

Tanana Chiefs Conference, Inc.

Doyon Building
First and Hall Streets
Fairbanks, Alaska 99701
Phone (907) 452-8251

December 21, 1978

Mr. Alvin Roberts, Project Director
Institute of Cultural Affairs
1530 Orca
Anchorage, Alaska 99501

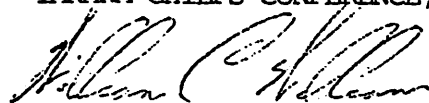
Dear Mr. Roberts:

The Tanana Chiefs Native Association is committed to effective development of community life in the villages for which it is responsible. The program proposed by the Institute of Cultural Affairs has the potential of producing a demonstration of comprehensive community development needed in villages in Alaska.

We are pleased that the village of Minto to the Tanana Chiefs District has agreed to become a Demonstration Human Development Project. We intend to follow the progress of the project closely and provide assistance wherever possible. The emergence of Minto village over the next two (2) or four (4) years as a Demonstration of Community Self Help will be looked at closely as a prototype for development in other villages.

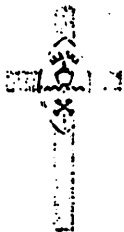
Sincerely yours,

TANANA CHIEFS CONFERENCE, INC.



William C. Williams
President

WCW:dmd



The
Episcopal
Diocese of Alaska

The Rt. Rev. David R. Cochran, Bishop

Post Office Box 441

Fairbanks, Alaska 99707

Telephone (907) 452-3040

December 22, 1978

Mr. Alvin Roberts
Institute of Cultural Affairs
1530 Orca Street
Anchorage, Alaska 99501

Dear Mr. Roberts:

I am writing in regards to the demonstration Human Development Project that the ICA is planning to begin in Minto early next year. Having had an opportunity to visit with people in Minto, and talk with them about the project, I now feel that I can give it my endorsement. I recognize that the ICA has a great deal of skill and experience to offer a community which is willing to undertake a demonstration project. My concern has been that however well-intentioned the ICA may be in being responsive to local needs and desires, the forcefullness and enthusiasm of the project staff might overwhelm local people. However, I believe that Minto has the kind of leadership that will be able to stay on top of the project and work creatively with the project staff towards the goals which will have been identified by the community. In other words, I feel good about the project and what it promises for Minto, and will be happy to cooperate in any way that I can.

Faithfully yours,


David R. Cochran

cc: Chief Andrew Jimmy
Minto, Alaska

DRC:bb

MINTO HUMAN DEVELOPMENT PROJECT
INITIATION BUDGET

| | | | |
|-------|-----------------------------------|--------------|--------|
| I. | Site Selection | | |
| | Travel | 6,000 | |
| | Per diam @ \$5 for 80 days | 400 | |
| | 20 Town Meetings | 4,000 | |
| | Materials | <u>1,600</u> | 12,000 |
| II. | Village Invitation | | |
| | Town Meeting | 200 | |
| | Authorization Visits | 300 | |
| | Staff Travel | 5,000 | |
| | Council Site Visit | <u>2,500</u> | 8,000 |
| III. | Human Development Training School | | |
| | Travel For Recruitment | 300 | |
| | Per diam @ \$5 | 100 | |
| | Tuition and Travel | 2,100 | |
| | Materials | <u>100</u> | 2,600 |
| IV. | Village Preparation | | |
| | Communication | 10,000 | |
| | Community Hall Kitchen | 3,500 | |
| | Transportation | 10,000 | |
| | Consult Facility Prep. | <u>2,300</u> | 25,800 |
| V. | Consultant Recruitment | | |
| | Telephone | 1,000 | |
| | Travel | 1,000 | |
| | Mailings | 300 | |
| | Per diam on the Road | <u>200</u> | 2,500 |
| VI. | Consult Week | | |
| | Food - 2 weeks | 3,300 | |
| | Materials and Staff Travel | 3,000 | |
| | Field Trip Transportation | 700 | |
| | Consultant Housing | <u>1,200</u> | 8,200 |
| VII. | Production and Implementation | | |
| | Materials publication | 700 | |
| | Printing | 2,000 | |
| | Start-up Supplies | 1,000 | |
| | Postage | <u>300</u> | 4,000 |
| VIII. | Keystone | | |
| | Proforma Analysis | 300 | |
| | Market Research | 200 | |
| | Capital Equipment | 5,000 | |
| | Start-up Inventory | <u>5,000</u> | 10,500 |
| | TOTAL | | 73,600 |



CAMPAIGN FOR HUMAN DEVELOPMENT

NATIONAL HEADQUARTERS
ALLOCATIONS COMPONENT

1312 Massachusetts Ave., N.W., Washington, D.C. 20005
Telephone: (202) 659-6650



1979 APPLICATION FOR FUNDING

Please read Criteria and Guidelines before completing application form. (All asterisks [*] throughout this form refer to information contained in the Specific Application Instructions.) All twelve (12) application forms, along with twelve (12) proposals, must be submitted to the Campaign for Human Development National Office in care of the Allocations Component postmarked on or before January 31, 1979.

Name of Proposal Minto Economic Dev. Com- Total budget for proposal \$ \$136,300
mission Project

Name Minto Human Development Project Funds requested from CHD \$ 94,500
Organization

Address none

City Minto State Alaska Zip 99758

County _____

Telephone (907) 798-8001

Diocese Diocese of Northern Alaska

Person with whom CHD should communicate:

Name Alvin Roberts

Position Director/Alaska ICA staff

Address none

City Minto State Alaska Zip 99758

County _____

Telephone (907) 798-8001

*Are you requesting: (Check only one request)
☒ One-year grant ☐ Two-year grant

Has this organization been funded by National CHD in past years? ☐ Yes ☒ No

If yes, complete the following:

Proposal Number: _____ Amount \$ _____
_____ Amount \$ _____
_____ Amount \$ _____
_____ Amount \$ _____
_____ Amount \$ _____

*If funds are to be channeled through a different organization, please identify it:

Name The Institute of Cultural Affairs

Address 4750 North Sheridan Rd.

City Chicago State ILL. Zip 60640

Telephone (312) 769-6363

Contact Person Patrick Moriarity

Failure to answer all questions or make proper entries may affect the evaluation of your proposal.

A. PROJECT DESCRIPTION

Give a brief description of the project and its objectives. (Use this space only.)

The Minto Economic Development Commission serves the purpose of coordinating Economic activity within the Minto Human Development Project. It will provide administrative support services for the various economic ventures decided on by the village. It will provide a marketing, legal, and financial service to these ventures. It also provides for training and for decision making by all members of the economic ventures: workers and management. The ultimate goal of this project is economic self-sufficiency of the village and a steady increase in employment. The Commission will watch over the expansion and strengthening of the economic ventures and determine the most advantageous times to expand to new markets, products or businesses. Most importantly, the project provides a focus of pride and activity in the village and its activities will include celebrations of victories accomplished in the economic aspects of the village life. It thus also serves as a source of motivation and growth of village self-esteem.

ANSWER ALL QUESTIONS

B. ORGANIZATION AND COMMUNITY TO BE SERVED

1. The Campaign for Human Development addresses itself to those living in poverty.

a. What are the predominant characteristics of the community to be served (i.e. ethnic, racial, economic, etc.)? Attach additional sheet, if needed. Minto is an Athabaskan Indian community (approx. 99.2% native) located in the interior of Alaska, about 120 miles Northwest of Fairbanks. It is a rural community sustained primarily by subsistence hunting and fishing. Some residents receive government assistance and occasional jobs (firefighting, road repair) are available.

b. How do you define poverty in your community? (You may use social/political indicators along with economic indicators.*) The people of Minto live primarily by subsistence hunting and fishing. Figures from the Division of Public Assistance in Fairbanks indicate that 90% of the adult population of the village receives some form of public assistance. Housing and Urban Development Division of Community Planning and Development figures for 1970 show 1/3rd of the total population are below national poverty income standards, and 32 of the existing 52 houses in the village are sub standard. National poverty standards are well below minimum living standards in Alaska due to high cost of all commodities, extended cold weather and lack of daylight.

2. Complete the chart in full using the definitions given above. Provide the figures for the organization and community participating in and benefitting from the project.*

| REPRESENTATION (Specify) | TOTAL NUMBER | NO. OF PERSONS LIVING IN POVERTY | ASIAN/PACIFIC ISLANDS (AMERICAN) | AFRO-AMERICAN (BLACK) | EUROPEAN AMERICAN (WHITE) | HISPANIC AMERICAN (SPANISH SPEAKING) | NATIVE AMERICAN (INDIAN) | OTHER, OR SPECIFY PREDOMINANT SUB-GROUPINGS, IF DESIRED. | | | | |
|--|--------------|-------------------------------------|-------------------------------------|--------------------------|------------------------------|---|-----------------------------|---|--|--|--|--|
| Board of Directors from Applicant Organization | 5 | | | | | | 5 | | | | | |
| Policy-Making Board for This Project if Different from Above | same | | | | | | 5 | | | | | |
| Project Staff | 5 | Not Appli- cable | | | 5 | | | | | | | |
| Members of Applicant Organization | entire | | | | 2 | | @250 | | | | | |
| Total Number of Persons Benefitting from This Project | village | | | | 2 | | @250 | | | | | |

3. How are the members of the poverty group who are being helped by the project involved in the planning, implementing and policy making of this project?

