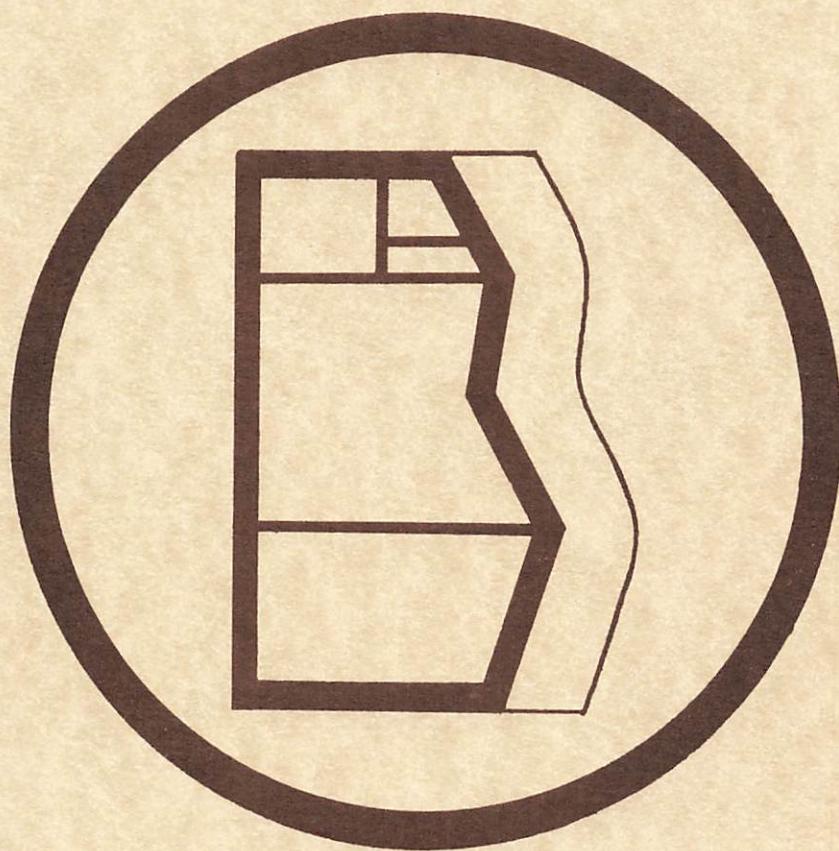


INYAN WAKAGAPI HUMAN DEVELOPMENT PROJECT



CONSULTATION
SUMMARY STATEMENT

DECEMBER 1976

INYAN WAKAGAPI HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

I. The Operating Vision

II. The Underlying Contradictions

III. The Practical Proposals

IV. The Tactical Systems

V. The Actuating Programs

Epilogue

This is a publication summarizing the
Inyan Wakagapi Human Development Consultation
which took place in
Cannon Ball, North Dakota, The United States of America
December 5-11, 1976
organized by
The Institute of Cultural Affairs
consultants

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IHDP

AMERICA

PROLEGOMENA

I

THE LOCATION

The Inyan Wakagapi Human Development Consultation was the initial step in a comprehensive development demonstration project. The Dakota name "Inyan Wakagapi" is derived from rock markings on hills near the village and means "Place of Sacred Markings." The official name Cannon Ball is generally used by residents. The project involves dealing with both social and economic problems in a comprehensive development program. It was begun through a cooperative effort of village and tribal leadership in conjunction with the Institute of Cultural Affairs. Their intention is to establish structures and services now lacking, to develop a self-sufficient economic base and to involve the creative potential of the residents. The project is seen as a pilot program, the methods of which can be reduplicated on other reservations and in rural communities.

The United States of America has always been known among governments for its dramatic experimentation with applied democracy. The development of the nation's vast resources has taken place at considerable cost to both its native residents and newly arrived immigrants. Throughout its history, however, it has been a unique combination of multi-cultural peoples aggressively seeking the betterment of life and the maintenance of basic freedoms. The United States is now entering a new period in its history. After a decade of civil turmoil and increased criticism abroad, the nation is experiencing a fundamental reevaluation of traditional structures. As the decade of the 70's unfolds, recurring issues are gathering momentum: protection of the environment, honest government, fiscal responsibility, effective education and perhaps most critical, the role of the people in determining the future. The emergence of political movements among Blacks, Chicanos, American Indians, women and elders has focused the nation on inventing a new, genuine, participatory democracy. Those who are concerned with refocusing national vitality and purpose are increasingly aware of the struggle for responsible change at the local level and the power of citizens' participation.

In the midst of America's Great Plains lies the Standing Rock Sioux Reservation. Sometime before 1640, French missionaries and traders knew of a strong people west of the Great Lakes whom they called the "Nadouessioux" and who called themselves "Dakota". The name was

