size and offer a full line of groceries and general merchandise.

## 2. ESTABLISHED LOCAL INDUSTRY

Cannon Ball Industries began in June 1978 as a component of the Cannon Ball Development Corporation. Through a planning session with the corporation directors and members of the Bismarck business community, Trash Barro (r), a tubular steel trash can rack, was designed. Five residents received instruction in welding at Bismarck Junior College and training salaries were provided by North Dakota Job Services. While this product enabled further training in a production environment and initiated the light industry, it proved economically unviable. A new product, portable corrals, began being manufactured on an experimental basis in June 1979. With the farming and ranching



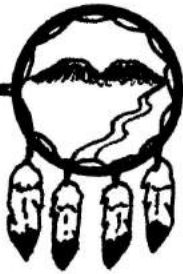
economy of the region, the portable corrals have greater potential. The Standing Rock Sioux Tribe was awarded a \$400,000 grant from the Economic Development Administration for the expansion and renovation of the industry facility. At this time the industry employs six men; two are paid by generated income and four are paid with subsidized training salaries. The business plan for the industry anticipates five new production jobs and one additional office position for a total of 12 employees by summer 1981. In order to acquire sufficient working capital and to operate as a profit-making business, Cannon Ball Industries was incorporated separately in April 1980, signalling a new move toward self-sufficiency.

### 3. IRRIGATED TRUCK FARM

Cannon Ball has abundant supplies of two natural resources--land and water. A vegetable farm, initiated in 1977, expanded productive use of them. The American Lutheran Church Developmental Program Assistance Committee awarded a grant to the farm in 1978. This provided irrigation and cultivation equipment, seed and operating supplies, and one supervisor's salary. Tribal Manpower Program provided additional salaries for farm workers. During the first year, workers cultivated a 12-acre section of bottomland along the Cannon Ball River. Bismarck grocery stores, the Standing Rock Nutrition Program and the Cannon Ball Store bought fresh produce to sell or distribute. Local residents bought vegetables from an on-site vegetable stand and during "pick your own" days. Cannon Ball farm workers managed the truck farm on their own during this second year and expanded it by three acres.

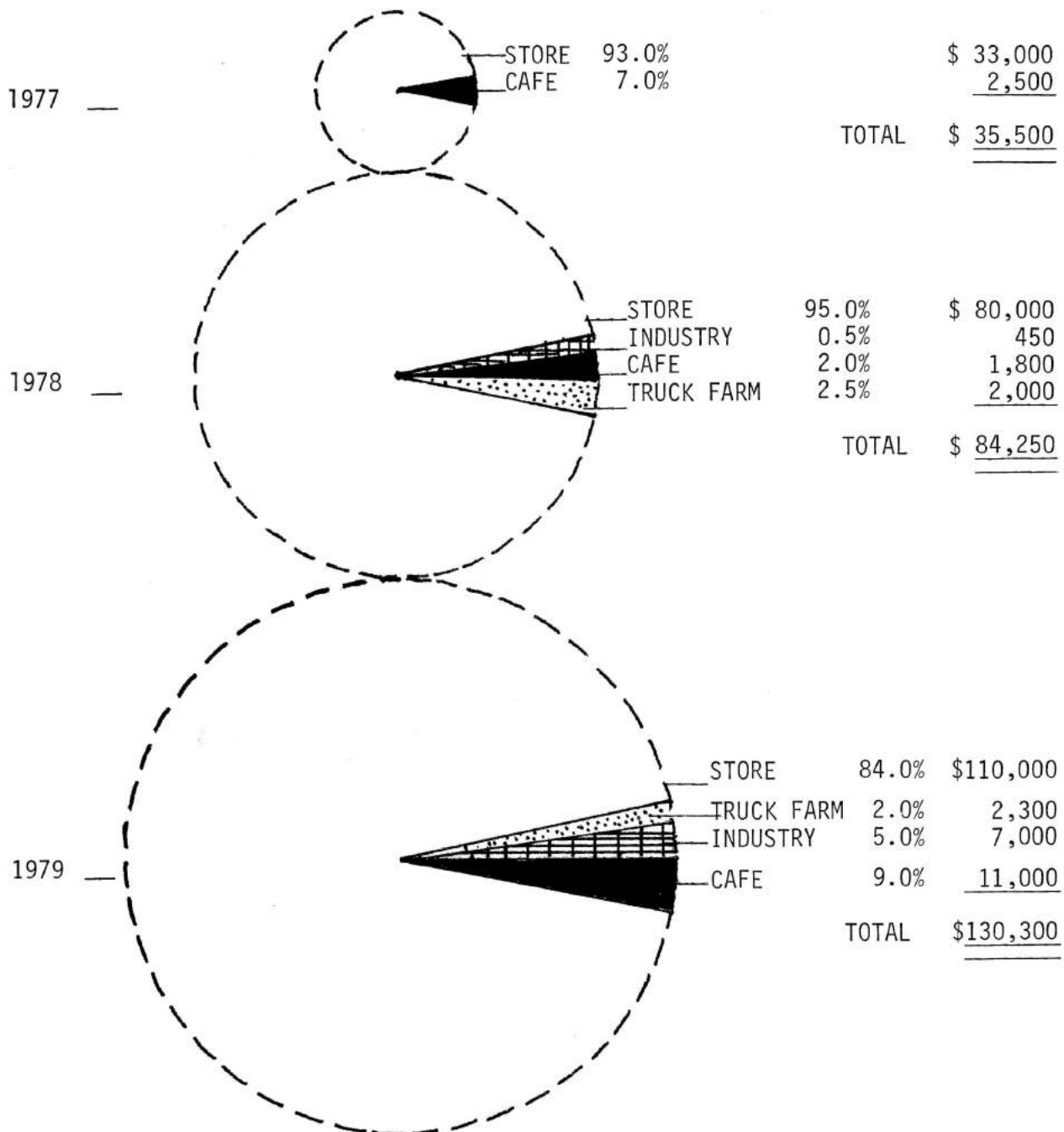
### 4. MORE LOCAL EMPLOYMENT

In the past three and a half years, structures have been created to provide 32 new jobs to overcome the lack of local employment opportunities. These jobs were generated through the initiation of several development programs. Job crews designed around work arenas necessary to upgrade the community's physical environment provided six new positions. Social and community service programs have established ten new jobs. Economic development ventures have been initiated through the use of 16 community work positions: five in the truck farm, two in the grocery store, three in the cafe and five in the industry, with one finance manager. The finance manager, two store positions, and the industry foreman are paid by generated revenues, and the four other industry positions are in the process of transition to generated salaries.



# Cannon Ball Development Corporation

## GROWTH OF SALES







TRUCK FARM FEATURES  
PICK-YOUR-OWN DAYS!



CANNON BALL COMMUNITY STORE  
Phase I - 192 square feet, service  
counter store  
Phase II - 2,000 square feet, self  
service facility



CBDC Monies and Contributions

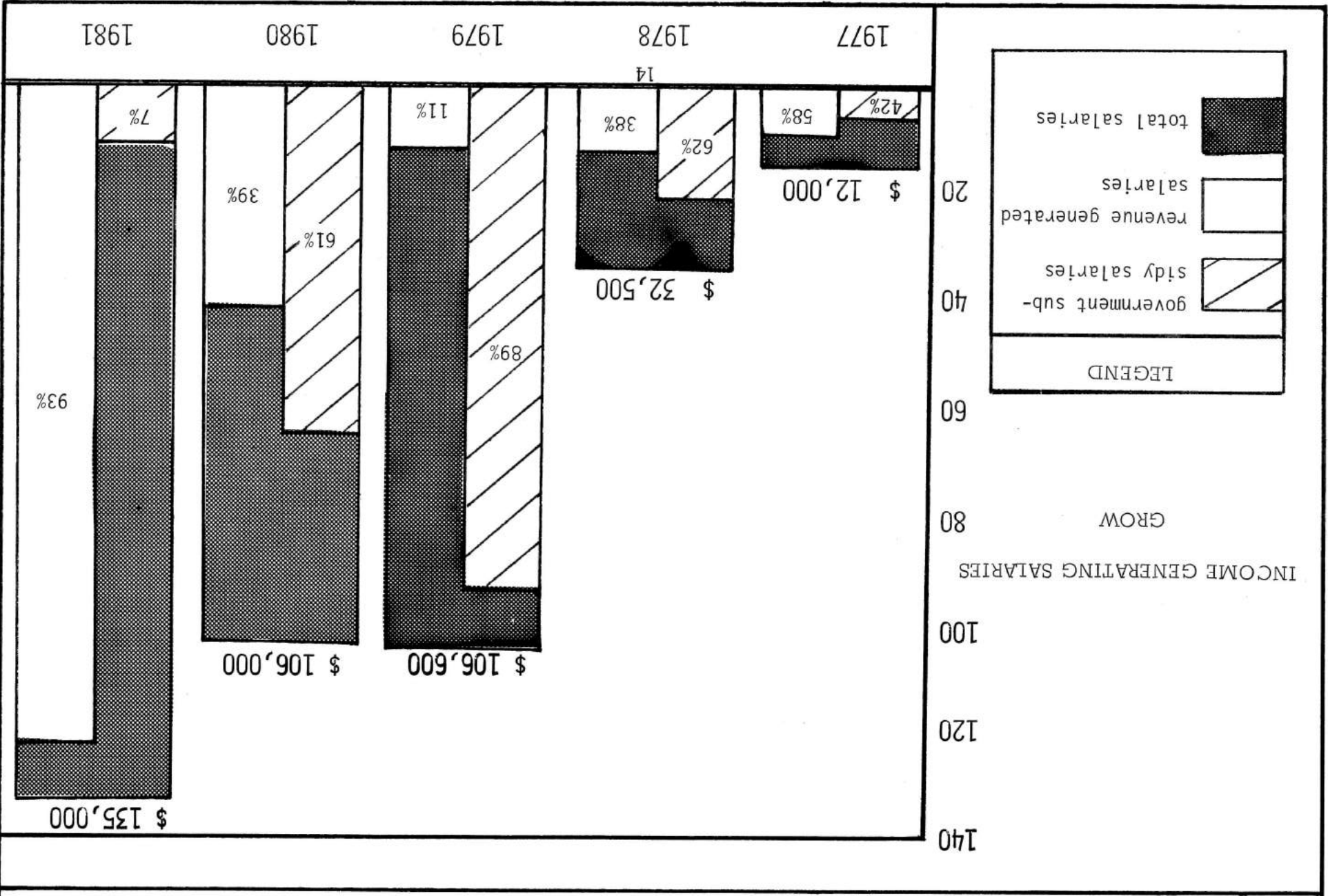
TRIBAL	Industry Grant	\$ 410,000
	Social Service Grant	
	Equipment Donation	
	EDA approved Grant	
GOVT.	ND Indian Affairs Commission	\$ 6,000
	Old West Regional Commission	
	NDJS Industry Supplies	
PRIVATE	American Lutheran Church	\$ 35,000
	Native American Lutheran Board	
	Hedahl's	
	R. Carlson	
	Gerhlach	
	McDowell's	
	Anonymous Donations	
TOTAL		\$ 451,000