All people in the village are totally involved in the planning, implementation, and policy making of the project. The programs for the entire project are created during the planning consult in which all the adult members of the community are involved. Ongoing planning and implementation of programs are done by small groups of village people. Regular village meetings keep all informed on progress and provide opportunity for planning next steps.

4. If at least 50% of the board members do not come from the area affected by this project or do not fall below your poverty indicator, why not, and what steps are being taken to satisfy CHD's criteria?

N/A

ANSWER ALL QUESTIONS

B. ORGANIZATION AND COMMUNITY TO BE SERVED (cont.)

5. Give a brief history of the organization submitting proposal.
 The Minto HDP is a comprehensive village self-help program focused on economic self-sufficiency, social self-reliance, and human self-respect. It is being carried out in conjunction with the Institute of Cultural Affairs, a private non-profit group with central ofc in Chicago. The Minto Project was initiated in November 78 by an invitation from the village to the ICA to do the project. The entire village council has visited the Cannonball HDP in North Dakota to see results of such a project and the council and a 10 person Consult committee are now working to prepare the village for the planning Consult to be held March 19-25 to create the programs and plans for the 2 to 4 year total Human Development Project.

6. Is the applicant organization:

incorporated? ☐ Yes ☒ No
 non-profit ☒ Yes ☐ No
 tax-exempt? ☐ Yes ☒ No
 tax-exempt applied for? ☐ Yes ☒ No

Channeling agency where applicable*

incorporated? ☒ Yes ☐ No
 non-profit ☒ Yes ☐ No
 tax-exempt? ☒ Yes ☐ No
 tax-exempt applied for? ☒ Yes ☐ No

If the answer is "NO" to any of the above, indicate time schedule as to when they will be obtained and mailed to this office.

C. FUNDING SOURCES (OTHER THAN CHD) FOR (1) THIS PROJECT AND FOR (2) ORGANIZATION SUBMITTING PROPOSAL.

Enter actual cash totals under category.*

| | | Local/City | State | Federal | Foundations | Program Income | Misc. Income |
|--------------|-----------------------------------|------------|-------|---------|-------------|----------------|--------------|
| PROJECT | Funds received in past 5 years | N/A | N/A | N/A | N/A | N/A | N/A |
| | Funds received for current year | 0 | 0 | 0 | 0 | 0 | 0 |
| | Funds applied for for coming year | 0 | 0 | 0 | 0 | 0 | 0 |
| ORGANIZATION | Funds received in past 5 years | N/A | N/A | N/A | N/A | N/A | N/A |
| | Funds received for current year | \$1,500 | 0 | 0 | \$2,400 | \$1,500 | 0 |
| | Funds applied for for coming year | 0 | 0 | 0 | 0 | \$3,300 | 0 |

D. INSTITUTIONAL CHANGE

CHD defines institutional change as:

- (1) Modification of existing laws and/or policies;
- (2) Establishment of alternative structures and/or redistribution of decision-making powers;
- (3) Provision of services which result in the achievement of (1) and (2); or leads the recipient community to focus on (1) and (2).

How will this project bring about institutional change?

The emergence of a solid economic structure within the community will, in itself, be an institutional change since there is not currently any effective structure in existence. In addition, most of the planning and decision making will be done within economic task-forces in each business or industry which will help to de-centralize decision making from the Council only. Business training is a key part of this project and it, in conjunction with general leadership training will enable the emergence of new leadership and the strengthening of current leadership.

ANSWER ALL QUESTIONS

E. PROJECT CATEGORY

Choose one of the following: (Check one only.)

1. This proposal can best be classified in the category of

- | | |
|--|---|
| <input type="checkbox"/> Communications | <input type="checkbox"/> Housing |
| <input checked="" type="checkbox"/> Economic Development | <input type="checkbox"/> Legal Aid |
| <input type="checkbox"/> Education | <input type="checkbox"/> Social Development |
| <input type="checkbox"/> Health | <input type="checkbox"/> Transportation |

2. Indicate one. This proposal covers ☐ an urban area

- ☒ a rural area
☐ an urban/rural area

3. This proposal will cover in scope ☒ a local area

- ☐ a statewide area
☐ a multi-state area
☐ a national area

F. SELF-SUFFICIENCY PLANS

1. Will this project become economically self-sufficient if this CHD grant is made? If not, what sources of income will then sustain the project?

The CHD grant will enable the key ground work, research, marketing, training and start-up funds which will launch the businesses and/or industries which the community decides to do. Because of this, it is anticipated that this firm start will enable the businesses and the coordinating project to become self-sufficient by the first two years. Additional funding may come in the form of bank loans, investments from the Regional Corporation (Doyon) & investments by the village corporation (Seth-De-Ya-Ha) for specific businesses or industries during the second year especially.

2. What kind of technical assistance will your organization need to successfully implement this project?

Technical assistance will be needed in conducting feasibility studies and marketing. It will be needed in training village people in bookkeeping, business management, marketing, natural resource utilization and training in specific industrial work not yet designated.

3. What resources have you identified to provide needed technical assistance?

Over 20 persons from across Alaska and the lower 48 states have already committed their time and transportation costs as volunteers during the Consult to serve as advisors in many different arenas. It is anticipated that these resources will be used throughout the project. In addition, Tanana Chiefs Council (the regional native association) has pledged its help and support as have the Interior Village Association & Town and Village Association. Other resources are the Co-op Extension Service out of Fairbanks and Doyon Corporation. The ICA staff members will also provide assistance and will be living in the village for the duration of the project.

A. INTRODUCTION

Minto is a community in the interior of Alaska about 125 miles west and north of Fairbanks on the bluffs above the Minto Flats. It is an Athabaskan native village of 250 people which has been relocated from its traditional site on the Tanana River in the last twelve years. In October of 1978, the Village Council of Minto met and discussed the possibility of inviting the Institute of Cultural Affairs to initiate a Human Development Project in Minto. Subsequently, the invitation was extended to the Institute by the community. In deciding to accept the Minto invitation, the staff of the ICA affirmed the following prerequisites: visible suffering is present in the village; rapid change of the community's situation is possible; symbolic potential for these people, the State of Alaska, the nation and the world will be achieved by catalyzing human development in Minto; easy access to the site by road exists; Minto receptivity is enthusiastic; geographic design and physical organization of the village are satisfactory for a Human Development Project initiation; unused natural resources and developmental potential for technological and human resources are available; authorization from the public and private sectors for the project at Minto was forthcoming, and; the replicability of a demonstration project in Minto across Alaska and the Canadian Territories among native people is an option.

The acceptance of the November 1978 invitation to move ICA staff into the community in February and to hold a planning Consult in the village in March, 1979, occasioned the formulation of a two phase set up model. The Preparation Phase from October to December 1978, was imaged as selecting the village site, establishing an outpost for Institute staff, initiating events both inside and outside the community to catalyze the actual initiation of the project, and securing the needed State, regional and local authorization. The Actuation Phase, from January to March, 1979, consists of renovation of a house for the Institute staff, and of a meeting facility for the planning consult. It also includes involving local residents in training events with one attending an 8 week training school in Chicago and five visiting another project which is being done among the Sioux Indians in North Dakota. These goals have already been reached or are well underway and being implemented by the village Consult Set-up Committee.

The most direct and dramatic benefits of the Minto Human Development Project to the village and the native peoples of Alaska will be the increased health and vitality of the people, new commercial and small ancillary industrial capacity, an innovative agricultural and land use capability, trained leadership and cooperative abilities and the preservation of the Athabaskan native heritage and its cultural environment. The benefit of the six month set-up period is the placing of an in-residence ICA staff in the village to work with members of the community to assume responsibility for the implementation of development in their village. The benefit of the following nine months is the demonstration of a comprehensive socio-economic development plan which is formulated and executed at the village level through the broad participation of community residents. Adjacent communities in the interior of Alaska which have held community forums will have the opportunity to visit and work in a nearby project and

A. INTRODUCTION (CONT)

be able to learn the methodologies used at Minto for their own village. Lastly, this developmental breakthrough with Minto will establish the model for the selective introduction of expertise social methods, and low cost labor intensive technologies from outside the village by the public and private sectors across communities in Alaska.

The entire community initiates the planning for the organization with the aid of the ICA staff and experts in various fields at the two-week Consult in March. At that time, a four year plan is made for total social and economic self-sufficiency. Quarterly community congresses are then established for updating and revising the master plan. These congresses are attended by a large segment of the community. The plans are consensed on by the village and carried out by task forces set up jointly by the Board and Congress.

The Minto Economic Development Commission is one dimension of the organization which receives the master plan from the consult and revisions from the community congress. The staff are the implementors which see that the plans are carried out. They hold weekly and daily meetings to ensure the most comprehensive and catalytic actions are taken first. They are held accountable to the plan by the village and Board on a weekly and quarterly basis.