STANDING ROCK

altered in English translation to "Sioux". During the late 1660's those known as "Teton Sioux" were driven by the Chippewa and the French to the area around the upper Missouri. By 1750 the Teton Sioux controlled all of the country between the Missouri River and the Black Hills and between the Little Missouri and the North Platte. Under the Treaty of 1868, the Sioux agreed to a reservation encompassed by the western slopes of the Black Hills, the Niobrara River on the south, the Missouri River on the east and the Cannon Ball River on the north. When gold was discovered shortly thereafter in the Black Hills, Northern Cheyenne and Arapaho joined the Sioux in resisting government reduction of the reservation. Despite determined resistance, the Teton Sioux were confined by 1889 to six reservations, one of which is Standing Rock. Since then, land has been frequently divided among the descendants of the Sioux and much of it sold or leased. Today Standing Rock Reservation has a population of approximately 10,000, about half of whom are Indian. Diverse tribal memberships live here, but a sense of the Sioux Nation remains. The Reservation is governed by the Tribal Council. The Bureau of Indian Affairs exercises considerable influence in administration and decision making and many of these posts are filled by Indians. Bureau of Indian Affairs and Tribal offices are located in Fort Yates. Numerous federal programs and grants are available to Indian reservations and the Standing Rock Sioux Tribe. The Tribal Council promotes and supervises a diversity of economic, social and cultural programs. There has been a significant upsurge in Congressional activity affecting Indians over the past ten years. These shifts, coupled with special jurisdictions by state and county governments and private service agencies, create great complexity in the services, laws and administration of the reservation. It has become obvious that funds alone cannot create the sense of social participation which existing programs intend.

CANNON BALL

The Reservation is made up of seven administrative districts. Cannon Ball district includes both Cannon Ball village and the small town of Solen. Its citizens are members of the Hunkpapa and Yanktonai branches of the Sioux tribe who were relocated here in the latter part of the 19th century. The name Cannon Ball dates back to 1880 when the Post Office was officially named. This name refers to rock formations resembling cannon balls which are found in the Cannon Ball River. In 1964 some residents of Cannon Ball were forced to move when damming of the Missouri River formed the Oahe Reservoir. A new location for the community was found above the river. This move is regarded as a significant turning point in its history. Natural resources such as cottonwood trees, fruit trees and arable land were inundated by the reservoir. The new village site is characterized by intense prairie winds, minimal vegetation and highly alkaline water. The residential section consists of 90 houses, two-thirds of which are located in a central town cluster. During the winter months the temperature can drop to as low as -30°F.

In the summer, temperatures soar to 100°F and over. The dominant landmarks are twin buttes which lie to the northwest of the most densely populated residential section. Just beyond the buttes is the hill that gives the Inyan Wakagapi Human Development Project its name. At the top of the hill are said to be markings, sacred to the community. High unemployment, vandalism and alcohol abuse are considered by residents to be major problems. Yet an emerging mood indicates that Cannon Ball residents are ready to take a fresh look at their future.

The project area is located in the extreme northeast corner of the Standing Rock Indian Reservation in Sioux County, North Dakota. The total area encompasses approximately 10,000 acres of mixed grass and croplands within the tribal district of Cannon Ball (pop. approx. 735). It is bounded on the north by the Cannon Ball River, on the west by North Dakota Highway 1806, on the east by the Missouri River and on the south by Beaver Holes Creek. The capital city of Bismarck lies 40 miles due north. The village of Cannon Ball, population 400, is situated midway between the towns of Fort Rice and Fort Yates. The educational facility is Cannon Ball Elementary School which serves 87 children from kindergarten through sixth grade. Some village children board at schools in Fort Yates. Junior and senior high school students attend Solen High School and commute 26 miles each day. A total of 132 students from Cannon Ball are enrolled in public schools with an 80% average attendance rate. The median completed education level is grade 11.2. Public facilities include a deteriorated community center, three churches, an American Legion Hall, and one post office. A health clinic is serviced two days a month by a registered nurse. Two causes of death have increased dramatically over the past 20 years: cirrhosis of the liver has quadrupled, and the rate of suicide has more than doubled. There is one gas station open every day and a small confectionery located one mile south of town. There are no grocery or retail stores within the area. The majority of the housing is government constructed, single-family residences. The average purchase price is \$5,000, average rental rate is \$53 per month and 80% of the residents are in the process of buying homes. A number of log houses have been constructed free of charge by the tribe for the elderly. Nearly all homes have electricity, water and heating systems. Community homes are supplied by a water tank located on a hill to the south. Outlying homes have either well water or transport water from the village in milk cans. There are 23 listed telephones, of which five belong to public facilities. The unemployment rate is 34%, rising drastically during winter months. Employment opportunities are either government-subsidized work programs such as the Tribal Work Experience Program or seasonal farm labor. The majority of the area's ranch operations are owned by non-Indians, leasing land from individuals or the tribal offices.

BASELINE

II

THE CONSULTATION

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. It is a program branch of the Ecumenical Institute and is incorporated in the State of Illinois as a not-for-profit corporation. The Institute has headquarters in Brussels, Bombay, Chicago, Canberra, Hong Kong and Nairobi. In addition, there are ICA offices in more than 100 major cities serving 23 nations. The Institute's programs around the world are supported by grants, gifts and contributions from government departments and agencies on the Federal, State and municipal levels and from private foundations, corporations, trusts and concerned individuals.

AGENT

Since 1967, the Institute of Cultural Affairs has been working in North and South Dakota with people concerned with the revitalization of local communities. In 1970 resident staff had been located in Rapid City, South Dakota. Training programs and one-day community forums were conducted throughout the Dakotas. In January 1976 tribal representatives from throughout the Dakotas invited the ICA to participate in a conference held at Fort Yates. Other Indian communities in the United States have expressed the need for a socio-economic development project on an Indian Reservation. After research into a number of appropriate sites, Cannon Ball was selected. Following consultation with the citizens of the community and the Cannon Ball District Council the ICA was invited to initiate a development project in Cannon Ball. Staff members established residency in the village in the last week of November and began preparations for this consult.