NEW ECONOMIC PICTURE

- \* locally created products
- \* locally owned industry
- \* locally generated jobs



# CANNON BALL DEVELOPMENT CORPORATION SALARIES



INCOME GENERATING SALARIES

GROW

140

120

100

80

60

40

20

## MORE LOCAL EMPLOYMENT

PROGRAM ARENA	EMPLOYMENT STRUCTURES	NEW POSITIONS	SALARY SOURCE	ECONOMIC SIGNAL
Improvement of Physical Environment	Construction Crew	6	18-month grant from North Dakota Job Service (CETA)	Temporary crew performing permanent community improvements
Social Services	Day Care	3	North Dakota Job Service, Tribal Manpower, TWEP	Permanent positions with training salaries
Community Services	Program Manager	1	ACTION grant	Two-year grant-supported position
	Security Force	6	Tribal Manpower	Permanent positions with training salaries
Economic Development	Truck Farm	5	One supervisor grant from American Lutheran Church, four workers on Tribal Manpower and TWEP	Temporary crew performing significant community service
	Grocery Store	2	One salary started as ND Job Service. Both are now paid from store-generated revenues.	Two permanent positions paid from Store-generated revenues
	Cafe	3	ND Job Service, TWEP	Permanent positions with training salaries
	Industry	5	ND Job Service ending June 16. Industry-generated revenues thereafter	Subsidized training salaries which are becoming permanent positions with pay from revenues
	Corporation Finance Manager	1	ND Job Service from summer '79 to March '80, now paid by Industry revenues	Subsidized training salary which became permanent position paid from revenues

## INDICES OF DEVELOPMENT

### B. TOWARD HUMAN SELF-CONFIDENCE

INTENT: The intent of the citizens of Cannon Ball for the last three and a half years has been to develop human self-confidence through reclaiming their community identity and regaining their cultural heritage and thus have a secure basis for pride in themselves, and their community and its future.

CONTRADICTIONS: Although all underlying contradictions affect to a greater or lesser degree every area of local development, those which appear most directly related to this dynamic had to do with the factional operation of community life, infrequent opportunities for local travel, unfocused design of community space and an inability to utilize cultural traditions as a basis for significant engagement.

INDICATORS: Among the many indicators of rapid human development, the following four are representative.

#### 1. SIGNS OF COMMUNITY IDENTITY

Cannon Ball has created many signs and markers over the past three years which serve to define the community and give it a sense of common identity. These markers include street signs, a large mural, a welcome sign, logos for the businesses, a community quilt, a newsletter and Cannon Ball T-shirts.

#### 2. SUBSTANTIAL PHYSICAL IMPROVEMENTS

The community environment has been markedly improved by the installation of paved streets, new construction of nine buildings and rehabilitation of several other structures, notably the shopping center.

#### 3. CANNON BALL--TOWN ON THE MAP

A recent 30-minute television documentary prepared and aired by "Lutherans of the Prairie" is an outstanding example of the extensive attention Cannon Ball's development has received over the past three years.

#### 4. DEMONSTRATION DEVELOPMENT CORPORATION

The Cannon Ball Development Corporation is community-owned. It has established a store, laundromat, cafe, industry and farm. Total investment of \$451,000 has been brought into the community through loans, private contributions, public sector grants and contracts.



## 1. SIGNS OF COMMUNITY IDENTITY

The town of Cannon Ball sits atop a bluff overlooking the Oahe Reservoir. Relocated in 1964, the people of Cannon Ball have made great strides over the last three and a half years in creating a focused community identity. Streets have been named and community street signs made of local materials erected at all intersections by the construction crew. A welcome sign has also been located at the entrance of the community. The large "Indian Dancer" mural was designed by a local artist and painted on a wall of the shopping center by local residents with help from a professional sign painter. Business logos for the Cannon Ball Development Corporation and the industry were also designed by local artists. A community quilt of 49 patches was created and hung for the opening of the Veteran's Memorial Building. Individuals and organizations donated embroidered patches symbolizing unifying aspects of Cannon Ball's life. The women of the community sewed the patches together and quilted it. Another resident designed a T-shirt to engender community identity and the shirt was promptly selected as a uniform for a local basketball team.

## 2. SUBSTANTIAL PHYSICAL IMPROVEMENTS

Striking changes have occurred in the physical appearance of Cannon Ball during the past few years. The paved streets and concrete curbs give the town a look of permanence missing before late summer 1979. The newly constructed Veteran's Memorial Hall houses the security force and the elders' nutrition program. It also provides space for community meetings and special events. A new church and seven new homes have been built during the last year. The Shopping Center is the major rehabilitation project in the community. A derelict building four years ago, it had contained only vandalized equipment and wild animals. The community began systematically rehabilitating it three years ago. It is fully occupied now and a new addition will soon double its size. The day care center, the elementary school roof and Kelly's Tavern have also received major attention. Outdoors, refurbished powwow grounds and rebuilt rodeo bleachers give new vitality to annual Flag Day festivities. An outdoor plaza, constructed near the shopping center, used a wood chip base, log tables and benches and a sun shade of native tree branches. The town itself now contains five mini-parks, also built of mostly natural materials. Residents constructed swings and jungle gyms from cottonwood trees. Community members completed the outdoor basketball court last fall and have proposed a new baseball diamond.

### 3. CANNON BALL--TOWN ON THE MAP

The community of Cannon Ball has been in the public eye since the beginning of the human development project. People from this community have traveled to Alaska, Canada, Hong Kong, Italy, Korea, Arizona and Oklahoma to share ideas with people concerned with local development. People from other parts of the world (Malaysia, Australia, Indonesia, the Philippines, India and Taiwan), have visited Cannon Ball many times. The town council of Minto, Alaska came to Cannon Ball on an inspection visit before they decided to undertake a human development project for their Athabascan Indian Village. The Dakota Sun, the Sioux County newspaper published by Standing Rock Community College in Fort Yates, reports changes in Cannon Ball as they occur. The Minneapolis Tribune in April 1978, published a 12-page article in their Sunday magazine. The article reported Cannon Ball resident's opinions concerning results of the project during the first year. KFVR-TV in 1978 aired a short interview with members of the welding industry. In 1979 the Mandan News carried a short column on the progress of the industry. The 30-minute television program, "Lutherans of the Prairie" produced by the American Lutheran Church in 1980 is perhaps the most striking public media presentation of this community. It shows a meeting of the Cannon Ball Development Corporation and a series of conversations with local residents. The news of a \$400,000 grant from the Economic Development Administration to enlarge the welding industry was released to the Bismarck Tribune by the Governor's office.