Annually, the village elects a Village Council which will be the coordinating dynamic and policy making dynamic within the project. They will also be the core for the economic and social commissions which receive plans for development from the community assembly. They then are responsible for initiating the programs that the village has consensed upon. Research, training, funding and management will be their focus as they set up the task forces to carry out their plans through the various guilds. The backbone to the entire structure are the stakes which provide the labor, ideas, and accountability for the secretariat, commissions and assembly. (See page 3)

B. PROBLEM/NEED

Minto, like many villages in Alaska, finds itself in a great time of shifting priorities and previously unprecedented challenges. until recent years, the people have been able to control their own hunting and fishing which provided a subsistence living with minimal need for outside resources. With the establishment of a village life style, as opposed to the individual family unit life style previously known, and with the added burden of increasing restrictions on hunting and fishing rights, there is a growing need for the development of a village money based economy. At this point, little has been done to effectively implement such

B. PROBLEM/NEED (CONT)

an economy at the local level. In the planning Consult, the people of the village will determine the economic developments most practical and most in keeping with available resources and village tradition. They will determine the most effective means of establishing these economic ventures and lay out the schedule for their implementation. After the consult, the village will set up guilds to work specifically on the development of each economic venture. The guilds will meet regularly together to share reports and new insights helpful to one another. ICA Staff will work with the guilds to assist in whatever ways may be helpful with the objective of developing emerging village leadership who can take charge of the Human Development Project (HDP) within four years. Re-evaluation of project priorities after the consult, will be done in quarterly village meetings. These allow the whole village to participate in the economic development program on an ongoing basis.

At this point, the cash flow in the village is drastically limited. Incoming cash is either in the form of government subsidies and assistance, occasional outside jobs, or a small number of CETA funded services. The only products produced for cash are some furs traded in winter. Goods and services in the village to provide circulation of cash resources in the village are very limited at this time. A newly established fuel and automotive service station that employs one person, and a very small (one bookshelf) cooperative store are the present sources. Most of the cash received by village residents goes directly to Fairbanks to pay for goods and services there. The majority of the rest pays transportation costs to and from Fairbanks by auto or by charter flights. This lack of any viable economic base is made even more urgent by the fact that Alaskan Native villages have a deadline of 1991 for economic self-sufficiency. By that time, villages must be capable of paying taxes on the land allocated to them by the government.

The institutional change effected by the Minto Economic Development Commission project will be: 1) the shift of cash flow into the village from welfare to payment for goods and services rendered by the village; 2) increased circulation of cash within the village before it leaves; 3) reduction of the amount of individual income flowing out of the village. Because increased employment in the village is an objective of the HDP, few families will be untouched by the changes. Increased effectiveness in the use of cash resources will also effect the residents of the village. On a state-wide basis, successful economic development in villages is a major issue of concern. The Minto Economic Development Commission project will provide a much needed model for successful economic ventures in other Alaskan villages.

C. PROJECT OBJECTIVES

The role of the Economic Development Commission is to provide coordination and administrative support services for all economic ventures which are instituted by the village. This includes funding, accounting systems, legal arrangements, procurement, marketing, and overall management. The objectives for the Commission during the grant year are: 1) to set up the administrative support systems(e.g. files, accounting,correspondence, etc.) 2) to provide cost analysis for each projected business or industry and marketing for products and services; 3) to provide training for business/industry managers and workers; 4) to arrange procurement and preparation of facilities for each projected business or industry; 5) to inkind and purchase necessary supplies and equipment for its own office and for each business and industry; 6) to set up procedures for and begin procurement of loans and grants for each business and industry; 7) to begin regular meetings of the Commerce Guild, Agriculture Guild, and Industry Guild (see page 3, organizational chart) as well as planning meetings of total Guilds and Economic Commission on a regular basis in order to allow all participants in the economic ventures (workers, managers, project staff) to take part in planning expansions, changes, etc. and; 8) to continue marketing trips and promotion toward steady market expansion and subsequent employment increases.

It is expected that efficient coordination and centralized administrative systems will enable quick self-sufficiency of the businesses and industries planned by the village. The long range benefits of this are a shift from an entirely internally focused economy based on subsistence, government subsidy and few outside jobs to a largely externally focused economy with the production of goods and services that are saleable outside the village as well as within. This will reverse the cash flow from subsidy monies which immediately leave the community to earned monies from goods and services entering the village and being distributed in the form of salaries and dividends and then spent within the village on goods and services available there. It is expected that the administrative services to be provided by the Commission will not be restricted to HDP planned businesses but will provide a service for independent entrepreneurs from the village who, hopefully, will emerge later in the project.

With the establishment of at least three businesses enterprises, a new form of economic life will develop in the village. The village will increasingly relate to economic structures, markets and peoples outside the village for their economic viability. Minto will become involved in working together for the success of village owned and operated economic ventures and economics will revolve less around individual productivity and accomplishment and more around village productivity and accomplishment. The village will need to depend less on the "outside" for their sustenance and will be able to rely on themselves, their own resources and abilities to build a self-determined future. Thus they will be in a position to work with the outside structures

C. PROJECT OBJECTIVES (CONT)

with power rather than feeling "victims" of the structures. In extending beyond the village for economic gain through procurement of start-up funds, marketing and sale of produced goods and services, village residents will be brought into cooperative relationships with people of other economic and racial/ethnic groups. Most importantly, trips by workers and managers of the businesses to other HDPs in other States and nations to share their learnings in economic development will provide a basis for ongoing relationships of mutual sharing with other peoples.

D. IMPLEMENTATION PLANS

Administrative Support: Four positions serve as the support staff- Director, Marketing specialist, Bookkeeper and Clerk. Training will be provided for four community residents to fill these positions. Two residents with at least elementary skills in clerical work and bookkeeping will be located and will fill the latter two positions so that the majority of training can focus on Director and Marketing specialist. Three ICA staff will serve as "shadows" for the Director, Marketing Specialist and the Bookkeeper. An accounting system, files and procedures will be set up. Office space will be located and secured.

Marketing and cost-analysis: The Commission will conduct product feasibility studies, determine capital requirements and pricing, do a market analysis, determine production lay-out and flow, study distribution channels and determine distribution flow, and create personnel policies using the ICA Local Industry Workbook. (copy available from ICA, 4750 No. Sheridan, Chicago, Ill.) As much as possible, these studies will be done with the business and industry managers. A marketing trip across Alaska will take place during the first quarter and markets will be secured.

Training: In addition to the Commission staff, the managers of the three businesses or industries also will sit on the Minto Economic Development Commission. They will need management training including elementary accounting, bookkeeping, marketing and evaluation and planning methods. They will also be "shadowed" by the three ICA staff. Most of this will be on-the-job training though weekend and evening courses will also be needed which will be done in the village by ICA staff and/or training in Fairbanks from the University of Alaska, IVA or other institutions. Job technical training for workers will also be needed and will be obtained from various training institutions and from volunteer consultants.

Facilities: In the village, there are limited facilities, but timber and the knowledge of building log structures is known by several people in the village. Once the land has been secured, materials will be inkinded or purchased and volunteers and employees will cut the timber and build the facilities needed by the three businesses. Two villagers and two ICA staff are electricians and plumbers so the buildings can be completed without outside expertise except for an electrical load analysis which will have to be done for the power equipment needed.

Equipment and Supplies: Equipment and supply needs for each business or industry will be determined and research done to determine lowest prices, inkind possibilities and used equipment possibilities. Once the buildings are completed the equipment will be purchased or inkinded by the staff from outlets in Fairbanks, Anchorage, and Seattle. Transportation systems will be looked at to determine the best way to move equipment to village. A community workday will set-up the supplies and equipment in the facilities.

D. IMPLEMENTATION PLANS (CONT)

Guild Meetings: The Agriculture, Commerce and Industry Guilds will each hold weekly meetings for training and business planning. Employees, ICA staff, manager, and Commission representatives will be in attendance. They will rehearse the victories of the week, look at the blocks and problems, determine what the key contradictions are and determine proposals and implementaries. This in itself is a training exercise in group methods. Special guests may be invited from time to time to talk about different subjects relevant to each Guild. Monthly or quarterly meetings of the total Commission and all the Guilds will be held for planning purposes.

Loan and Grant Procurement: Grant and loan needs beyond CHD funds will be determined and research into sources of funds done. Tanana Chiefs (regional native association) and Doyon (regional native corporation) in particular will be approached for grants, loans, and business investments during the latter part of the grant year. A tracking system for submitting and following up proposals will be created by the Commission. Where necessary, Commission staff will visit funding agencies and officials for information and advocacy.

Steady Market Expansion: The Commission will create a market expansion plan for the total four years and target potential customers. Markte expansion trips will be made once a quarter and new customers secured. After the first two quarters, markets outside of Alaska will be secured. Promotion pieces, slogans and a common logos will be created for the businesses and industries.

The training and experience of the ICA staff covers a number of relevant arenas. One staff member has a degree in Marketing, experience in fund-raising, clerical skills, and personnel. Two others have teaching certification. A third member has training and experience in construction, plumbing, heating and electrical work and in obtaining inkind donations. The fifth staff member has experience in bookeeping and social work. All five ICA staff have experience in other HDPs and are fully knowledgeable in ICA planning, evaluation and motivational methods. Two of the Policy-making Board members also sit on the board of Seth-De-Ya-Ha, the village corporation. The Board members have lived in the village all their lives and have the best idea of what will and won't work. They also know village morays and time patterns which will enable realistic personnel policies. The board members have worked for many years with outside agencies and funding sources and are knowledgeable in working through these structures.