ORIGIN

The Consult took place in Cannon Ball on December 5-11, 1976. There were 217 consultants, many of them residents of the project area. Approximately 400 additional residents were indirectly involved through field work contacts. Each day Consult teams spent many hours visiting and talking with local people in their homes, around the community and at their places of work. The 80 non-resident consultants came from 17 states across the country, as well as the nations of Canada, Republic of Korea, Australia, Zambia, Japan, Western Samoa, India, Germany and England. In addition, citizens from eight other Human Development Projects were present. They included Fifth City, Chicago; Ivy City, Washington, D.C.; Kwangyung Il, Republic of Korea; Maliwada,

PARTICIPANTS

India; Oombulgurri, Australia; Isle of Dogs, United Kingdom and Kreuzberg Ost, Germany. Visiting consultants represented both the public and private sectors and attended the consult at their own expense. The expertise represented by these people covered a broad spectrum of skills and expertise. Specific professions included all aspects of education, business management, nursing, soil conservation, agriculture, animal husbandry, law, forestry, insurance, Indian education, accounting, computer systems, construction, commercial fishing, state government and public relations. The Cannon Ball residents attending also reflected a broad spectrum of expertise. These included teachers, community health workers, ranch and farm operators, artists, students, heavy equipment operators and tribal and district leadership.

DESIGN

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

IMPACT

The readiness of the village of Cannon Ball for the Consult was illustrated in several ways. In anticipation of the coming event, both the youth and adults participated in pre-Consult planning. Sixty residents were in attendance at the final meeting before the Consult. Community women cooked Indian pudding and fried bread for the opening feast; the men hunted and prepared venison. Youth engaged in a community workday transforming the unused American Legion Hall to a meeting space. During the entire week people representing diverse segments of the community came to participate in planning. Each morning at breakfast an elder recounted the history of the community and legends of the Sioux People. Braving cold weather and strong winds to make visits in the village, residents and consultants discussed hopes, dreams, problems and issues. Individuals who were employed during the day joined the Consult at night and worked long hours. Toward the end of the Consult announcement of a major retail firm's interest in setting up a catalog sales office in Cannon Ball was met with spontaneous applause. During the closing feast a local rancher said: "I hope and I feel something

is going to happen in Cannon Ball." "The world does move," an elder mused, "and with it we would like to move . . . the whole world has come to Cannon Ball. I dream of this new community."

FOLLOW-UP

The task following the Consult is to initiate the implementation of the tactics which are focused in the Actuating Programs reported in this document. First, this will involve the ongoing meeting of local leaders, Cannon Ball residents and other interested people to plan program implementation. Second, initiation of special training sessions will be needed for those who will bear responsibility for major aspects of the project. Third, gathering community consensus concerning all aspects of the project will be an ongoing necessity. Fourth, project initiation requires that catalytic staff reside in the community to begin training and building incentive that will raise a community-wide sign.

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community provides the elements required for a human development project. In the past 20 years, the work of the Institute of Cultural Affairs in inner city neighborhoods, suburban towns, and rural villages across the globe has confirmed the fact that wherever there is local community, there is the readiness and the need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local situations, is visible and is accessible. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. Second, a potential location will be characterized by apparent hopelessness and the absence of community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the systematic replication of the pilot across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for

ECONOMIC

projecting the acceleration required if the pilot is to function as a training base for replication forces.

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

SOCIAL

There are five foundational guidelines in the arena of social development. First, the project has a clearly delineated geographical focus. This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community identity. Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in the task of recreating the community. Finally, social symbols are employed as the key to mobilizing community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the daily practicalities of the project; thus, they can be the difference between social despair and creative engagement.

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation. First, the coordinated effort of both the public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding, and material contributions provide sustained support for the project as a whole

ACTUATION

as well as its specific parts. Second, the widespread participation of community residents in the implementation of all the programs is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agencies to oversee the social and economic development programs are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross-section of the whole community, thereby building the cooperation vital to effective results in every program arena within a period of six to twelve months. Although the acceleration and stabilization of leadership training and program implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

IV

THE APPLICATION

DOCUMENT

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

PRACTICALITY

This summary report is intended to be a highly practical tool. It summarizes the results of the consultation research which provided an occasion for local citizens to focus their concerns, their hopes, and their dreams creatively on the task of reshaping community. This document, therefore, symbolizes the participation of the Inyan Wakagapi people in practical decision-making about their future. In so doing, the report itself is the incentive needed for actuation of the project. The document will also function as an

educational tool for rapidly training local leaders in the principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work in Inyan Wakagapi putting the model into effect and as a guide to those elsewhere who will replicate this Human Development Project.

PART ONE

THE OPERATING VISION

I

VISION

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

PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent the day in the field becoming generally familiar with the community. In addition to this overall survey, each team was assigned to investigate closely a specific aspect of community life - agriculture, business, services, social development and education. The teams covered the whole geography of the community, talked informally with people they met, visited local gathering places, surveyed community facilities and were invited into the homes of residents. Through these activities, the consultants were directly in contact with a significant percentage of residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally the 135 pieces of data from the five teams were ordered in the basic categories of the present model. Plate I gives rational, objective form to the Operating Vision that exists in the understanding of the people of Inyan Wakagapi. It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the consultation.