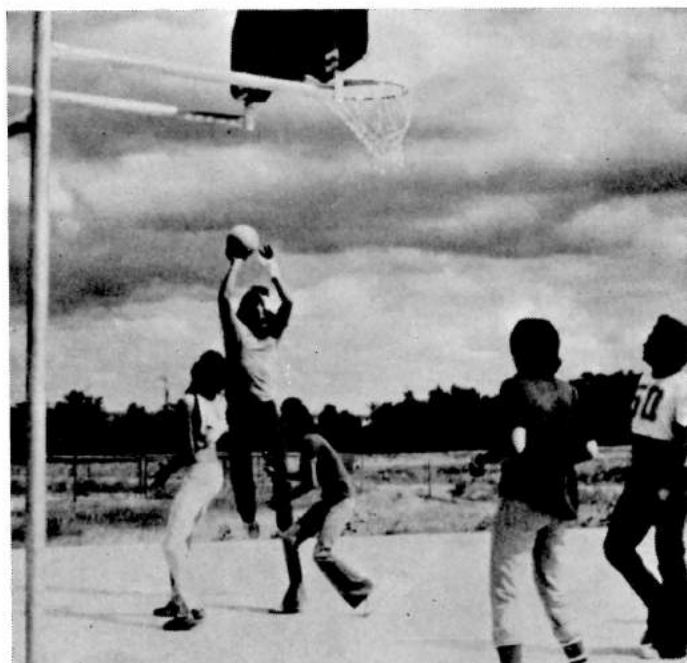
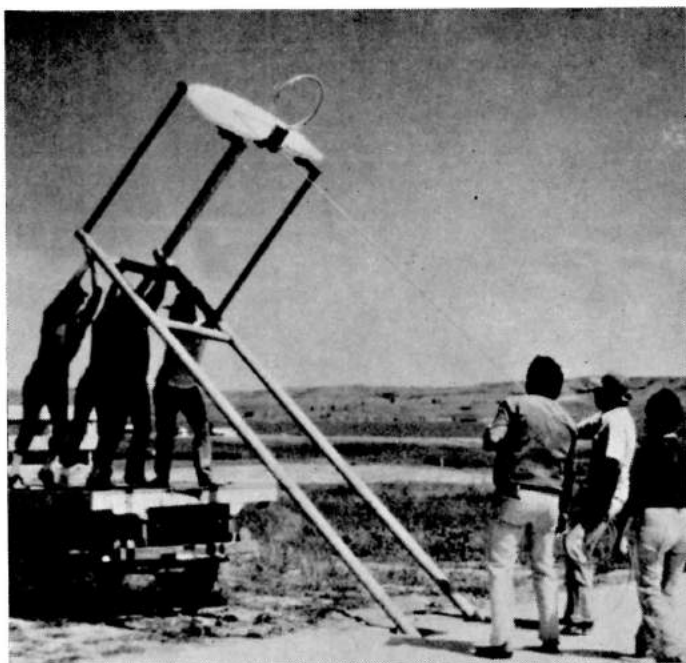
### 4. DEMONSTRATION DEVELOPMENT CORPORATION

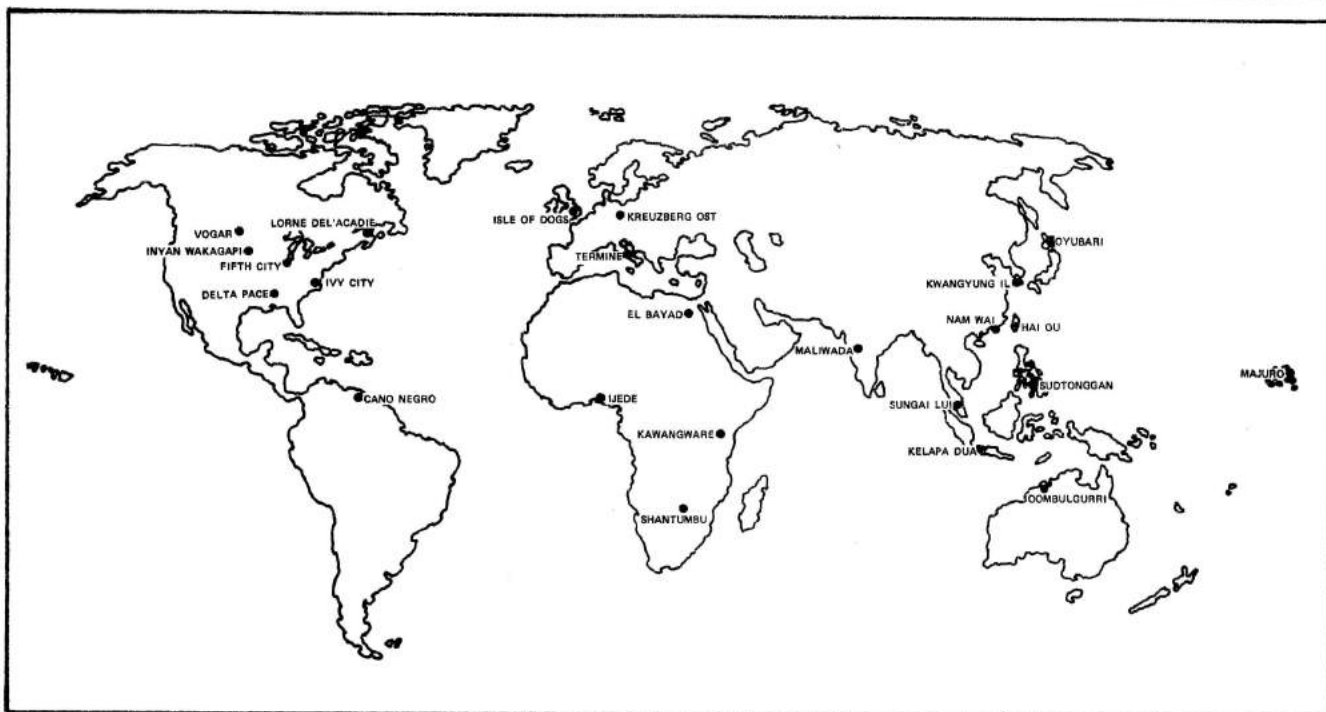
The Cannon Ball Development Corporation mediates, administers, and authorizes social programs and new ventures in commerce and industry. This community-based, not-for-profit corporation began three months after the Inyan Wakagapi Human Development Project Consultation and is incorporated through the Standing Rock Sioux Tribe. The 15-member board of directors, all community residents, oversees the continued development of businesses and social programs in Cannon Ball. The board's decision-making has shifted from practical management decision to longer range planning. Day to day management is now in the hands of local employees. A fulltime project manager and staff coordinate project books, files and correspondence. Visible accountability to the community occurs through reports to District Council and annual board elections. Through the board, local residents have increased their involvement in planning the community's future.

The CBDC encourages open relationships between government, agencies, and the community. Corporation offices in the shopping center facilitate information interchange and day to day coordination of all programs. The corporation structure serves to financially undergird the startup and expansion of local ventures. The CBDC is the elicitor and administrator of private donations, grant monies and training salaries, as well as other funds beyond the daily cash flow businesses. Over the past three years the CBDC has generated \$250,000 in new sales through its operation.



NEW COMMUNITY IMPROVEMENTS					
	Buildings		Facilities		Total
	<u>Item</u>	<u>Value</u>	<u>Item</u>	<u>Value</u>	
New Construction	Memorial Hall	\$ 80,000	Basketball Court	\$ 10,000	
			5 Mini Parks	5,000	
	Tribal Housing	315,000	Street Signs	500	
			New Dump	1,000	
	Mormon Church	30,000	Baseball Field	6,000	
			Curbing in Town	50,000	
			Rodeo Grounds	12,500	
			House Fences	<u>1,000</u>	
	subtotal	\$425,000	subtotal	\$ 86,000	\$511,000
Rehab and Repair	School Roof	\$ 5,500	Blacktopped Roads	\$211,000	
	School Addition	2,500			
	Shopping Center	30,000	Pow Wow Grounds	500	
	Day Care Center	<u>2,500</u>			
	subtotal	\$ 40,500	subtotal	\$211,500	\$252,000
Total		\$465,500		\$297,500	<u>\$763,000</u>