Provisions for training Board and staff are to a great extent built into the Human Development Project. Rational methodological training begins with participation of village representatives in a Human Development Training School. The Consult also provides training in methods of planning, securing, evaluating and organizing data and proposal writing. Ongoing planning and evaluation sessions, on-the-job management, and practical skills training, and adult education programs designed around real learning n eds

D. IMPLEMENTATION PLANS (CONT)

contribute to a continuing program related training system. In addition, outside sources in the form of special consultants or training schools will be utilized for some specific skill training. ICA staff, as mentioned earlier, will "shadow" Commission staff for at least the first year until they are fully trained. Special training modules in economic development sponsored by the ICA will also be utilized.

The Economic Commission project will need technical assistance in a number of different arenas. From its inception, the project will need legal advice to insure that each business develops most advantageously within the legal strictures which govern such things as land use, resource control, property procurement, business liscensing and taxing, etc. Also, skill in financial management will be needed in loan transactions, investment, re-investment and profit sharing planning. Advice on land use and natural resource development will be needed as the potentials of natural resources are considered. Expertise in most areas of business management are already available through ICA staff but other resources may be needed for specific trouble spots. Additional marketing skill, beyond ICA staff capabilities, will be necessary for the development and tapping of the most advantageous buyers. The advice of those with experience and training in the particular industry or business initiated will also be necessary. Finally, the ability to train village residents in these areas of expertise will be necessary if the villagers themselves are to finally take charge of their economic life.

Currently, volunteer consultants are registered who are in the fields of legal assistance, business management, timber resources, land use, wood products, education, and animal husbandry. Other arenas are expected to be covered through those who are considering involvement and through experienced people from other HDPs who will attend the Consult. It is expected that many of those who attend the Consult and others who could not make it but who wish to be involved will provide continuing occasional consultation to the project throughout its length. Many agencies have indicated support in technical assistance, namely Tanana Chiefs Council, Interior Village Association, and the Town and Village Association out of Fairbanks. Many other publicly available advisory services exist such as the Fairbanks Cooperative Extension Service and management training from various native agencies. Business advise will also be solicited from Doyon Corporation.

D. IMPLEMENTATION PLANS: QUARTERLY TIME SCHEDULE

| SEPT. 1979 to NOV. 1979 | DECEMBER 1979 to FEB. 1980 | MARCH, 1980 to MAY, 1980 | JUNE, 1980 to AUGUST, 1980 |
|---|--|---|--|
| <p>Set-up accounting system, files, procedures. Locate office space & prep. Administrative staff training</p> <hr/> <p>Feasibility studies, determine capital requirements, market analysis, etc. Marketing trip across Alaska secure markets. Facilities: secured and prep. Cutting timber Facilities construction</p> <p>Research outlets: Anch. Fbks. Seattle Research transport. of equip.</p> <p>100% dependent on grants Employee recruitment Create common logos, slogan Create promotion pieces</p> | <p>Finish facilities Open businesses Purchase equip. & supplies Re-stocking model</p> <p>First Guild meetings/weekly Total Commission Meeting</p> <p>Grant & loan research Proposal tracking system 75% dependent on grants Employee training Create Market expansion plan</p> | <p>Marketing trip outside Alaska Secure new markets-expand by 50%</p> <p>Loans applied for.</p> <p>50% dependent on grants Employee expansion</p> | <p>Commission Yearly Evaluation</p> <p>Possible facilities expansion</p> <p>Guild meetings/weekly Total Commission Meeting</p> <p>Loans: secured</p> <p>25% dependent on grants</p> |
| | | | |

E. EVALUATION

Quarterly community assemblies provide the opportunity for the entire community to step back from the day to day tasks of the project and reflect on what has been going on in the community. These meetings provide the evaluation of the past quarter and point to what needs to happen. In addition, weekly evaluation and planning in the guilds and monthly evaluation in the Commissions provide this dynamic. Criteria for success are concrete emergence of new leadership as evidenced by a steady increase in the number of village residents "up-front" and in charge of activities; three operative businesses with regular Guild meetings taking place; employment training and services operative; relatively steady increase in business and industry income and in new markets; low employee turnover; and support systems set up and operating effectively. Local leadership is the key indicator of the above because it is the most important factor in producing self-reliance and self-sufficiency in the village economic ventures.

F. BUDGET

A. Personnel Salaries

1. Director: salary for the village trainee assigned to oversee the economic development in the village.
2. Training/Marketing Specialist: salary for the village trainee assigned to marketing and training.
3. Bookkeeper: salary for the village trainee assigned to keep books for the economic development programs.
4. Clerk: salary for the village trainee assigned to general clerical and office duties.

B. Office Expenses

Phone: phone calls in Alaska are extremely expensive. Increased activity in the village of an economic nature will require increased phone contact with outside structures.

Consumable Supplies: developed as needed through inkind donations.

Postage: business correspondence

Reproduction: developed as needed through inkind donations.

Equipment: Half as inkind donations and half purchased. This item covers only equipment for the Commission office. There are presently no available pieces of office equipment in the village.

Outside sources of funding applied for - obtained - expected to obtain - amount sought/obtained - source - purpose and dates:

| OUTSIDE SOURCES OF FUNDING | AMOUNT | APPLIED FOR | OBTAINED | PURPOSE | DATES |
|-----------------------------------|----------|----------------------------|----------|--|------------------|
| Tanana Chiefs' Conference | \$ 2,400 | | \$2,400 | send 5 to Cannon Ball, N. Dakota Human Development Project | Jan. 6 - 9 1979 |
| Private Individual donations | \$ 5,000 | \$3,000 | \$2,000 | Start Up Money | Jan. 1979 |
| One Major Industry donation | \$ 5,000 | | | Start Up Money | Jan. 1979. |
| Village Corporation unding | \$10,000 | not yet | | Construction of one business site | April 1979 |
| Consultant Contributions | \$ 4,800 | \$3,800 | \$1,000 | Consult expenses & start up money | Jan.- Mar. 1979. |
| Numerous small & large businesses | \$14,600 | only partially applied for | \$4,000 | equipment office supplies & building materials | Dec. 1978 on. |

The financial management and record keeping systems for the Minto Economic Program have not been set up. They will depend to some extent on the types of businesses established. They will however be maintained as simply as possible in Ledger form. All factors, date of income growth, overhead, employee compensation and so on will be taken into consideration. The Institute of Cultural Affairs staff budget is kept separate from any village financial records. The human development project budget will also be kept separate from the budgets of individual business enterprises.

F. BUDGET (CONT)

C. Travel Expenses

Staff: primarily marketing trips in Alaska and the lower 48 States. Also, bi-annual trips of Director and one other staff member to national and global planning sessions

Consultants: travel expenses to the consult as well as \$400 "consult fee" for Consult costs and seed money paid for by consultants.

Board: travel expenses of the Board to HDP in Cannonball North Dakota has been paid for by Tanana Chiefs Conference.

D. Occupancy Expenses

Cost and Renovation: Three facilities will be constructed and one renovated. Cost of construction of economic enterprises launched by the village corporation will be paid for by the corporation, free enterprise or cooperative ventures will be funded by the CHD grant.

Utilities: This item covers only the cost of CHD funded economic ventures - electricity for lighting and power tools or cooling units, heat(oil) and water.

Maintenance: \$2000 in kind, \$3000 paid for in cash. This will enable development of trained village maintenance people to service the village as well as the Economic Commission projects.

E. Program Expenses

Materials: training manuals, materials and work-books

Stipends: three management trainees trained in the first year will permit additional needed personnel to be trained the following year conjointly by ICA staff and newly trained management.

F. Outside Services

Consultants: Expenses for volunteer consultants participating during the first year of the project (after the Consult) to launch the Economic Development programs.

G. Other

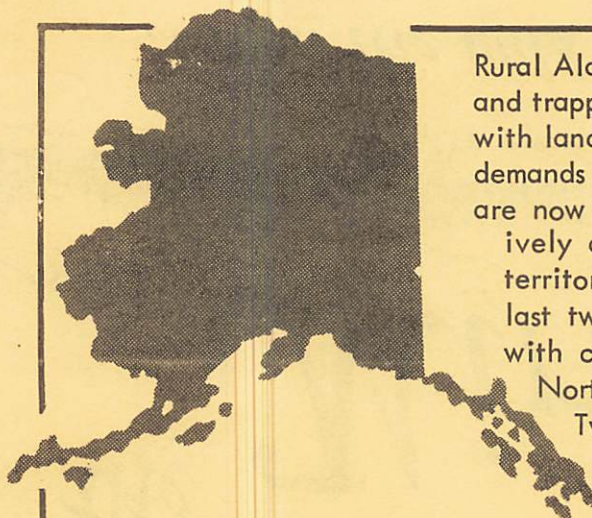
Start up Funds: for three businesses/industries. One corporate venture launched by village corporation, two launched by cooperative or individual enterprise. Includes research, stocking, equipment, supplies, materials, etc.

G. Future Funding

Grants will be utilized only in getting the economic development under way. Once the business ventures are established, additional funding for on-going support or expansion will be sought as loans repaid as part of the overhead expenses of the business. The objective is to have every business on a sound financial base within 4 years of the project.