	<p>The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three major sections indicate the overarching dimensions of the vision of the people of Inyan Wakagapi. Section A, Toward Developing Economic Self-Sufficiency, points to the understanding the residents have of the need for local commercial life and the fuller use of both natural and human resources. Section B, Toward Providing Resident Care indicates the desire to provide needed services to all members of the community. Section C, Toward Enhancing Social Self-Reliance, reveals the deep longing which is present in the community for practical forms of the unique culture of the people and for community setting which effectively encourages all citizens to engage in both economic and social dimensions of common life. The vision chart is further broken down into seven master categories in which 84 items are held in 21 components. It is in these that the practical substance of the vision is held. Three of the seven categories are related to Economic Self-sufficiency. Basic Commerce stands alone while Agricultural Development and Industrial Activities both call for the effective use of the resources already present in the community. One of the seven categories, Community Services, deals with Resident Care. Basic Identity indicates the strong desire to reclaim community life, while the other two, Civic Formation and Functional Education, are directed toward providing means of engagement for all the residents.</p>
RESULT	<p>The achievement of economic self-sufficiency by expanding the local economic base is a central theme the people of Inyan Wakagapi see for their community's future. During the Consult, residents expressed the desire to have a grocery store, a clothing store, a laundromat, and repair shops located in the village. Improved access to financial institutions for capital, personal loans and other banking services would be an integral part of the commercial growth. The community seeks more local employment so that young people will not have to migrate to other towns to find jobs. In addition to retail and service sectors, the vision includes location of light industry and development of agriculture in the area. Greater use of the water reserves in the Missouri River for irrigation, land reclamation and home consumption are projected. Gardens and handicrafts are seen having a wider role in strengthening the local economy.</p>
SUSTENANCE	<p>Community residents believe that existing community services must be supplemented. In particular, citizens want added transportation, expanded communication, increased health care, better housing and improved sanitation systems. Reasonably priced, regularly scheduled public transport would open additional opportunities in surrounding towns. Prompt publicity of events through a community newspaper and a local information center would promote more active participation. Village residents desire better preventive health care and emergency service to safeguard their physical well being.</p>
CARE	

They want sanitary sewers upgraded, storm drainage installed, the dump moved, and new domestic water resources developed. More houses, faster repair service and adequate winterization are seen as elements of future household comfort.

The people of Inyan Wakagapi see that redevelopment of the community depends on the inclusive engagement of the people and on the recovery of a basic identity of Inyan Wakagapi as a great community. Citizen engagement is seen as a creation of civic forms which ensure public order and create a sense of unity in the village. Fire prevention, more available security forces, control of the abuse of alcohol and legal equity were seen as essential in building a framework that enable civic participation. Citizen engagement is encouraged by equipping people in the community with an education which strengthens skills needed in the life of the community. Supporting the already existing structures of youth schooling, improving home management skills, and broadening vocational skills to include entrepreneurial and leadership skills. The greatness of Inyan Wakagapi was seen as being expressed through enriching community life with traditional events and wisdom, through designing the common or public space of the community to be a symbol of pride and through the recreational life of all ages.

MOTIVITY

OPERATING VISION CHART
A Summary of the Existing Operational Vision of the People of Inyan Wakagapi

A - toward DEVELOPING ECONOMIC SELF-SUFFICIENCY foundational sustenance				B - toward PROVIDING RESIDENT CARE structural support		C - toward ENHANCING SOCIAL SELF-RELIANCE human motivity			
BASIC COMMERCE I	RESOURCE USE		COMMUNITY SERVICES IV	CITIZEN ENGAGEMENT		BASIC IDENTITY VII			
	AGRICULTURAL DEVELOPMENT II	INDUSTRIAL ACTIVITIES III		CIVIC FORMATION V	FUNCTIONAL EDUCATION VI				
opening RETAIL OUTLETS	Village Plaza Food Market General Store Clothing Shop	extending PRODUCE FARMING Community Garden Fruit Orchard Family Plots	stimulating LOCAL EMPLOYMENT providing TRANSPORT FACILITIES Applied Skills Year-round Opportunities expanding COMMUNICATION MEANS Youth Jobs increasing HEALTH ACCESS Manufacturing Plants constructing IMPROVED HOUSING Handicraft Sales Cooperative Ventures rebuilding SANITATION SYSTEMS Visitors' Services	Regular Schedules Public Vehicles Reasonable Rates Road Maintenance Publicized Events Local Newspaper Information Center Additional Telephones Preventive Care Emergency Aid Resident Personnel Expanded Hours Basic Design Regular Repairs Winterized Dwellings More Houses Sewage Disposal Community Dump Storm Drainage Domestic Water	ensuring PUBLIC ORDER Fire Prevention Security Forces Alcohol Control Legal Equity Responsive Structures Adult Leadership Effective Input Responsible Youth	supporting YOUTH SCHOOLING Quality Curriculum Expanded Headstart Community Advice Teaching Expertise Budgeting Skills Child Care Household Repairs Family Health Business Techniques Leadership Methods Technical Prowess Relevant Training	enriching COMMUNITY HERITAGE Village Landscape Building Care Ordered Appearance Beautified Waterfront Designated Building Volunteer Leadership Scheduled Sports All-Age Activities	Celebrative Events Revived Traditions Social Pride Transmitted Wisdom Village Landscapes Building Care Ordered Appearance Beautified Waterfront Designated Building Volunteer Leadership Scheduled Sports All-Age Activities	
establishing CONVENIENCE SHOPS	Community Laundromat Repair Workshop Local Restaurant Automotive Garage	initiating LIVESTOCK PROGRAMS Animal Husbandry Laying Hens Slaughter House Storage Locker							
upgrading FINANCIAL SERVICES	Banking Functions Funding Assistance Outside Credit Personal Loans	developing LAND USE Irrigation System Forestry Project Reclamation Effort Overall Plan							