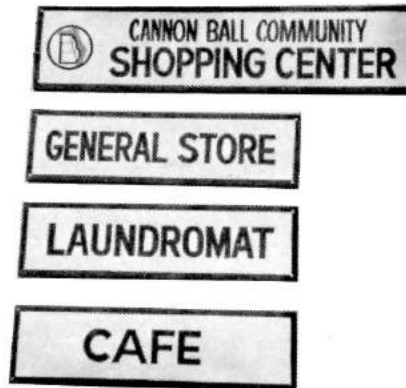


THE WORLD COMES TO CANNON BALL — CANNON BALL GOES TO THE WORLD

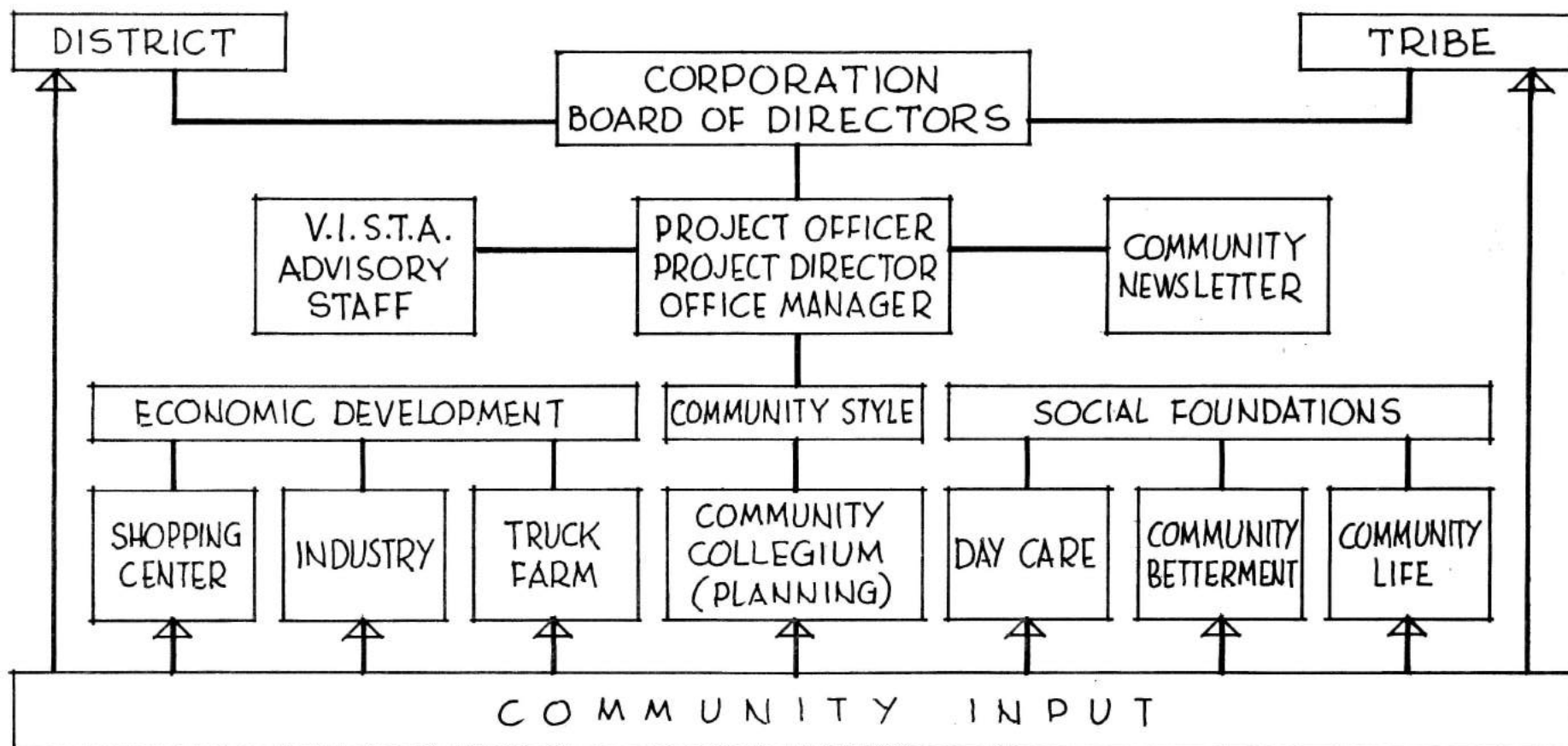
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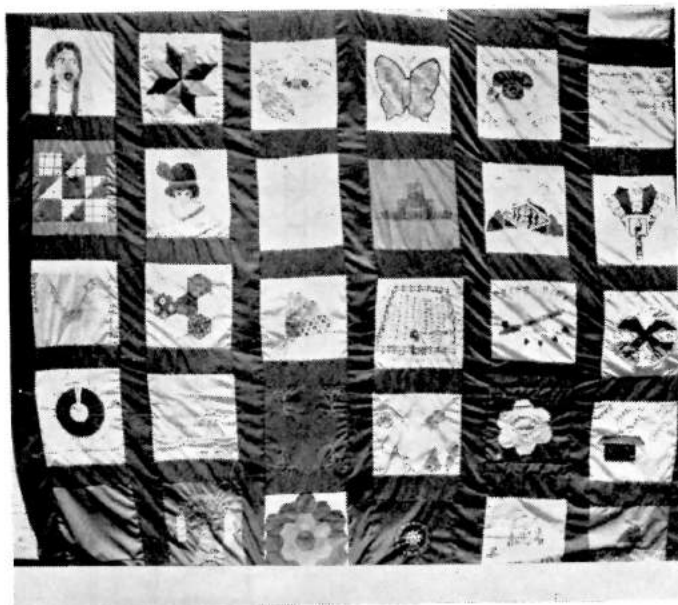
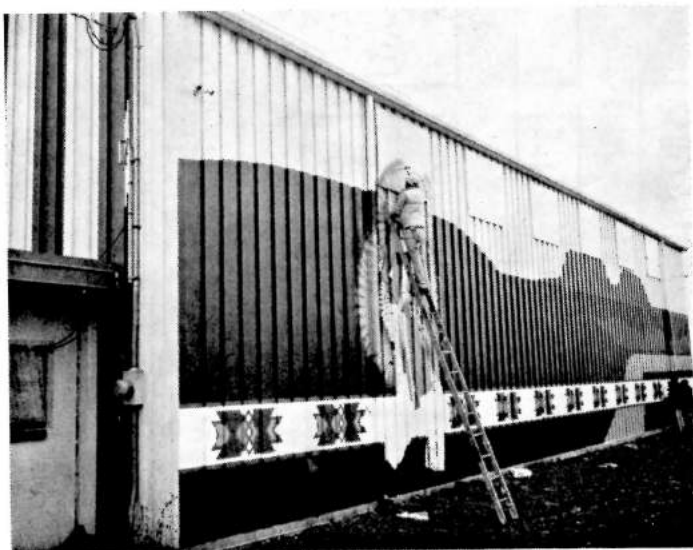


Alaska  
 Arizona  
 California  
 Canada  
 Colorado  
 Hong Kong  
 Illinois  
 Korea  
 Mississippi  
 Oklahoma  
 Philippines  
 Texas



# ORGANIZATIONAL CHART OF THE CANNON BALL DEVELOPMENT CORPORATION





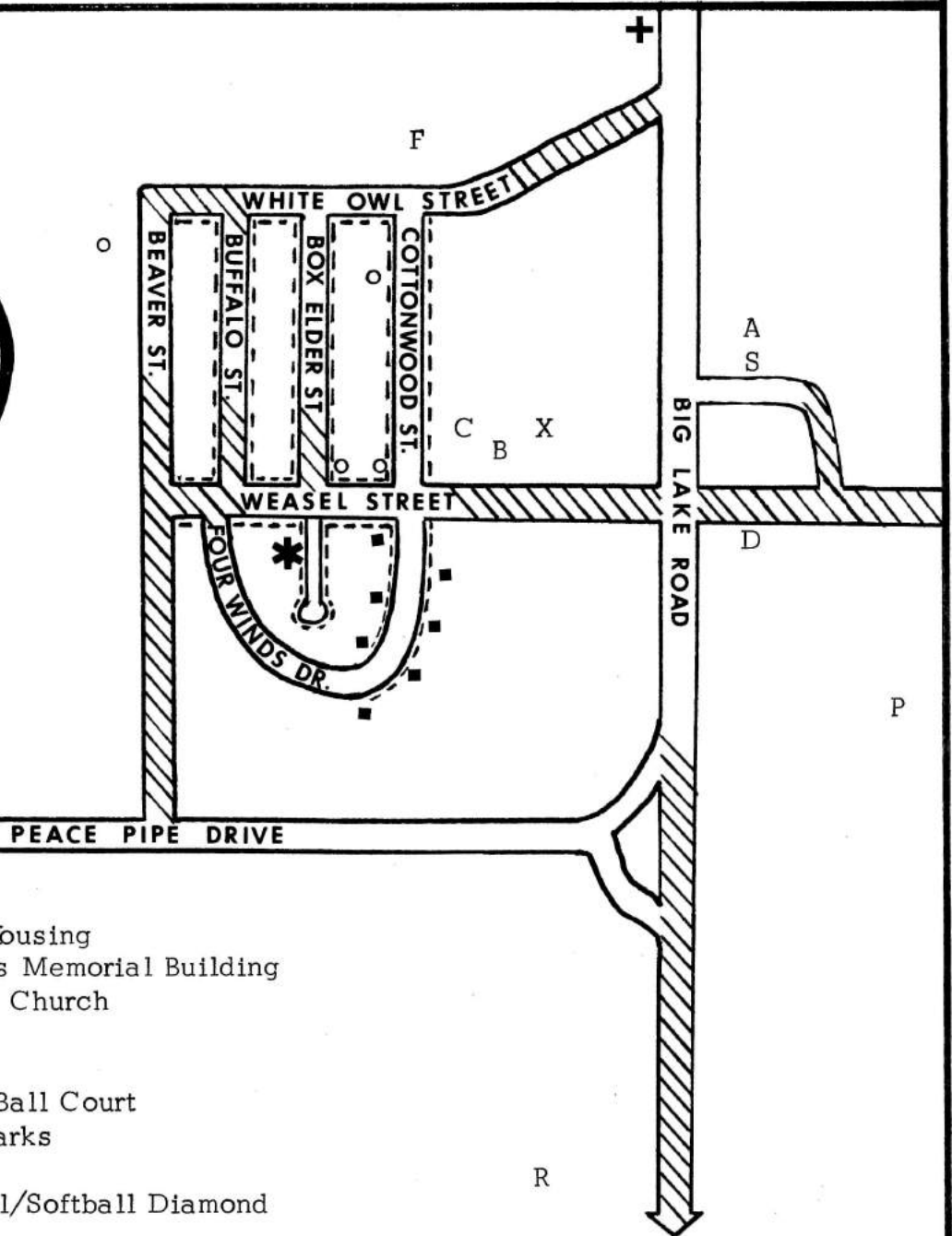
#### NEW SYMBOLS TO STAND BESIDE

- community quilt
- tree planting
- mural
- rodeo grounds



# CANNON BALL

## MAP OF PHYSICAL IMPROVEMENTS



### LEGEND

#### New Buildings



Tribal Housing  
Veterans Memorial Building  
Mormon Church

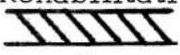
#### New Facilities

B Basket Ball Court  
o Mini-Parks  
D Dump  
F Baseball/Softball Diamond  
--- Curbing  
R Rodeo Grounds

#### Rehabilitation & Repairs on Buildings

S School Roof  
A School Addition  
C Shopping Center  
X Day Care Center

#### Rehabilitation & Repairs on Facilities



Blacktopped Streets  
Powwow Grounds

### C. TOWARD SOCIAL SELF-RELIANCE

INTENT: The intent of Cannon Ball was to move toward self-reliance by enhancing the social life of the community. This was to be done through insuring access to social benefits, enriching the community life through traditional celebrations, and strengthening skills needed in the life of the community.