The village corporation receives money through the regional corporation for funding some economic ventures in the village. These ventures return assets to the people. The corporation cannot fund private or co-operative ventures, however, and there is great concern even on the part of the corporation, that such ventures be launched in the village. The funds applied for from Campaign for Human Development will go towards funding such ventures. Corporation funds will be used to fund corporation ventures.

Manpower may be provided in some cases without compensation as a part of developing community spirit. Such engagement could be considered in kind labour.



Rural Alaskan natives live on their traditional land--hunting, fishing and trapping as their forefathers did. But this life style is in conflict with land claims settlements, fish and game laws and 20th century demands like oil exploration and a money economy. Native villages are now struggling with ways in which they can participate effectively as Alaska emerges from a history of Russian possession, U.S. territorial government and into self-determining statehood. For the last two years, the ICA has traveled throughout the state working with communities in the southern panhandle, the Interior, the Arctic North Slope, the western tundra and the cosmopolitan centers. Twenty-two communities held one-day Town Meetings to build practical proposals to motivate community-wide participation in meeting the challenges each community faces.

*Let us probe the silent places. Let us seek what luck betide us.
Let us journey to the lonely land I know.*

A readiness for action and a need for a demonstration village became apparent from the Town Meetings held in native villages. In Alaska, rural villages and those who serve them are willing to experiment, to bend, to recreate, in order that the most viable methods for community care and economic development become a part of native village life. Alaskan natives are seeking a way to stand with power in the midst of the 20th century while honoring their own traditions.

Minto Alaska

Minto is typical of native Alaskan villages. Its population of 260 Athabaskans lives on a rise above the Yukon-Tanana Rivers drainage flats. Minto is over 120 miles by road northwest of Fairbanks and 40 miles from the next settlement. Minto was relocated in 1969 off a flood plain which is on land rich in untapped resources, and lies south of the present location.

However, after nine years, housing, water and sewage and electrical systems--which were hastily prepared to accommodate the new village--are not yet adequate for a permanent community. People of Minto sustain themselves primarily through subsistence hunting, fishing, and trapping, supplemented by a few outside jobs and government subsidies. Minto has decided to



become a demonstration community in Alaska forging a fresh way of life on behalf of other villages across the Pacific Northwest by doing a Human Development Project in conjunction with the Institute of Cultural Affairs, for the next two to four years.

*It's the great big broad land up yonder, It's the forest where silence has lease
It's the beauty that thrills me with wonder, It's the silence that fills me with peace.*

THE MINTO HUMAN DEVELOPMENT PROJECT IS:

- * A chance to help Minto create the future of small native rural villages in Alaska
- * An opportunity to work in depth with the residents of Minto to build a two-year plan that will demonstrate how similar communities across Alaska and the world can participate in planning and building their own future

*There's a whisper in the night wind, There's a star a gleam to guide us,
and the wild is calling, calling... let us go. ~Robert Service~*

The key to planning a Human Development Project or a demonstration community is the CONSULT which involves local residents, ICA staff and outside expertise in a week of intensive work and interaction. The purpose of the consult is to engage community residents in comprehensive, practical planning for the community's renewals, which they themselves will carry out over a two-to-four year period. The consult procedures allow the local people to discover that they themselves are the key and capable of managing the future of their own community. The outside expertise for the consult is provided by volunteer consultants and part-time resource people.

Volunteer consultants: will live in Minto with community residents from Sunday March 18, 1979 through lunch on Saturday, March 24. Consultants pay their own travel expenses as well as a \$400 consult fee to help cover consult costs and initiation of programs. Because of the invaluable leadership training which the consult provides, many consultants have had all or part of their fee paid by their church, community group or employer. Those who can are urged to stay a second week to participate in the writing up and implementation of the work of the consult.

Part-time resource people: attend one or more days of the consult, usually Wednesday, Thursday or Friday to contribute their knowledge and expertise where it is most needed, i.e. in creating proposals and designing actual projects and programs. Part-time resource people are asked to pay \$10 per day which includes meals, and should plan to be in Minto by 8:30 a.m.

The ICA is a not-for-profit organization working in 100 locations in over 30 nations around the world. It is a research, training and demonstration group concerned with the human factor in world development. It is a unique network of more than 5,000 volunteers who give their time, hard work and services to local communities. The ICA is supported by foundations, corporations, concerned persons and governmental agencies.

The ICA is convinced that the keys to rapid local development are the honoring of cultural values and diversity, increasing citizen participation and the developing of resources at the local level. Citizens working with both the public and private sectors can achieve economic self-sufficiency, social self-reliance and human self-confidence. The ICA provides methods, training and tools to assist a project community in fulfilling its vision of the future.



THE INSTITUTE OF CULTURAL AFFAIRS

1530 Orca Street, Anchorage, Alaska 99501

tele: (907) 274-2845

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the Minto consult

MARCH 18 ~ 24, 1979

... and the wild is calling, calling... let us go.

In March of 1979, Minto residents, working with the Institute of Cultural Affairs consultants, built a comprehensive plan for their community. Some of the ideas in this plan have already come true, others are still dreams for the future.

| | | | | | | | | | |
|--|--|---|--|---|--|--|--|--|--|
| Minto Human Development Project | | THE FIFTEEN ACTUATING PROGRAMS | | | | March 1979 Consult | | | |
| ONE TOWARD THE SECURING OF ECONOMIC SELF-SUFFICIENCY IN MINTO | | TWO TOWARD THE STRENGTHENING OF COMMUNITY COHESIVENESS IN MINTO C | | THREE TOWARD THE SECURING OF SOCIAL SELF-RELIANCE IN MINTO | | | | | |
| RESOURCE DEVELOPMENT A | | BUSINESS SUPPORT B | | INCLUSIVE ENGAGEMENT D | | CITIZEN CARE E | | | |
| LOCAL INDUSTRY VENTURE I | | PUBLIC UTILITIES PROJECT IV | | ATHABASCAN HERITAGE INSTITUTE VI | | ELDERS CARE NETWORK XI | | SUPPLEMENTARY HEALTH OUTPOST XIII | |
| COMMERCIAL SERVICES OPERATIONS II | | | | COOPERATIVE ACTION ASSOCIATION VII | | | | EDUCATION EXPANSION SYSTEM XIV | |
| VILLAGE GARDENING COOPERATIVE III | | | | LIVING ENVIRONMENT CORPS VIII | | YOUTH ACTIVITY CENTER XII | | VILLAGE SERVICE LEAGUE XV | |
| | | RESIDENTIAL HOUSING DEVELOPMENT IX | | | | | | | |
| | | MINTO TRANSPORTATION ENTERPRISE V | | COMMON FACILITIES COMPLEX X | | | | | |

The Minto Human Development Project is one of 300 demonstration communities around the world. These communities are working on behalf of others to demonstrate that it is possible to be economically self-sufficient, self-reliant in the community's social life, and self-confident in the unique qualities of its own human potential.

The developments and activities listed here have come about because of the work of many individuals, families, agencies and businesses.

We extend a special thanks for their support to UNION OIL Company, The American Lutheran Church, Tanana Chiefs Conference and J. McCall Inc.

MINTO HUMAN DEVELOPMENT PROJECT

MINTO, ALASKA 99758

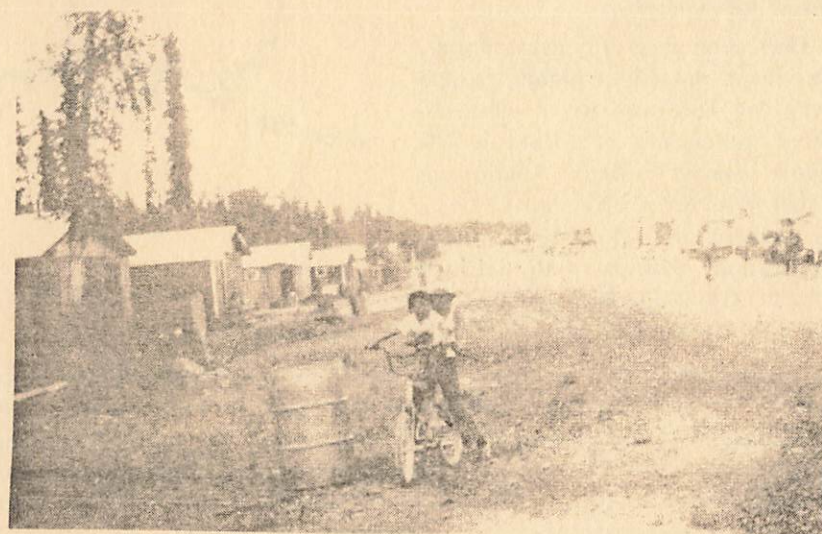
907/798-8001



The Institute of Cultural Affairs
Minto, Alaska 99758
907/798-8001

MINTO

A Village On The Move



*Our future now is ours to hold.
Visions flow like streams,
We Bring the greatness of our past
To merge it with our dreams.*

from Song to Minto
Written March, 1979

A Six Month Review
of Community Events and Accomplishments

The Village: Past, Present and Future

The village of Minto, Alaska, from "Minte" meaning lakes, is located in the heart of the Doyon region, 132 miles northwest of Fairbanks by road and 40 miles by air.