PART TWO

UNDERLYING CONTRADICTIONS

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

CONTRADICTIONS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total operating vision (Plate 1) and then focused in depth on its particular assigned arenas of the vision. In this way, the values of comprehensiveness and depth were both held in the team's overall analysis. Keeping in mind the profound trends of history, which had been the subject of an earlier conversation among the total consult, the teams discerned the subjective irritants which field visits had revealed in order to identify the objective deterrents to the practical vision. Upon returning from the field, each team listed its data and built a prioritized list of blocks to the total vision. The 101 pieces of data were then organized into a comprehensive set of nine underlying contradictions facing the people of Inyan Wakagapi.

PROCESS

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

RESULTS

RESULTS

under each. This listing indicates the amount of attention each arena elicited from the group. This form of prioritizing is not the only criterion for discerning the major contradictions to the operating vision, but it is an informative and, therefore, an important step in holding the entire matrix of contradictions present in the situation. The bottom of the chart delineates the number of responses in each column and the overarching groups of contradictions. The first two contradictions stand together with 38 items which constitute slightly more than 37% of the 101 separate items on the whole chart. The next two contradictions combined drew 27% of the total responses. Contradictions V and VI taken together accounted for 21% of the total; the remaining three contradictions drew 15% of the responses. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first grouping underlines the importance of a unified corporate effort to deliver critically needed goods and services to the community. The second grouping stresses the necessity of finding practical ways for the residents of Inyan Wakagapi to participate significantly in the contemporary world without forgetting or denying their unique heritage. The third grouping indicates the necessity to fully and wisely use all of the natural and human resources of the community in its development. The fourth and final grouping points out the need to stabilize the basic units and patterns of Inyan Wakagapi's social existence. The entire set of nine underlying contradictions provides a basis for creating practical proposals.

UNDERLYING CONTRADICTIONS CHART

Plate 2

I THE PARTIAL ACCESS TO SOCIAL BENEFITS IN INYAN WAKAGAPI	II THE FUNCTIONAL OPERATING OF COMMUNITY LIFE IN INYAN WAKAGAPI	III THE INEFFECTIVE MECHANISMS FOR FUNCTIONAL TRAINING IN INYAN WAKAGAPI	IV THE UNTRANPOSED SIGNIFICANCE OF CULTURAL TRADITIONS IN INYAN WAKAGAPI	V THE LIMITED OPPORTUNITIES FOR SIGNIFICANT WORK IN INYAN WAKAGAPI	VI THE NEGLECTED DEVELOPMENT OF BASIC RESOURCES IN INYAN WAKAGAPI	VII THE FRAGMENTING PATTERNS OF FAMILY RELATIONSHIP IN INYAN WAKAGAPI	VIII THE UNFOCUSED DESIGN OF COMMUNITY SPACE IN INYAN WAKAGAPI	IX THE INADEQUATE SYSTEMS OF CITIZEN MOBILITY IN INYAN WAKAGAPI							
Inadequate Medical Services	Culture-Denying Competition	Restricted Apprenticeship Opportunities	Unused Cultural Resources	Scarce Local Jobs	Inadequate Reservoir Plan	Unclear Kinship Responsibilities	Non-Functional Land Design	No Regular Transportation							
Limited Water Access	Undersupported School System	Non-Productive Vocational Training	Commonly Disvalued Heritage	Seasonal Work Patterns	Short-Range Educational Plan	Increased Family Fragmentation	Few Recreation Facilities	Costly Transport Means							
Delayed Police Response	Widespread Community Factionalism	Limited Technical Skills	Infrequent "Honor" Singing	Obsolescent Employment Training	Unrealistic Traditional Farming	Rigid Family Obligations	Unused Water Resources	Infrequent Travel Opportunities							
Few Maintenance Tools	Insecure Lease Tenure	Inadequate Skills Training	Few Cultural Heroes	Few Teacher Incentives	Underdeveloped Resource Benefits	Unclear Youth Roles	Inadequate Sanitation Systems								
No Agricultural Machinery	Discouraged Community Participation	Unutilized Human Resources	Youthful Heritage Ignorance	Imbalanced Skills Distribution	Unmanaged Irrigation Potential	Inaccurate Youth Stereotype	Minimal Construction Standards								
Lack of Capital	Factionalized Decision-Making	Limited Business Training	Inadequate English Proficiency	Uncertified Skilled Tradesmen	Unconsensused Educational Goals	Family Crediting Obligation									
Inadequate Financial Services	Personal Success Jealousy	Poor Commercial Practices	Lost Farming Skills	Certificate-Based Job Market	Past Business Failures	Unstable Family Life									
Few Maintenance Tools	High Resentment Level	Unrestricted Spending Patterns	Reduced Agricultural Reliance	Insufficient Health Technicians	Little Industrial Promotion										
No Equity Capital	Survival Induced Individualism	Uninformed Budget Planning	Past-Oriented Farming Images	Limited Agricultural Education	Uncordinated Agricultural Planning										
Limited Credit Availability	Absentee Property Ownership	Untapped Nutritional Possibilities	Neglected Basic Necessities	Individual Goal Neglect	Insufficient Enabling Structures										
Government Welfare Dependency	Individual Property Abuse	Ineffective Health Education	Negative Community Story	Poor Adult Supervision											
Welfare-Weakened Initiative	Land Resource Destruction	Unplanned Training Structures	Recurrent Incompetence Reminders												
Pervasive Dependency Mindset	Unpublished Garden Vandalism	Few Training Opportunities	Excessive Alcohol Usage												
Executive Bureaucratic Requirements	Extensive Property Damage	Group Methods Obsolete													
Complex Legal Procedures	Deliberate Equipment Destruction														
Canned Food Reliance	Code Enforcement Difficulties														
Inaccessible Public Information	Habitual Bill Non-Payment														
Bureaucratic Decision-Making	Financial Irresponsibility Image														
No Effective Communications	Few Actuation Structures														
19	19	14	13	11	10	7	5	3							
I		II		III		IV									