CONTRADICTIONS: All of the contradictions delineated in the 1976 Consultation are to some extent related to the social development of Cannon Ball. Those which seem the most directly related were ineffective business, technical and maintenance training, undependable transportation, unengaged youth, welfare-weakened initiative and limited health services.

INDICATORS: Among the factors indicating rapid social development, four are representative.

#### 1. INCREASED SKILLS TRAINING

Ten Cannon Ball organizations and businesses have trained 75 residents in formal and on-the-job programs.

#### 2. ENRICHED COMMUNITY CELEBRATIONS

The number of recreational and celebrational events and community participants has increased during the last three and a half years.

#### 3. EXPANDED SOCIAL SERVICES

Community social services were expanded to include a 24-hour security force, a day care program for working parents, emergency transportation and health van, diagnostic screening and regular elders transportation to Fort Yates and Bismarck.

#### 4. REGULAR COMMUNITY MAINTENANCE

Interest has grown in the maintenance of community facilities, environment and personal properties. Regularly employed construction crews have made seasonal, visible repairs and permanent improvements.

## 1. INCREASED SKILLS TRAINING

In the 1976 consult, Cannon Ball residents expressed the need for practical training that will support business and industry growth and increase employment opportunities. Throughout the ensuing three and a half years, training has concentrated on practical application. Over 80 people have received on-the-job training in Cannon Ball, including summer youth employees and workers supported by North Dakota Job Service (CETA), Tribal Manpower and Tribal Work Experience Program:

- 15 day care teachers
- 16 store clerks
- 2 bookkeepers
- 8 cooks and waitresses
- 18 general and cement construction workers
- 5 welders
- 8 truck farmers
- 10 security officers

In some cases, training sources have come to Cannon Ball. Early in 1977, Super Valu of Bismarck began providing consultative services to the grocery store staff and managers. Classes in first aid and prenatal care were attended by 15 women in Cannon Ball. In other cases, Cannon Ball people traveled to reach training sources. Five day care teachers traveled to three other communities for training in early childhood education. In the summer of 1978, five men became certified welders through Bismarck Junior College. These men became the staff of Cannon Ball Industries, producing Trash Barro racks, portable corral panels and other tubular steel products.

Leadership methods in group planning, consensus-making, meeting designing and program evaluating have been taught through regular weekly community collegiums. Approximately 15 people have participated in these decision-making meetings, and six people have led the collegiums. Eight people have participated in program evaluation workshops. Special programs have offered training in community involvement and consensus making. Five people were trained in community forum methods in 1978, ten in 1979. Thirteen people were trained as consultation team members and two were consultation team leaders. Fifteen women participated in a Global Women's Forum and 30 youth attended a Community Youth Forum. Four people have been trained extensively in comprehensive community methods through the Human Development Training School held in Chicago.



## 2. ENRICHED COMMUNITY CELEBRATIONS

Celebrations in Cannon Ball have increased in variety and number over the last few years. Particularly significant is the emphasis on traditional celebrations. The celebration committee continues to promote New Year's, Memorial Day, Labor Day and Flag Day powwows. Other traditional events included an evening with Charlie Wise Spirit, Indian singing and story telling and the Kahomey, a traditional couples dance. Recreational events have also occasioned increased community participation. The Rodeo Club was instrumental in Cannon Ball's hosting the 1979 Indian Rodeo Finals. The rodeo, dance, buffalo barbecue, parade and other festivities draw a crowd of 2500 people from outside Cannon Ball each summer. Youth have spearheaded the Summer Olympics and parade. The community is especially proud of its widely traveled champion softball team, the Cannon Ball Rockets. The new basketball court and proposed baseball diamond are very popular community projects. New celebrational events include ice sculpture contests, winter film nights and the elementary school's kite day. A dominant new trend in Cannon Ball is toward gala grand openings of new buildings such as the shopping center and the Veteran's Memorial Building. The commissioning of boards, business anniversary celebrations and wedding ceremonies provide occasions to rehearse Cannon Ball's journey and hope for the future. These events allow residents to proclaim the significance of the changes in the town and to make those changes vital parts of their lives.

## 3. EXPANDED SOCIAL SERVICES

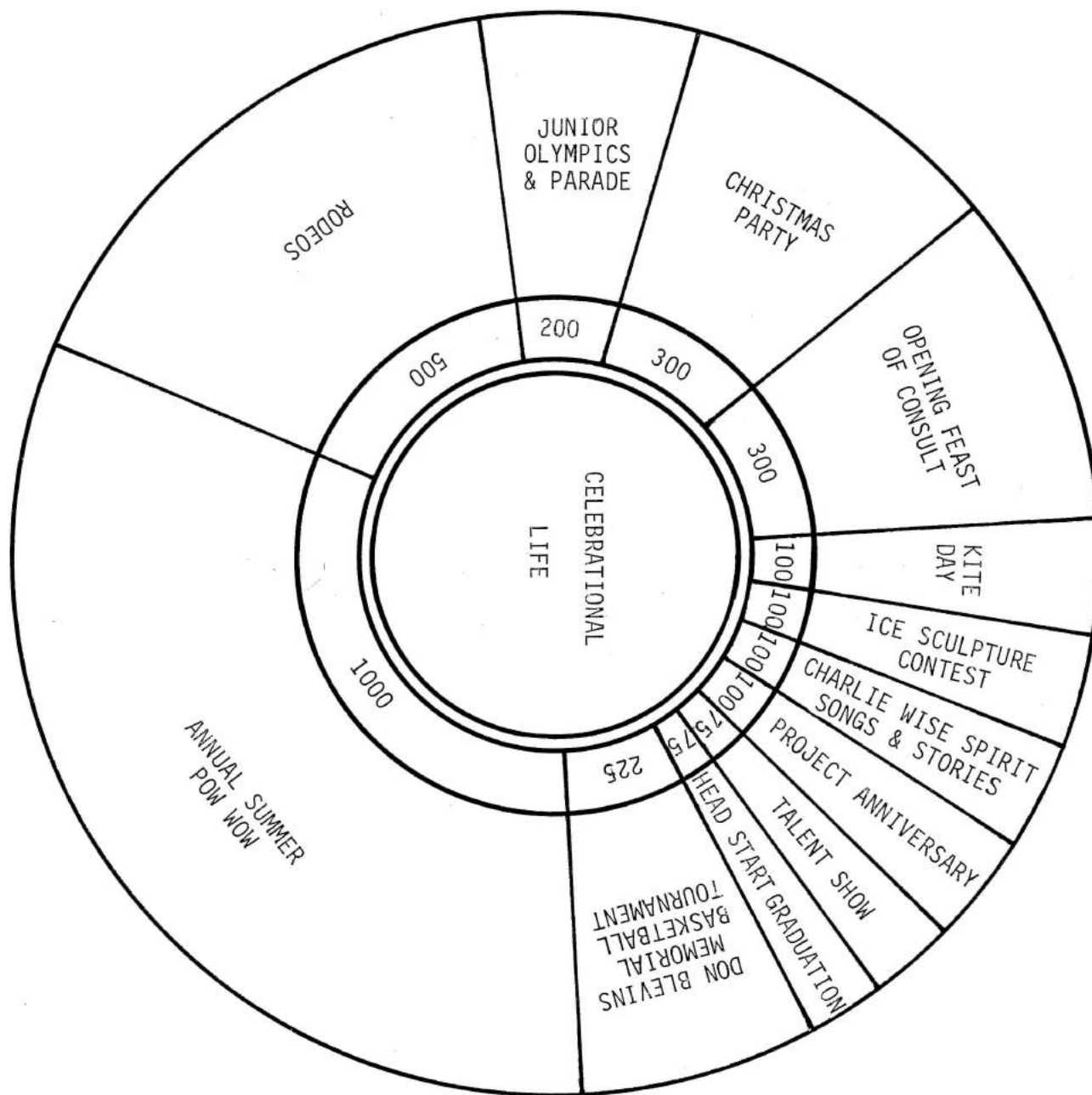
One of the pressing concerns for the social development of Cannon Ball was for expanded community services, particularly in the areas of security, health and transportation. The Cannon Ball security force, which insures community order, was started in 1977 in a section of the old Legion Hall. Today, the 24-hour force is based at the Veteran's Memorial Center, a siren signals curfew and a Bureau of Indian Affairs policeman is assigned to Cannon Ball to aid in training and upgrading security services. This service is credited with reducing vandalism and public disturbances. Cannon Ball has a reputation for having a well-organized security system.

The Community Day Care was established in the fall of 1977 to provide an adequate child care structure for working parents. With an investment of \$2500 and a lot of volunteer effort, the Congregational Church basement was renovated for the first site of the Community Day Care. Three to 20 children were in the early learning structure from 7:30 a.m. to 5:30 p.m., five days a week, for a fee of \$8.00 per child. Later the Day Care moved to a newly renovated church parsonage where it is located today.

At the time of the consultation in 1976, the health clinic was served two days a month by a registered nurse. Today the clinic is open several times a week and has expanded its diagnostic screening capacity. A Public Health van is assigned to Cannon Ball for emergency health evacuations and transportation from Cannon Ball to Fort Yates for medical appointments. Additional transportation for elders is available on a regular basis two times a week to Bismarck and Fort Yates.