In 1969, after especially heavy floods, the village moved to higher ground along the Tolovana River. The estimated population of Minto is 200 people, almost entirely Athabascan Indian. With the Alaska Native Claims

Settlement Act, the Minto village corporation, Seth-de-ya-ah, selected 115,200 acres as its claim, and has surface rights to the land when clear title has been conveyed.

Two years ago, a state road was built which connects Minto with the Elliot highway between Fairbanks and Manley Hot Springs. The road access has brought many sportmen into Minto and endangered the supply of fish and game for the village. The access to Fairbanks has also allowed an extension of urban problems into Minto. Minto today is therefore standing at a new point in its history, searching for creative responses to the challenges it faces which honor the greatness of its culture and traditional lifestyle.



Village Consult held March 1979

and a lot more happened because

ECONOMIC: Village game station run by villagers . . . Gas station improved CETA summer jobs . . . Freight hauling . . . Check cashing service . . . American Lutheran Church grant for the Laundromat . . . Corporation officers resident in the village . . . Electrical lines buried . . . Electricity extended to new homes House meters adjusted . . . Village-operated water supply . . . Mail service improved . . . Sanitation engineer from village employed . . . Emergency radio hooked up and repaired . . . Minto road improved . . .

we care

COMMUNITY ACTION: House sign painting . . . Community hall benches and tables built . . . Invitational dog sled race . . . Memorial Day Picnic and cemetery clean up . . . 4th of July 3-day celebration . . . Public facilities signs Community kitchen enlarged . . . Land-use planning board created . . . Village library set-up . . . Tanana Chiefs and Bureau of Land Management visits Combined Easter service, breakfast and picnic . . . New office equipment Office bookkeeping training . . . Basic house repair survey . . . New homes built Flagpole erected . . . Lookout point benches painted . . . Hall and offices painted Hall plumbing repaired and winterized . . . Landfill at residences.

and work together

SOCIAL CARE: School graduation . . . Youth Club . . . Missionettes . . . Minto Racing Association patches . . . Pre-school playground . . . Sports field grant from BIA . . . Doctor and dental care . . . Health aide training . . . Youth curfews . . . All village garbage collection . . . Garbage truck resurrected . . . Speed limit signs painted . . . Homemakers service to elders expanded . . . New school completed to 10th grade with gym open to the community four nights a week . . . Old Minto named a historical site . . . Youth activities at the community hall . . . Summer Bible school . . . Sunday school . . . Evening prayer services . . . Summer youth swimming and first aid training . . . Grants writing

**"MINTO, MINTO Home so dear
My life to you I give.
My heart so strong, My love so deep,
It is for you I live.**

...toward community strength

SENATOR VISITS



Senator Mike Gravel visited the village for four hours going from door-to-door and talking to everybody in Minto. This is the first time a senator has visited since 1968. Other state government and agency people including Social Security visited Minto to find out how they could serve the people better.

MEMORIAL POTLATCH

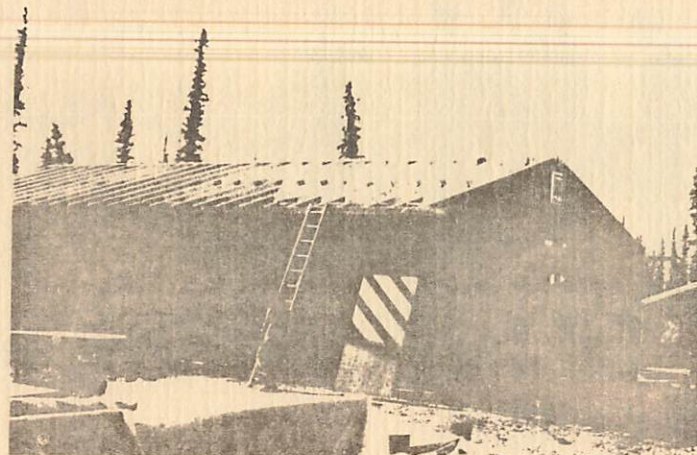
We held our first Memorial Potlatch in three or four years. After getting gifts and food during the summer, the residents had a great success in putting on the Memorial Potlatch in September. The purpose of the Potlatch is to share and to show one another their love by giving them a token of gifts, and also for remembrance of loved ones they have lost. The residents all participated in this event. The residents invited other people from surrounding villages like Stevens Village, Tanana, Nenana, Tanacross, Copper Center, Tetlin and Fairbanks, to experience our traditional culture.

MINTO DANCERS

The Minto Dancers are one of the few native groups left who know their old songs and dances, and are still creating new songs about their life today. They traveled in October to a potlatch in Kenai to share their traditional songs and dances with people who have forgotten their own culture. They also traveled to Tanacross, Nenana, Allakakeet and other villages. The dance group ranges in age from ten to eighty-four, with the majority over 50 years old. The older people are teaching the young men and women the traditions to carry on.

...toward economic self-sufficiency

A NEW STORE



In the months of May and June, the Seth-de-ya-ah Corporation started a grocery and variety store, with the residents doing the building in only four weeks. The store opening was on June 21, the day of the Midnight Sun. The store has a lot of things the residents need at Fairbanks or lower prices.



HANDICRAFTS

One of the major accomplishments in the last six months is the Minto Crafts Co-op. The first crafts order sold outside Alaska was in Chicago, bringing back \$197. Seventeen women joined the Co-op, paying a membership fee of \$2.00. We made two marketing trips to Fairbanks in May and June, and sold \$1,213.20 worth of crafts, with some special orders. August 7 through 14, we marketed in

Anchorage and Seattle. The Tanana Chiefs

Conference funded the trip with \$2,000 to train a resident in marketing. After the marketing trip, we refunded Tanana Chiefs Conference the amount of \$960. On the trip, we received orders for \$2,483.20. Residents are running the Co-op on their own, keeping the books, taking and distributing orders. With the older people teaching the young people to do crafts like birch baskets and beadwork, our handicrafts are staying alive.



FAMILY GARDENS

With the help of Tanana Chiefs Conference, the Minto residents planted their own gardens this spring. Since moving from Old Minto, we have never tried gardens. Because of the rocks and permafrost, we never wanted to try. So after eight years, 20 families planted potatoes, cabbages, lettuce, turnips and other vegetables. The gardens did very well, and next year we are planning for bigger gardens. Three greenhouses were donated to start early crops next year.

FISHING & HUNTING

Fishing has always been a major activity with the Minto residents in the summer. In the months of June through September, the residents move to fish camps along the Tanana to catch and dry fish to feed their families during the winter months. New fish and game laws negotiated by the village this year protect Minto fishermen. Limited access for moose-hunting was set up through an agreement with the Fish and Game Department. A second moose season only for villagers will increase food for the village.

VOCATIONAL TRAINING

During the summer, village residents received vocational training at many jobs, like office clerk, Administrative trainee, Grants writer, sanitation engineer, marketing, bookkeeping, and health aide assistant. The Minto firefighting team became one of the best in the state.

... toward social self-reliance SPRING CLEAN-UP

In the month of May, residents of Minto did a clean-up on the village, sponsored by the Council. That included children in the youth group who painted trash cans, and families painted designs on the bright cans. One resident removed nine abandoned cars to the garbage dump. We had a picnic at the end and everyone was invited.



COMMUNITY NEWSLETTER

A Minto newsletter was one of the ideas that came out during our consult, and the first issue was printed a week later. Even in a small community a lot of news happens all the time. Minto residents write news to pass on and share with others through the Minto Messenger. They mail it to friends and family. The newsletter comes out every two weeks. The heading looks like this:



the minto messenger

June 1980

MINTO HUMAN DEVELOPMENT PROJECT

CURRENT STATUS OF THE PROJECT

Minto is an isolate- Athabaskan Indian village 135 miles north west of Fairbanks, Alaska by road. It has a population of 200 people and is governed by an elected village council which holds quarterly village general meetings. There is a broad range of phases in the village evenly balanced between youth and adults and elders. The village was moved 10 yr. ago from a traditional site on the Tanana River 60 miles away to the rocky ridge it now occupies.

At the time of the move a water system, power system (diesel) and sewage system were introduced. Frame houses were constructed through HUD and a federal housing bill called the Bartlett Bill. From the beginning, all the systems and the houses have been inadequate for the extremes of weather. There were no established sources of income in the village except seasonal trapping, fire fighting, and handicrafts. Other income required travel to Fairbanks. This meant essentially moving out of the village. In one form or another every family in the village is on welfare.

Minto is unique in its participation in a native regional network of villages which is highly structured. It is designed to deal with both the profit and non-profit aspects of community life. This regional network is related to a state-wide network of regional structures that meets annually to plan major thrusts for the year. Village and regional corporations handle economic development. Village councils and regional conferences handle the non-profit aspects of village life and development.

In terms of framing, before the project began all agencies and regional and state structures were contacted. Especially strong support for the project in Minto was given by the regional conference and the regional corporation. This authorization has continued through the transition from Minto this spring.