CONTRADICTION I

Partial Access to Social Benefits

The first contradiction indicated by residents of Inyan Wakagapi has to do with access to the social benefits of the 20th Century. In an age when expectations are toward everyone receiving needed services, Inyan Wakagapi finds that these services, while potentially available, are only partially present. Once the village was relatively self-sufficient agriculturally and was located on a railroad line. At present, rail service has been discontinued and the community garden has not been organized in recent years. Necessary modern urban services are extended from outside the community and consequently are available only on a shared basis with other reservation districts. For example, the local health clinic has the services of a Registered Nurse only two days each month. Despite the number of fires in the village fire fighting equipment must be brought from fourteen miles away. Many residents speak of difficulties they encounter in trying to find the proper office among numerous bureaus for receiving assistance. The result is reluctance to seek services which are available. Access to financial and commercial services have become difficult because the community is regarded as a bad investment risk. All of these factors lead to a dependence on outside services and a lack of initiative in claiming full social benefits for the village. Until basic services are fully present, the development of Inyan Wakagapi will be severely impeded.

CONTRADICTION II

Factional Operations of Community Life

The second contradiction discovered by the consultants has to do with the operational patterns of community life. In a time in which communities are coming to understand that economic and social development requires a cooperative effort, Inyan Wakagapi is characterized by deep factionalism. Protection of private interest typifies community decision making. A few years ago it was proposed that a boat ramp and park be established in Cannon Ball. While the community struggled to arrive at a unified decision a neighboring town acquired the boat ramp. Such failures to actually implement proposals has led to resentment of individual initiative and a cynical attitude toward community participation. Because of these attitudes, few community organizations or events enjoy the support of the entire community. Extensive property damage, equipment destruction, abuse of natural resources and vandalism indicates a profound frustration with available forms of participation. Until the people of Inyan Wakagapi create more effective ways of working together, no development program can serve the whole community.

CONTRADICTION III

Ineffective Mechanisms for Functional Training

The third contradiction has to do with the mechanisms for functional training in Inyan Wakagapi. As home maintenance, community affairs and regular employment become more complex, the basic skills required for everyday social life at home and at work are increasingly sophisticated. In rural areas this is especially true, as the burden of social participation lies so much with the individual. The unique relationships of Indians on reservations to federal and local agencies demand more legal prowess of Inyan Wakagapi residents than is required of most Americans. There is in the people of this community a deep yearning to engage, but a lack of functional know-how blocks the release of that willingness. Efforts to upgrade public education have brought forth in Inyan Wakagapi supplemental programs, access to vocational courses and specialized training. Over 50 training programs now operate in Fort Yates and Bismarck, but skills needed for daily living are not acquired. Home economics, budgeting, health and maintenance courses are taught, and yet families are without the skills they need to manage their home, budget, social rights and family life in today's world. Until usable training is easily accessible to Inyan Wakagapi residents, the ability of the whole community to participate creatively in community life will be thwarted.

CONTRADICTION IV

Untransposed Significance of Cultural Tradition

The fourth arena of contradiction in Inyan Wakagapi is the untransposed significance of cultural tradition. Societies around the world are awakening to the greatness and strength of their own heritages for providing cultural identity and cohesion during times of change. The coming of the 20th Century technological revolution revealed a world foreign to the traditions of the American Indian. The unsuccessful attempt to bridge the centuries is revealed in the children who know few, if any, of the basic traditions and legends of their culture. The family tradition of giving honor songs to youth is slowly disappearing. Stories of this community's past are not rehearsed. The loss of Indian heroes leaves the youth without models with which to create their own story. Until the Native American recovers his past heritage and relates it to the world he lives in today, the possibility of maintaining a unique culture is severely limited.