#### 4. REGULAR COMMUNITY MAINTENANCE

During the last three and a half years the Cannon Ball community has engaged work crews in regular on-going community maintenance. With the cooperation of the Tribal Work Experience Program, CETA construction (1979) and Indian Action, at least one work crew has been available yearly for seasonal repairs, facility maintenance and permanent improvements. Dependable, consistent work crews have been the key to improved maintenance in town. Community residents worked together in winterization campaigns, fencing, wood cutting and spring cleanups. One of the more striking accomplishments in improving the over-all appearance of the community has been the removal of some 300 abandoned and derelict automobiles. In the spring of 1980 the houses of Cannon Ball present a more attractive appearance because there are not so many broken windows and littered lawns. Last spring two family gardens were planted. This spring 13 families have planted gardens. Of the many small trees planted in the last three years, fifty-three survived. Ten lawns are being cultivated and seeded. Fifteen new fences are in place around houses.





# CANNON BALL EXPANDS SOCIAL SERVICES AND CELEBRATES.

- youth work crew
- day care
- Pow Wow
- ice sculpture



# Skills Training Chart

	Program	Skill	77	78	79	80	Totals
PRACTICAL SKILLS	Day Care	worker	2	1	2	0	147
		teacher	3	1	2	2	
	Store	clerk	3	1	1	1	
		cashier	2	1	1	1	
		manager		1	1	1	
	Cafe	waitress		1	1	2	
		cook	5	1		2	
	Industry	welder		4	4	5	
		foreman		1	1	1	
		bookkeeper				1	
	Construction	carpentry	3				
		general			2		
		concrete			6	2	
		roofing				5	
	Farm	foreman			1		
		irrigation		4	4		
		crop rotation		4	4		
	Security	initial watch		5			
		upgraded			10		
	CBDC	manager		2	1		
		bookkeeper		1	1		
	Nutrition	cook, extension		12			
		elder care			10		
	Post Office	clerk				1	
	GED		3	3			
	First Aid		18				
	Newsletter						
LEADERSHIP METHODS	CBDC	group planning methods		15			28
	Community Exchange	consultant teams		4	7	2	
SPECIAL TRAINING EVENTS	Community Youth Forum			30			383
	Human Development Training School				4		
	Global Women's Forum			25			
	Community Forums			5	10		
	Vista Training			1		3	
	Consultation: Cannon Ball		300				
	Day Care Lab: Washington, D. C.			2			
	Day Care Lab: Pace, Mississippi			3			
* Figures may include an individual's participation several times.							

## QUOTATIONS FROM CANNON BALL RESIDENTS

I dreamed a dream that I started crawling down a long tunnel. Today, I emerged from the hole on the other side. The fresh air of the future feels good, fresh air for future generations.

Tom Black Hoop, 1976

All the world has come to Cannon Ball.

Cannon Ball Elder

During the last three years, I've been trained in Cannon Ball. I know how to do something and I have a good job.

Young Adult

The shopping center has made our lives easier.

Cannon Ball Woman

I really like the cafe. Workers have a place to come for coffee and to see folks.

Maintenance Crewman

Our community has changed a lot; I'm very proud to be a part of the community of Cannon Ball, North Dakota.

Cannon Ball Resident

Years ago when my relatives came to see me, they could never find my house. Now, with our street signs, they say it is easy to find me.

Cannon Ball Woman

What keeps me going these days are all these other communities asking for help. It is time that we held our brothers' hands (other districts on the Standing Rock Reservation) and share with them what we've learned.

Cannon Ball Leader

The changes in the past three years in Cannon Ball have had an effect on just about everyone in the community. If it hasn't been through employment opportunities--it's been through the realization of what can be done by working together. The future looks very, very bright for Cannon Ball.

Cannon Ball Man



## QUOTATIONS FROM CANNON BALL RESIDENTS

There was nothing here a few years ago, nothing. Now, things are happening. I worked with five others building the basketball court. We used a large concrete culvert to pack the earth and gravel. We rolled the culvert back and forth and back and forth. It was hard work. But it looks nice today. My boys use the basketball court almost every afternoon. I also worked on roofing the school building. My crew's next job is the baseball diamond across from the garage.

Mother of Five

People in our town are beginning to realize a lot of things. I realize a lot of things. A long time ago, I didn't care, just sat reading magazines all day. Now, I care about my community. I care about the health of my family, our eating habits, and about nutritious foods. I'm putting in a garden to save money this summer and to have fresh vegetables for my family and neighbors.

Cannon Ball Resident

The biggest changes in Cannon Ball have been the paved streets, street signs, the grocery store, laundromat, cafe and basketball court. Where we didn't have these things before, it still impresses me that we never did believe it would happen, but it is.

Cannon Ball Resident

We are not about to be satisfied with Cannon Ball as it is now. We still have the future we are creating.

Cannon Ball Leader

## QUOTATIONS FROM CANNON BALL VISITORS

I was at the consult in December 1976 and have been back a few times since.

Remarkable changes are evident. The shopping center was jumping with people, cashing checks, buying groceries, washing clothes, and eating Indian tacos at the cafe. The industry, which is located behind the store, was buzzing with activity; five CETA men were welding cattle pen sections to sell to cattlemen in the area.

In the shopping center, all kinds of things are happening; one young man that Amelia Kroeger had trained was doing the finances. The streets in Cannon Ball are paved and the community center is beautiful. We stopped by the Day Care, which is doing fine with about 20 children on that day and three teachers.

The most impact on me however, was the mood shift of the people-- there is genuine excitement in the air and everyone we had a chance to talk to seemed confident that things were doing well and getting better.

Returning 1976 Consultant

The human element in development is well on its way in Cannon Ball. People have decided to work together here.

International Consultant

It is so refreshing to visit a District that invites you to "Come see what we have done" rather than asking "What are you going to do for us?"

B.I.A. Official

You know, Cannon Ball just looks cleaner. It has new establishments going up--besides you can get a good lunch here now.

Fort Yates Resident

Just being in this community for several days gives me an unusual amount of energy. I look forward to getting up each morning.

Mid-west Visitor



## E. FUTURE EXTENSION

The consultation document contained the original images for extending Cannon Ball's development methods to other communities. This plan involved relations to nearby communities and also broadened involvement across the nation and the globe. One clear indicator of change has been the extent to which Cannon Ball has already participated in both aspects of extension. Residents have visited communities in other countries and have helped to initiate human development projects in other Native American communities. The community has also had a creative impact on nearby communities and on the Standing Rock Reservation. A slide show has been created for use in presentations on the methods of Cannon Ball's development. Town Meetings have been led by local residents in Bullhead, Wakpala and Kenel to enable those communities to decide their own vision for development. The data from the meetings showed that other Standing Rock towns base their future images on the victories in Cannon Ball, especially the most visible programs: industry, grocery store, cafe, laundromat, truck farm and day care center. Cannon Ball has been encouraged to move to extension by VISTA, the tribe and other districts on the reservation.

After its years of social, human and economic development, it is clear that Cannon Ball is prepared to move to a new phase. The Community Extension Module is the event which enables the community, local leaders and staff to begin this phase. The module began with an informal meeting at the community center attended by 36 residents. At that meeting the basic changes since the consultation were listed chronologically. People then reflected on the significance of these accomplishments. The next two days were spent analyzing contradictions and trends in the project and discussing the possibilities for extension. The rest of the week was spent in three task forces. The documentation task force visited with residents in their homes and at the shopping center. Through informal conversations the task force discerned and documented the indicators of change most representative of what has happened in Cannon Ball. This task force also contacted friends of the project to secure their input. The extension task force conducted a training session in Aberdeen, South Dakota, for VISTA volunteers who will be working with extension. The keystone task force drafted sketches for the new shopping center expansion and general land use plans for the community.

The work of the Community Extension Module revealed five areas of priority action in Cannon Ball. First, the time has come to expand and deepen the central leadership of the project for extension to neighboring communities. This will be done by involving the leadership of Cannon Ball and the other communities in the Human Development Training School. Second, the expansion of the commercial-industrial building must proceed rapidly as a signal that these economic programs have stabilized. Securing market contracts for the industry to