Transition from Minto is a result of a vote by the village general meeting held in May. At that meeting the context for the decision to have ICA staff move from the village was that the people need to do their development on their own. There was no hostility involved, nor was there any outside influence. Models are yet to be worked out for continuation of work with the village on a circuit basis. Indicative of the potential for this is the fact that two Craft CoOp marketing trips have been done since the move, and people are in and out of the Fairbanks house constantly for advice and visits.

ACCOMPLISHMENTS

In the economic arena, several great leaps forward have been made in Minto. Immediately following the planning consult materials began arriving for a new store built and run by the village corporation. At the same time the women began to organize a cooperative to market traditional crafts items they had been selling individually to whoever would buy. The store is a node in the village, and continues to operate at a profit. It is totally run by local people. It also continues to expand its stock to meet village needs. The Minto Crafts CoOp is now a licensed non-profit corporation that markets its products from Fairbanks to Seattle. Over \$12,000 worth of crafts items have

been marketed. Regular marketing trips and an effective accounting system are handled by elected coop officers. Most recently a new product has been added. Stationary with an original drawing done by an artist who lives in the village is selling like hot cakes. A logo for the coop is now attached to each item and the creator signs her name on the card. The stationary has provided money for additional marketing trips.

Many natural resources provide opportunities for economic development. At present, plans are in initial working stages to set up a fur dressing and fur garment making industry. It would purchase furs from the trappers, commercially tan them, and sew the furs into traditional hats, gloves, and coats.

In the social arena many structures were already in place. We have worked closely with the village council to implement needed programs. A villager was recently hired as paraplanner to coordinate village administrative functions. Postal service has been increased from one to two days per week. A village library was set up. A biweekly village newspaper has been initiated. It began shortly after the consult and has continued printing stories and articles written by villagers. Ongoing structures include spring and fall cleanup, community maintenance, community celebrations and potlatches. A great happening in the past year has been the elders' decision to go throughout the state to tell the story of their heritage in song and dance.

In the arena of the human factor, great struggle with the constant impingement of the structures of the 20th Century has been evident at every turn. Their land has been divided up by state and federal forces based on old agreements over which they have no control. All the structures they must deal with, including the village corporation and council are bureaucratic to the teeth. Fish and game laws restrict their hunting and fishing life style so strongly that they can not count on hunting and fishing for sustenance. A road into the village which they asked to have built, has produced a flood of sport hunters and fisherman on their door step. The result is a deep resentment at being torn away from their free and independent life style and a deep fear of the political and legal structures with which they must contend. Breakthroughs include the decision of Eartha John, Vergil and Vernail Titus to attend HDTS in Chicago, the decision of the school committee to take on the state school district for better teachers, and political moves on the part of the council to influence game laws. *GARDENS FOR FAMILIES WERE A GREAT FACTOR IN REGROUNDING CARE FOR THEMSELVES.*

The leadership core in Minto has not taken self conscious form. It is a scattered but identifiable group. The village paraplanner, the Coop president, and officers, and the retired symbolic leader of the village, are part of the core but do not all realize it yet. The Coop president has been to HDTS in Chicago, other training has been related to specific needs and learned by experience. These are iron people but lack teamwork and decision to use effective methods for planning.

TIME LINE

| BREAKDOWN EVENTS | | HERITAGE DEMONSTRATION | | ECONOMIC INTENSIFICATION | |
|---------------------|----------------------|---------------------------|-----------|-----------------------------|------------|
| MARCH 1979 | SEPT 79 | OCT 79 | JAN 80 | JAN 80 | JUNE 80 |
| NEW STORE | FAMILY | ELDER'S | INDUSTRY | LEADERSHIP | |
| CO OP SETUP | GARDENS | HERITAGE | RESEARCH | TRAINING | INTENSIVE |
| VILLAGE SIGNS | MEMORIAL POTLATCH | CIRCUITS | | INDUSTRY | FUNDING |
| | | | | INITIATION PREP | PUSH. |

CURRENT EDGE LEARNINGS

1. Major contradictions at the beginning of the project.
At the beginning of the project there were three major contradictions:
 - A. Poor community relations with the outside world.
 - B. Lack of local economic development.
 - C. Lack of trained leadership.
 At this point community relations with the outside have improved impressively and a bite has been taken out of lack of local economic development. The major contradiction now is the lack of trained leadership.
2. The major question at this point is how to enable the development of a core of leadership that will assure ongoing development economically. This must be done on a curcuit basis, and will require a plan developed out of a Community Extension Module not yet held in the village.
3. Human development in a small isolated community with a great number of service agencies already in place to serve the village requires a totally different approach:

Situation:

- A. The family base of the village is limited and polity is based heavily on historical family relationships which are very difficult to objectify. To a great extent they are sustained by keeping outsiders outside of the village or ignorant of the village polity, as voting people into and out of the village.
- B. Service agencies have all the resources the village needs, but there is a profound delivery gap between the agency and the village. Communication is clouded by difference in cultural value.
- C. Historical breakdown in relationships between white and the Athabaskan natives has resulted in a deeply ingrained suspicion and hostility toward outside institutions even when the people involved are trusted and liked. One example of this is comments from village people like, "Why don't you leave the ICA and stay and work with us?"

Suggestions for future projects:

- A. Because of the slow process of confidence building needed in a small tight-knit family village like Minto, it seems that a number of events need to be done before any mention of becoming an HDP community is made. Town Meeting is probably a key initial event followed by participation with the village in proposal implementation. Brief planning exercises after town meeting and awakenment of women and youth with forums would be helpful. At least two key people should be sent to an HDTs. After this kind of relationship with the village there may be sufficient village context to raise the possibility of a residential HDP in which you and village become co-conspirators in demonstration and catalyzing similar action in other villages.
- B. All service networks related to the village must be present in the consult. If they do not take an active relationship to the initiation of the village plan, the momentum of an actively cooperating network is difficult to establish.

ROLE IN THE GEOGRAPHY

Minto has not yet realized this, but its unique contribution will be to catalyze a coordinated effort between service agencies in the Tanana Chief's Conference and the 42 villages that will demonstrate the effectiveness of a coordinated effort in building primal community in very small, isolated villages. Networks between the villages will be required.

At this point, Minto is being watched by service agencies and other villages to see if they will win or lose. Minto is caught up in a great struggle common to every interior village in Alaska, that of economic survival. Even though we have left the village, the government and agency frame is strong. All have expressed their disappointment that we could not stay longer in Minto, but none have withdrawn their support because of Minto's decision to "do it on their own." Minto authorization is still strong. At this point Minto people are circuiting to the House in Fairbanks to discuss plans and ask for advice or come to visit. Two Coop marketing trips have been done since the transition.

The key to the future lies in building a trained village core. The core will be the key to sustaining economic development in the village, and maintaining open communication channels between Minto and the service structures. The CEM will be crucial in establishing this.

An active circuiting relationship with Minto will be crucial for the year 1980-81. Training must be intensive and soon in order to sustain momentum. At this point we have been in Minto 18 months. The next five months will focus on formulating future directions for another 18 months of intensive circuiting.

FUTURE PLAN

I know little about any project except Minto and Vogar, however, experience these two projects would indicate that a Human Development Project needs to be set up in the context of a network of community, public, and private activities. The indications of becoming a demonstration community need to be clear to the whole community which requires extensive participation by residents previous to HDP consideration.

THE MINTO COMMUNITY TRANSPORTATION SYSTEM

-toward adequate and economic access to urban services-

One of the more acute problems felt by rural villages is the lack of ready access to urban services and resources. Although road improvement and construction has enabled accessibility, communities still remain isolated due to the lack of transportation. There are no public transportation systems linking them to larger population centers that provide necessary services. Many of the residents of small villages are not afforded medical and dental care, nor do they have the opportunity to take advantage of offers made to consumers in larger cities in the area of food, clothing, hardware, etc.

Concerned with the tremendous expense and expenditure of time required to travel to Fairbanks, the residents of Minto have taken several steps to lessen frequent travel on an individual basis. As a community they have established a local store, selling basic necessities at competitive prices, provided a check cashing service, and have begun construction of a local laundromat. Although possibilities have been broadened for the people of Minto, travel to Fairbanks is still a necessity.

In order to fulfill the needs of the community, residents of Minto have decided to establish their own public transportation system. With the realization that most families do not have the capital to invest in private vehicles, they have proposed the acquisition of a passenger van, which would operate between Minto and Fairbanks. Minimal trip fees would support a driver and the maintenance of the vehicle. The village of Minto and the Institute of Cultural Affairs are consulting concerned individuals and companies for their assistance in providing this crucial link.

We invite your participation in this effort to break down Minto's isolation from human services, thus freeing its people to creatively and economically build a new community on behalf of all villages in Alaska and the world.