CONTRADICTION V

Limited Opportunities for Significant Work

The fifth underlying contradiction determined by the consultants is in the arena of opportunities for significant work. The broad exposure of the village during the last 25 years to global images through travel and television has convinced residents that significant work is available for everyone. Yet the actual experience in Inyan Wakagapi is that there are too few jobs available locally for the size of the potential work force. Many residents who have specialized degrees, skills and credentials are underemployed or without work. In fact, of the approximately 35% of the available work force which is currently unemployed a significant portion are believed to have held good jobs in other places at some time in the past. By returning to Inyan Wakagapi, they have knowingly forfeited careers of potential significance. There are neither a sufficient number nor a variety of jobs available locally to provide employment for the diverse skills available in Inyan Wakagapi. Various work programs which are available have been ridiculed by the community as being inadequate in size and scope. Persons in paid training programs have been known to remain in the training much longer than necessary simply because they were not being prepared for real jobs waiting at the end of the program. Unless work is created that can generate a sense of self-sufficiency, alternatives to the current trend of dependency on the welfare system are not available.

CONTRADICTION VI

Neglected Development of Basic Resources

The sixth contradiction has to do with neglected development of basic resources. Around the world communities are seeing the need to utilize their own resources, both in terms of local need and global demand. Fifteen years ago people in Inyan Wakagapi depended on local resources like berries, fruit trees, small game and family gardens. With the creation of the Oahe Reservoir the bottomlands were flooded, and the use of the most fertile land was lost. The trees that previously sheltered small game were devastated. The village was relocated where familiar resources were absent. There is reluctance to risk engagement in business ventures because of the past history of failure, resulting in a minimum of business and industrial development. The river is a significant untapped resource for irrigation and recreation. Until the village uses its resources, including business and industrial skills, the economic life of the community will remain at a standstill.

CONTRADICTION VII

Fragmented Patterns of Family Relationships

The seventh contradiction perceived by the consultants has to do with fragmented patterns of family relationships. The family of today has shifted from the survival-oriented care structure of the past to a decisional unit of community care. The kinship structure of the Native American in the 19th Century effectively cared for the needs of all ages. One was obligated above all else to meet the requirements of his kin. That same structure today finds itself straining to maintain old obligations while struggling to operate as a single, self-sustained social unit. Kinship demands which were once authentic and enabling seem unrealistic today. No one part of a family can care for the whole. People experience the obligation to extend credit to kin beyond their own financial capabilities. Transitional structures do not exist to supply necessary care of elders and single parent families. Youth are cut off from any memory of a strong kinship system, do not identify with the fragments still remaining and have alternative images of family life for themselves. Families that have successfully adjusted as an independent unit have done so at the expense of their relations, often causing further confusion and alienation. Until the citizens of Inyan Wakagapi sense the role of the nuclear family as the primary building block of care for the whole community, they will remain cut off imaginarily and practically from structures to corporately rebuild the community.

CONTRADICTION VIII

Unfocused Design of Community Space

The eighth contradiction is in the arena of the unfocused design of community space. Human settlements throughout the world have come to a fresh realization of the wisdom of forming themselves around common community buildings and have been redesigning community space which is appropriate to both traditional living patterns and the age of technology. Historically, human habitation within this village focused around specific gathering places, the school, store, ceremonial grounds and churches. The Oahe Reservoir Project in the 60's occasioned the relocation of the village from the river bank to the hillcrest and shifted the village center, leaving the symbolic and public gathering places on the edge of common thoroughfares. Subsequent attempts to recreate a community center in the 60's failed. Presently the community has no common gathering place to shop, visit, exchange news, receive common services, or to celebrate together. In addition, this shattering of community boundaries has been intensified by the collapse, for all practical purposes, of the family space they once knew, such as small gardens and room for family activities around their houses. Until the community designs the central space for its common life, the possibilities of renewing present structures and building new ones remains blocked.

CONTRADICTION IX

Inadequate Systems of Citizen Mobility

The ninth contradiction has to do with inadequate systems of citizen mobility. Today both goods and people must move freely and rapidly if socio-economic development is to move beyond the stage of theoretical models. This flow must occur within the village itself, between the village and the reservation and between the village and the world. Yet the residents of Inyan Wakagapi find themselves isolated and cut off by the absence of transportation structures which are taken for granted in the modern world. The recent experience of one village woman is a common one. It took her two weeks to find a neighbor that she could pay to take her to Grand Forks to bring her daughter home for the Christmas holidays. The lack of transportation is the most often mentioned and obvious local manifestation of the contradiction. Distances both within the village and to nearby outside services are considerable (five or six miles between many residents, miles between some homes and the school, 12 miles to the nearest grocery, 20 miles to the Public Health facility.) The automobile is the only available option for shopping, business and emergency trips; yet the services of one repair garage cannot maintain all the cars in the community. People lack the funds, necessary replacement parts and skills for minor repairs. Therefore numerous derelict automobiles dot the landscape. Normal social interactions such as keeping doctors appointments, helping relatives, visiting friends or attending meetings are curtailed and the community is rendered immobile even within its own perimeters. The drain of time and energy, the enforced sense of isolation and the anxiety over emergencies must be dealt with structurally before needed socio-economic development can take place.