THE STANDING ROCK  
SIOUX RESERVATION

PORCUPINE

CANNONBALL

FORT YATES

N. DAK.

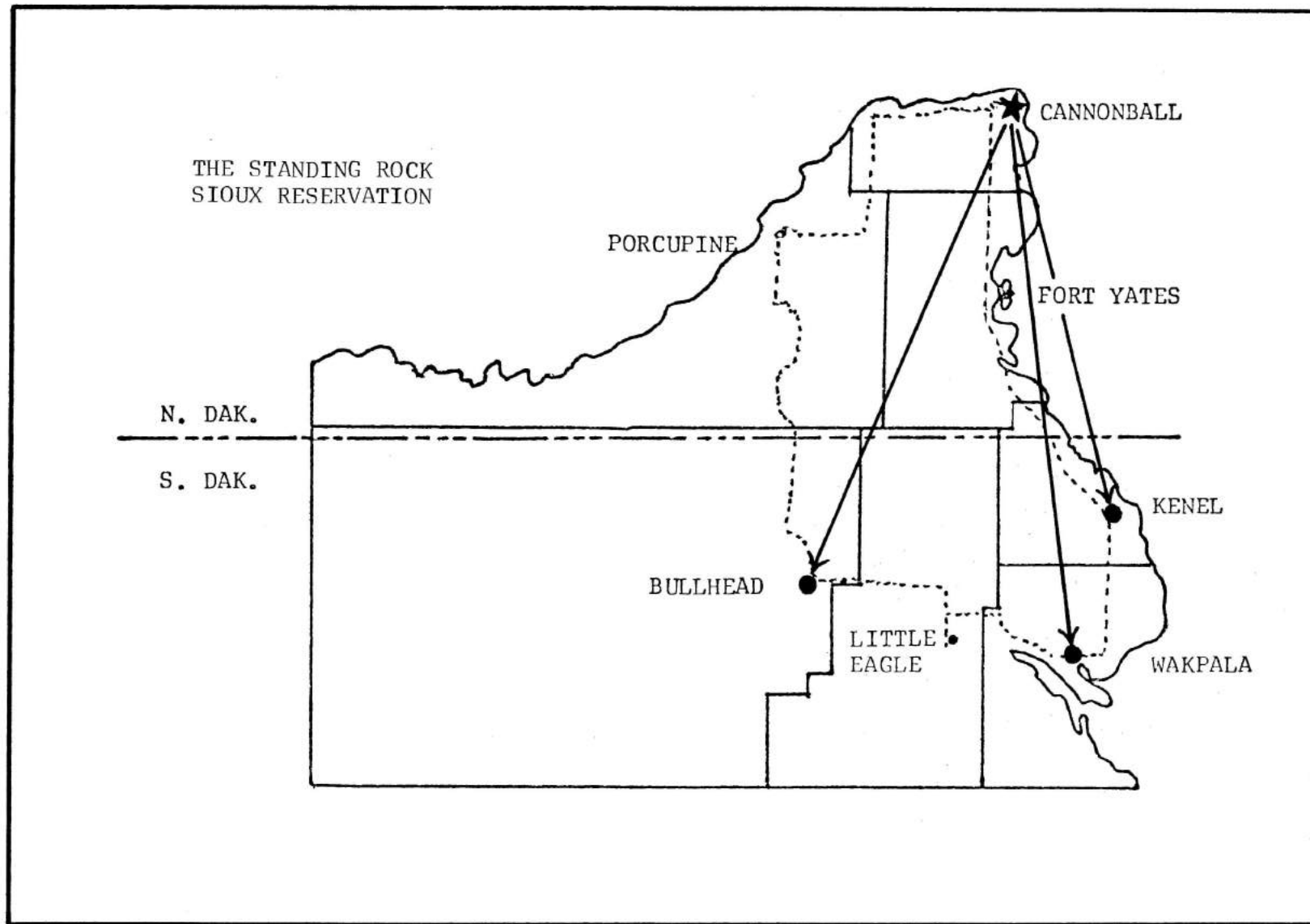
S. DAK.

KENEL

BULLHEAD

LITTLE  
EAGLE

WAKPALA



ensure future employment opportunities is the third key area. Fourth, expansion capital is now required for the store to broaden its inventory and increase sales. Finally, landscaping the community center will signal a new look of beauty and care for the community.

The community of Cannon Ball now sees its role to be a continuing demonstration sign. Residents are aware that the fundamental programs of their community are needed in the other towns. They are also aware of increasing interest from the tribe in what they have done. Residents see the ongoing development of model programs, especially related to health, transportation and youth, as their responsibility. Last fall the Cannon Ball Development Corporation Board decided to take a crack at extending the human development project in Cannon Ball to other towns on the reservation. This means Cannon Ball will become a part of a cluster of demonstration communities sharing its skills and methods across the reservation. The first step in this process was the Cannon Ball Development Corporation's sponsorship of a VISTA project involving volunteers in human development activities in Kenel, Wakpala and Bullhead.

November 16, 1979

Mr. Douglas Druckenmiller  
Institute of Cultural Affairs  
P. O. Box 75  
Cannon Ball, North Dakota 58528

Dear Mr. Druckenmiller:

William Bonnell, of the Institute of Cultural Affairs' office in Chicago, has asked me to assess various aspects of the Human Development Project in Cannon Ball in order to report to our legislative representatives in Washington, D. C.

I will begin with the major accomplishments. Cannon Ball Industries was begun in June 1978. A tubular steel fabrication shop, it's currently manufacturing ranch products, primarily livestock corral panels and cattleguards. While the five employees are presently paid through a CETA grant, sales projections and new product potential indicate a real prospect to reach a self supporting level by July 1980.

The Shopping Center, containing a grocery store, cafe and laundromat, was established in May 1977. The two successes beyond providing needed retail services are: 1) three positions initially funded through CETA are now supported wholly through earned revenues, and 2) although aided initially by one full-time ICA staff person, this business is now fully operated and managed by local residents.

The Day Care Center averages 17 children per day and directly supports the increase in employment by freeing more parents to hold full-time jobs. To date, the project has created 23 full-time jobs.

The second year of the Truck Farm's operation has proven the potential for Indian-operated agriculture and also provided much of the training in farming methods necessary to success.

Since the project's inception, we have also constructed five playground parks and a full-sized basketball/volleyball court.


The staff of the ICA has performed very well by providing the necessary skills and legwork to launch these and other programs. They have steadily managed to place local residents in management and other leadership positions. I have already mentioned the shopping center. Additional examples of this are the Truck Farm and the project office where two Cannon Ball residents, Bruce McAllister, finance officer, and Joe Two Bear, project director, provide on-going management functions for the whole project.

The local development corporation recently renamed itself the Cannon Ball Development Corporation, formerly the Inyan Wakagapi Human Development Corporation. This corporation is the legal entity which administers the project. It is operated by a 15 member board of directors who are all local residents. They are elected to two-year terms by the community. The directors meet monthly to decide the necessary next steps regarding the programs. Several member frequently provide their own skills to assist the project as needed.

Regarding the VISTA positions held by ICA staff persons, I support this arrangement. As you must have a way to support yourselves, the project would obviously suffer if several of your staff needed to assume full-time jobs outside Cannon Ball. VISTA is making more of your assistance possible as our community attains its development objectives.

Finally, I want to convey the appreciation many others and I have for the work of the ICA in Cannon Ball.

Sincerely,

  
Frank Brave Bull  
Tribal Councilman  
Cannon Ball District

Pat McLaughlin  
Chairman



(701) 854-7231  
Fort Yates, North Dakota

April 23, 1979

Mr. Robert Huey, Officer in Charge  
Indian Business Enterprises  
U.S. Department of the Interior  
Bureau of Indian Affairs  
175 W. Jackson Boulevard  
Chicago, Illinois 60604

Dear Mr. Huey:

At the request of Mr. Richard Kroeger, I am writing to you to express the full support of the Standing Rock Sioux Tribal Council for the development efforts now being conducted by the Inyan Wakagapi Human Development Corporation. I understand that your office has been most helpful on several occasions in the marketing of the Trash Barro being manufactured by Cannonball Industries.

The Tribe strongly encourages this industrial development project and, in fact, has recently granted the Human Development Corporation \$5,000 for further development of this industrial operation.

I appreciate your interest and assistance in working with community development efforts of this type, and hope that your office can be of continued assistance.

Sincerely,

Pat McLaughlin, Chairman  
Standing Rock Sioux Tribe

PM:sa

cc: ~~L~~ Richard Kroeger, IWHDC  
File

May 24, 1980

Mr. Luke Whitelighting,

When the I.C.A. first started coming into Cannon Ball I was very skeptical of the people. I felt very uneasy about the situation, as I am sure the Indian people were, of why do these people want to come in and take over. I have watched the project very closely and I have seen job's start opening for the community people. There is one thing especially nice and that is the day care center for the working mother's. I have visited there quite often when Mr. and Mrs. Bell was here. The people who work on the Cannon Ball truck farm are doing a great job. Now with the coming expansion of the Cannon Ball store and cafe, it is bringing even better jobs for the people in the community and I'm sure the people in the Cannon Ball area are very appreciative of what the Cannon Ball Development people have done for them. I say its a great job well done.

A handwritten signature in cursive script that reads "Jean Schmidt".

Jean Schmidt

Solen School Board President



**FIRST NORTHWESTERN BANK**

Mandan, North Dakota 58554  
701/663 9805



May 22, 1980

Mr. John Thunderhawk, President  
Cannon Ball Development Corp.  
P.O. Box 75  
Cannon Ball, North Dakota

Dear Mr. Thunderhawk:

I am writing this letter in response to a request to reflect our feelings on the progress which has been made in Cannon Ball.

We were originally approached in August of 1977 by Richard Kroger of the Institute of Cultural Affairs, requesting a loan in the amount of \$6,000.00. If we would grant this loan they then would be eligible for a \$4,000.00 grant and the proceeds would be used to purchase some cafe and laundromat equipment. In addition to that they also were going to establish a grocery store. We did grant this line of credit and with those proceeds and the grant the various businesses started operation.

We have seen much progress in the community since our original involvement. We have noticed a change of pride in the community among the people themselves as they have cleaned up the city, erected street signs and constructed parks.

In addition to the commercial development which we have seen, we have also seen the development of their industrial company which has made garbage can racks and is now building corral panels.

We have at this time committed to a \$80,000.00 interim construction loan in connection with a \$40,000.00 grant which the Cannon Ball Development Corporation is obtaining. In addition to that we will also be participating in a Small Business Administration loan which has been applied for through our bank.

In general, we feel that much progress has been obtained in the past three years and are hopeful that the same will continue in the future.

Yours very truly,

A handwritten signature in dark ink, appearing to read "Gary A. Flaa".

Gary A. Flaa

Senior Vice President

GAF/hjv

# THE EPISCOPAL CHURCH on Standing Rock

Box 276 - Fort Yates, N. D. 58538 *May 27<sup>th</sup> 1980*  
Fr. Innocent Good House

Box 367 - McLaughlin, S.D. 57642  
Fr. Field H. Hobbs

*Mr. Lucas White Lightning  
Cannon Ball, N.D. 58528*

*Dear Chairman White Lightning:*  
I was delighted to read in *The Dakota Sun*,  
(Issue 143, 5/22/80) that Governor Arthur A. Link  
announced an award of \$400,000 to the  
Cannon Ball Development Corporation, Cannon  
Ball, N. Dak.