BUDGET

| | |
|--|----------|
| 1979 Ford Super Van (15 passenger) | \$14,500 |
| Dealer Discount to Minto Human Development | 5,600 |
| Balance to be raised..... | \$ 8,900 |

MINTO HUMAN DEVELOPMENT PROJECT

The Minto Laundromat*-toward improved community services-*

One of the primary problems facing rural communities is the collapse or non-existence of essential services which are integral to a local community's socio-physical well being and without which viable development is impossible. Shifting from an emphasis on the individual to a sense of community, the residents of Minto have decided to corporately provide those services lacking in their village. A new laundromat, in particular, has become one such effort in self-help. The cost of purchasing washers and dryers on an individual basis was prohibitive, so the residents decided to construct an all hands laundry facility to avail themselves of a community owned and operated service, thus lessening dependence on Fairbanks. The construction of the laundromat has the added benefit of stimulating and reinforcing community consensus structures and cooperation. Without these corporate patterns of decision making and work, Minto's future would be nothing more than a stagnant continuation of its past. Although strides have been made in procuring the requisite materials, funding is still needed to insure the completion of the project. The village of Minto and the Institute of Cultural Affairs are consulting concerned individuals and companies for their assistance in providing the balance of the budget to enable the realization of this essential community service. We invite your participation in this joint endeavor with local people who are creatively building a new tomorrow for Minto as a sign to all villages in Alaska and the world.

BUDGET

| | | |
|--|---------------|------------|
| <u>I. MATERIALS</u> | | |
| wood..... | | \$ 5000.00 |
| interior wallboard..... | | 1000.00 |
| insulation..... | | 500.00 |
| roofing..... | | 500.00 |
| plumbing..... | | 500.00 |
| electrical wiring..... | | 500.00 |
| | sub-total.. | \$ 8000.00 |
| <u>II. EQUIPMENT</u> | | |
| washers and dryers..... | | \$ 2000.00 |
| <u>III. LABOR</u> | | |
| carpenter..... | | \$ 500.00 |
| electrician..... | | 500.00 |
| plumber..... | | 500.00 |
| general laborers..... | | 2000.00 |
| | sub-total.. | \$ 3500.00 |
| | grand-total.. | \$13500.00 |
| Total budget for Minto Laundromat..... | | \$13500.00 |
| Developed to date..... | | 5000.00 |
| To be contributed by the community of Minto..... | | 2000.00 |
| Balance to be raised..... | | \$ 6500.00 |

MINTO HUMAN DEVELOPMENT PROJECT

A REPORT
January, 1980

Our future now is ours to hold.
Visions flow like streams.
We bring the greatness of our past
To merge it with our dreams.

The village of Minto (from "Minte" meaning lakes) is located in the heart of the Doyon region, 132 miles northwest of Fairbanks by road and forty miles by air. It is situated on the high ground above the Tlovana River and is linked to the rest of Alaska by a state road which runs from Minto to the Elliott Highway which connects Fairbanks and Manley Hot Springs. This location has allowed access to the urban civilization of Fairbanks with its gifts and temptations and has also opened Minto to tourists, hunters and the accompanying problems such as drugs and ecological vandalism.

Minto was formerly built on the Tanana River. It was moved to its present site in 1969 after especially heavy rains flooded the village. Since the Alaska Native Claims Settlement Act of 1972, the Seth-de-ya-ah, the for-profit corporation of the village, has been responsible for the management of the business life. In many ways Minto is a typical Alaska town. The estimated population is 200, over half of whom are under twenty and a quarter of whom are senior citizens. Almost all are Athabaskan Indians. The village is unique in its sense of unrootedness since the resettlement. Traditional industries and farming are only now being re-instated. It is also unique in the new vision of possibility and independence which comes as both burden and gift.

The Minto residents requested the services of the Institute of Cultural Affairs to initiate planning for a new future. This corporate endeavor began with a week long consult in March, 1979. A document drew together the vision and desires of the residents, the blocks to their fulfillment, and practical proposals. A broad group of consultants from the public and private sectors worked with the residents to objectify these plans and to discern the strategies which were both feasible and desirable to the villagers. A staff from the ICA was assigned to remain in the village as enablers to the decisions of the village.

Some element of each of the broad program arenas have been implemented. Some are now in process and some have already served the purpose for which they were intended. The following are some of the key events and accomplishments.

2.

Economic Self-sufficiency: The intent of the people of Minto was to extend their economic base, to expand their shopping facilities, and handcraft outlets, to create a snack shop, to initiate local agriculture, to gain access to government benefits and to increase employment opportunities.

The principle blocks standing in their way were unformed corporate action, ineffective external relations, insufficient access to development capital, and lack of experience and training in business management.

Some of the successes of the program include:

1. Handcraft Sales. The production of leather goods such as gloves and jackets, of baskets and other homecrafts have increased by 45% in the last two years as more people were trained and more markets were found for the products. Some twenty people now provide goods for sale through the corporate marketing group. Markets include not only the local store and the souvenir shops in Fairbanks but also shops in Seattle and Chicago.
2. General Store. Up to this time, a general store was located in the living room of one of the villagers. Only emergency goods were stocked. These were very expensive and the store was unprofitable to the owner. Last year a new store was built and a trained corporate management expanded the number and variety of goods. Increased business volume has enabled the prices to be competitive with those in Fairbanks and has yielded a 5% profit in the last year.
3. Business Training. Fundamentals of book-keeping and other basic skills have been offered through the CETA program for the past two years. The graduates have found use for their skills both in the local industry and in Fairbanks where four have found full-time employment. These skills have also given the people of Minto enough self-confidence to invest in their craft marketing schemes and in other endeavors such as the Snack Shop, the Village Lodge and the Community Agriculture Experiment.
4. Agriculture Research. Twenty families received assistance from the Tanana Chiefs Conference to begin family vegetable gardens. With the success of these ventures the group gained courage to apply for a government grant. They have used it to purchase earth-moving machinery and seeds to begin a larger farming effort. The land has now been cleared and greenhouses established. When the ground thaws a crop of potatoes, cabbage, lettuce, turnips and other vegetables will be planted, enough to supply the entire village and also to sell to nearby markets.

Local Community Services: The intent of the people of Minto was to provide for themselves the services available in larger towns through state, county and civic public works. They wanted safe roads, a comprehensive health service, emergency provisions such as firefighters, physical attractiveness and cultural identity.

The blocks to adequate community services appeared to lie in the absence of adequate viable community structures. The community lacked channels to public information and local training and had never obtained the common equipment necessary to operate a village.

Some of the successes in this arena include:

1. Clean-up Campaign. An initial drive was made to clean up the village, removing abandoned cars and other debris, locating and painting attractive trash cans, painting the houses and putting name plates on each building. Most residents planted a small garden around their house. The game warden mounted a campaign to prevent hunters abandoning carcasses in the neighborhood of the village.

2. Native Heritage Recovery. A Memorial Potlatch was held for the first time in four years and the elders have intentionally taken on the responsibility for teaching the younger people of the village the myths and rituals which define their original culture. They have also begun native history classes in the local elementary school. At the request of other villages, the elders have travelled across Alaska putting on demonstration potlatches.

3. Minto Dancers. A group representing all ages, from ten to eighty-four, has been formed to preserve ancient songs and dances and to create new ones to tell the unfolding story of the people. They also have travelled to many Alaskan villages and are in demand both to perform and to teach.

4. Health Facilities. A room was procured in the town hall and established as a health clinic. Nurses' hours were established two days a week for general consultation and a well-baby clinic. Training sessions have been held in nutrition and first aid. An AA unit has been started on the same site.

Social Self-Reliance: The intent of the people of Minto was to transform the living environment of their village by constructing adequate private and public housing, imbuing pride in the appearance of the town, initiating a regular recreation program and establishing community groups especially for elders and youth.

The blocks to these activities appeared to lie in the inappropriate insulated building materials, the unavailability of transportation, the distant location of elder and youth activities and the lack of supplemental education programs.

The successes in this area include:

1. New Construction: A new school was constructed and a number of young families have replaced the inadequate uninsulated frame houses with sturdy log homes which make it possible for them to live in the village the year around. A grant has been received and land cleared for the construction of a Lodge which will house a community center, the village laundromat and guest rooms for tourists. This marks a new relationship of openness to the city people who come to Minto for hunting and boating.

2. Elders' Program. In order to serve the elders, a public facility has been made available for their use and a Senior Citizens' Lunch program has been initiated. Visiting homemakers provide care for the three bed-ridden people in their late nineties. Twice weekly a mini bus provides transportation to Fairbanks for necessary medical and dental care, shopping, and pleasure trips.

3. Recreation Facilities. Following the construction of the new school, arrangements were made to open the school gymnasium four nights each week for the use of all members of the village. Basketball and volleyball now engage some fifty adults and thirty children on a regular basis. A recreational director has been hired to provide training and arrange competitions with other towns.

4. Youth Center. The needs of youth are being met at the moment through the recreational program, but plans are under way to provide a center in the laundromat building once the elders program is moved to the new Lodge. The needs of the youth are not only for recreation and supplemental education, but include the need for a drug abuse program, and special services for the five Vietnam veterans who remain seriously disrelated to their community since returning from the Orient.

At this point the village is once more on its own, but it is also on the move as it continues to operate out of the vision and the methods which were first given in the Consult of March 1979. The Village Council and the Seth-de-ya-ah have discovered how to acquire the information and resources needed and how to organize their people to see that the job gets done. In the meantime similar projects are being requested for eleven towns in the western part of the state through the Northwest Alaska Native Association and Rural Ventures Incorporated. Town Meetings are in process in over thirty locations, using the same general procedures.

All this has come about because of the determination of the local people and the support given them by the public, private, and volunteer sectors. Particular thanks go to Union Oil Company of California, the American Lutheran Church, Tanana Chiefs Conference, and J. McCall Inc. for their early support.