Those of us, who support and are interested  
in seeing the Development Corporation continue  
its efforts to provide efficient, progressive  
Commercial and Industrial development in our  
Area.

I will, also, continue to support your efforts  
in your extension and expansion of your  
project to other areas in our Reservation.  
I know that your Cannon Ball Development  
Corporation will do a highly creditable job.

*Congratulations and Best wishes.*

*Sincerely yours*

*Rev. Innocent Goodhouse  
Priest-in-charge*

# THE METHODS OF HUMAN DEVELOPMENT

<b>PROGRAMMATIC CHART</b> Toward the Actuation of Comprehensive Human Development Projects on the Local Level thirty six programs — nine structures — three dynamics — one project		
<b>A</b> <b>ECONOMIC DEVELOPMENT</b> LOCAL PRODUCTIVITY —toward self-sustenance	<b>B</b> <b>HUMAN DEVELOPMENT</b> LOCAL MOTIVITY —toward self-confidence	<b>C</b> <b>SOCIAL DEVELOPMENT</b> LOCAL SOCIALITY —toward self-reliance
Enabling local— <b>COOPERATIVE AGRICULTURE</b> 1 expanded cultivation 2 intensified production 3 water delivery 4 equipment pool	Reconstructing local— <b>LIVING ENVIRONMENT</b> 13 domestic housing 14 public facilities 15 village design 16 essential services	Creating local— <b>PREVENTIVE CARE</b> 25 intermediate sanitation 26 total nutrition 27 systematic immunization 28 primary treatment
Developing local— <b>APPROPRIATE INDUSTRY</b> 5 cottage production 6 agro-business 7 processing plants 8 ancillary industry	Catalyzing local— <b>CORPORATE PATTERNS</b> 17 total engagement 18 community commons 19 consensus assemblies 20 corporate workdays	Establishing local— <b>FUNCTIONAL EDUCATION</b> 29 early learning 30 formal schooling 31 youth training 32 adult education
Initiating local— <b>COMMERCIAL SERVICES</b> 9 common marketing 10 local merchandising 11 savings & loans 12 basic transport	Recovering local— <b>IDENTITY SYSTEMS</b> 21 community self-story 22 symbol systems 23 corporate rituals 24 village celebrations	Instituting local— <b>COMMUNITY WELFARE</b> 33 family development 34 women's advancement 35 youth task-force 36 elderly engagement

## DEVELOPMENT APPROACH

The initial Inyan Wakagapi Human Development Project consultation of December 1976, was held at the invitation of community leaders and private and public sector leaders of the Standing Rock Sioux Reservation. In this meeting the community used the expertise of outside consultants to formulate its own four year plan for socio-economic development. First the community's operating vision for all aspects of its life was articulated. Next the underlying contradictions or blocks to realizing the vision were identified. Then practical proposals were determined for dealing with the contradictions and a system of tactics devised for effective implementation. Finally, the tactics were rearranged in a chart of actuating programs which provided focus and structure for community participation.

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

Underlying all the programs that a community undertakes and behind all its achievements is an elusive but indispensable element, the human factor. It is the spirit of participation, cooperation and responsibility among the residents. This spirit generates a confidence in the future which manifests itself in the community's physical appearance, its organization and its symbols of identity. With that spirit, the development process can be carried on indefinitely. Without it, even dramatic

changes will either fade away, or worse, further the factionalism already present. And yet the human factor cannot become a program in itself-- even a "training" program. It emerges only in the midst of intensive rapid socio-economic development when the task calls forth responsibility, cooperative efforts yield demonstrable results, and momentum elicits participation. But the human factor cannot sustain the development process so long as its focus is solely on one village. Very soon accomplishments begin to be noticed by neighboring communities, and residents find themselves being asked for advice and their results imitated. They experience their effectiveness extending beyond the one community of their residence; in fact their self-help efforts come to be seen as a demonstration of what any community can do. With that awareness the impetus to excellence increases as does the concern to create events and programs which make the project's learnings more widely available. To the extent to which this process occurs, the spirit of responsibility, participation and cooperation becomes ingrained in the community, and its continuing development is insured.

## DOCUMENTATION APPROACH

### CONTEXT

The approach used to document the Human Development Projects is unique. It differs from the usual "objective" analysis by frankly acknowledging the effect of the documentation process on the community and therefore so designing formats, questions and procedures to allow the community to reflect helpfully on its journey. Secondly, it differs from the evaluative approach by emphasizing accomplishments, learnings and breakthroughs rather than discrepancies, failures and mistakes. The latter are examined, but on the assumption that all experiences have implications for the future. This approach goes beyond apparent negative factors to reveal their creative elements. This work is experimental, and in experiments there are no mistakes, only learnings. Development by nature is an ongoing process, therefore experiences need to be fully and truly recorded for the sake of the next necessary steps. Third, the scope of documentation is the total life of the village during the time of the project, not simply those events directly initiated by the project. The focus of concern is the town. There are many factors that influence, directly or indirectly, the process of development, making it often difficult to determine precisely who or what has been responsible for particular events. The purpose of the document is threefold. First it gives form to the story that is resident in the memory of the community. Elements such as the history of the community, legends, statistics and quotes are used to portray the process of development. The writing of the document is done in dialogue with representatives of various ages from the community. Second, it is a report of the results of efforts expended in the project. As such it intends to render accountability to funding agencies, volunteers, authorization figures and other supporters for the use of resources they have made available. Third, it is a concrete sign of hope. As such it holds up to all concerned with development what can happen in a village and what methods and approaches are effective.

### METHOD

The method of documentation begins with a series of visits to the community. These visits are designed to determine the common story that has emerged. A timeline of the local history and a chart of accomplishments are created from these visits and shared with the community at a corporate meeting in which they check, correct and add data. The major section of the document is a report of the community's accomplishments in the economic, social and human arenas. Each part describes the intent of the community four years ago, the contradictions that they faced and the present indices of development. The contradictions become the backdrop



of the major accomplishments and activities that were instrumental to the changes that occurred. The indicators of change are summarized, and the statistical data is collected from the citizens, from past reports and from public records in order to provide various forms of the community story. Personal interviews are also made to gather individual profiles, quotations, stories surrounding significant breakthroughs, photographic records and the legends that are part of the community's memory. All of the data is then shared at a community meeting for the final approval of stories and statistics.

#### SCREENS

For the purpose of documenting the changes in Cannon Ball from 1976 to 1980, three types of screens have been used: a set of discernment screens, a set of selection screens, and an organizing screen. For the purpose of discerning what in fact has happened, the consult document provided the contradictions, the tactics and the programs with which the project was begun. Each of these has been reviewed carefully to determine where significant breakthroughs have occurred. As interviews have been held among community residents, their memories have emerged as a selection screen in that they have given weight to the effective impact of various accomplishments. The final selection screen, however, has been an intuitive grasp of what among the numerous documentable events in the project accurately represent the changes that have occurred in the economic, social and human arenas. The selected items have been held over against the Programmatic Chart as an organizing screen and as a check on comprehensive coverage of all aspects of village life. The Programmatic Chart is the result of a gestalt of the programs of the first eight human development projects. It was refined after the next 16 and currently represents a major step towards delineating the dynamics and fundamental arenas of programmatic activity in any human community. This screen provides the basic framework around which the community's story is told.

## REPRESENTATIVE LIST OF CONTRIBUTORS OF INKIND GOODS AND SERVICES

### Private Sector

Ace Hardware	Lowry Construction Co.
Addressograph-Multigraph Corp.	McDowell's Big Boy Restaurants
American Crystal, Inc.	Mary College
Clark Equipment Corp., Melroe Div.	John Morrell Meat Packing Co.
Cloverdale Foods	Montgomery Ward and Co.
Dacotah Paper Co.	Nash-Finch Co.
Dakota Reproduction Co.	North Dakota Milling
Fargo Glass and Paint	Northern School Supply
Fargo Packing and Sausage	Office Machines and Furniture, Inc.
Fargo Paper Co.	Olneys Office Outfitters
Flavorland Industries	Pillsbury Co.
Gamble Robinson Co.	Saint James Episcopal Church
Frank Goodger	Sandvigs, Inc.
Gerlach's Sheet Metal Works, Inc.	Sears Roebuck and Co.
Hardee's	Shamrock Printing Co.
Heartview Foundation	Super Valu Stores
Holsum Bread and Bakery	Superior Lumber Co.
Hudson Fryers	Sweetheart Bread
Imperial Preserves	H.A. Thompson and Sons
John Iverson Co.	United Printing, Inc.
Jennings Lumber Co.	Albert A. Wolf, Attorney
Jensen's Upholstery	F.W. Woolworth Co.
Jet Sales	Yes Virginia Shop

### Public Sector

Cannon Ball District Council  
Department of Public Health  
North Dakota Indian Affairs Commission  
North Dakota Job Service  
Tribal Manpower  
Tribal Work Experience Program  
VISTA (Volunteers in Service to America)

## REPRESENTATIVE LIST OF PRIVATE SECTOR CONTRIBUTORS

Orvis Agee	Hot Springs United Churches
American Bank & Trust, Minot	Mr. & Mrs. Stephen Hughes
American Lutheran Church,	Dr. & Mrs. G. Wilson Hunter
Native American Lutheran Board	John Iverson Company
Association of Bismarck Banks	Robert Kavanaugh
Donald Barnes	Carol Jean Larsen
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