PART THREE

THE PRACTICAL PROPOSALS

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

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

The Practical Proposals Chart (Plate 3) is comprised of twenty-six proposals referred to as "projects". They are organized under seven master proposals which reflect decisional responses to major contradictions. The first three master proposals relate to the community's economic stability and call for improvement of basic utilities, expanding employable skills and development of local business. The fourth master proposal, which stands alone, calls for recovery of a sense of community identity. The remaining three master proposals relate to social engagement in Inyan Wakagapi and

PROPOSALS

PROCESS

RESULTS

call for delivering fundamental services, encouraging citizen involvement and improving the physical appearance of the community. These proposals do not indicate what to do. They point to the arenas within which decisions can be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

PRACTICAL PROPOSALS CHART

I ECONOMIC STABILITY PROPOSALS			II CULTURAL IDENTITY	III SOCIAL ENGAGEMENT PROPOSALS		
A BASIC UTILITIES PROPOSAL	B EMPLOYABLE SKILLS PROPOSAL	C LOCAL BUSINESS PROPOSAL	D COMMUNITY SIGNIFICANCE PROPOSAL	E FUNDAMENTAL SERVICES PROPOSAL	F CITIZEN INVOLVEMENT PROPOSAL	G PHYSICAL APPEARANCE PROPOSAL
WATER SUPPLY PROJECT	LEADERSHIP DEVELOPMENT PROJECT 3	SHOPPING COMPLEX PROJECT 7	TRADITIONAL ACTIVITIES PROJECT 11	RECREATIONAL OPPORTUNITIES PROJECT 17	PARENTAL ENGAGEMENT PROJECT 21	PUBLIC SPACE PROJECT 25
			HERITAGE CURRICULUM PROJECT 12		LOCAL TRANSPORTATION PROJECT 18	
	VOCATIONAL TRAINING PROJECT 4	CREDIT ACCESS PROJECT 8	COMMUNITY CELEBRATIONS PROJECT 13		FAMILY UNIFICATION PROJECT 22	
SANITATION SYSTEM PROJECT	LABOR UTILIZATION PROJECT 5	INDUSTRIAL EXPANSION PROJECT 10	COMMON SYMBOLS PROJECT 14	MEDICAL EXTENSION PROJECT 19	YOUTH GUIDANCE PROJECT 23	VILLAGE MAINTENANCE PROJECT 26
			EMISSARY EXCHANGE PROJECT 15		INFORMATION FLOW PROJECT 20	
	EMPLOYEE SUPPORT PROJECT 6	OUTSIDE VISITORS PROJECT 11	CULTURAL CENTER PROJECT 16		COMMUNITY FORMATION PROJECT 24	

I

ECONOMIC STABILITY PROPOSALS

One of the key elements in any community development effort is to demonstrate the fact that every local community has all the resources necessary to sustain a stable economy. In Inyan Wakagapi the Economic Stability Proposals are designed to catalyze the rapid development of the economic resources available in the community. This involves three specific proposals to systematically affect the present situation. The Basic Utilities Proposal ensures that the utilities will be available for the supply of agriculture and residential development ventures. The Employable Skills Proposal provides the necessary channels for enabling the available work force to develop vocational expertise in needed skills. The Local Business Proposal will establish the local business and industry to ensure the necessary flow of capital within the community and provide job openings for continued economic development.

Communities around the world, and in particular, small rural towns are developing practical plans to provide the basic utilities required for the functioning of community life. In Inyan Wakagapi, the Basic Utilities Proposal is composed of two projects. The Water Supply Project is designed to ensure that an adequate supply of unpolluted water is readily available for irrigation and domestic use. It also assures that the equipment is maintained according to safety and health standards. The Sanitation System Project involves the rapid development of services to care for the drains, equipment and garbage dump necessary for proper operation of the system.

In Inyan Wakagapi limited access to employment possibilities are preventing many residents from using their vocational skills. The Employment Skills Proposal is focused on increasing employment. The Leadership Development Project provides practical management experiences and planning methods for both home and business. A Vocational Training Project will offer training in various fields through practical home renovation, operation of a demonstration farm and developing local craftsmen. The Labor Utilization Project determines present community expertise, coordinates a skills pool, refers individuals for employment and keeps work records. The Employee Support Project provides necessary health coverage, child care, transportation and employment counseling services.

A
BASIC UTILITIES
B
EMPLOYABLE SKILLS

C
LOCAL
BUSINESS

For comprehensive community development to occur in Inyan Wakagapi, the expansion of present business opportunities is required. The Local Business Proposal will meet the challenge of developing local business options. The Shopping Complex Project will provide the essential supplies, merchandise and services required by local residents. The Credit Access Project will generate usable funds in the community. The Industrial Expansion Project will give opportunities for small industries to be developed, utilizing available local resources. The Outside Visitors Project will provide the necessary facilities and recreational areas for visitors.

II

CULTURAL IDENTITY PROPOSAL

Across the world individuals and communities are discovering ways to express the cultural uniqueness of their heritage. In Inyan Wakagapi, the arena of Cultural Identity includes six projects which will demonstrate the significance of the community's traditions. These projects include opportunities for celebrating life in the village and developing traditional arts and craft skills which demonstrate the uniqueness of the people of Inyan Wakagapi. By initiating these projects, the community can authentically appropriate its cultural traditions while creating new images of living in the context of the 20th century world.

D
COMMUNITY
SIGNIFICANCE

The Community Significance Proposal will catalyze the new images out of which people will participate in renewing the community life of Inyan Wakagapi. The Traditional Activities Project will involve residents by providing new encounters for learning and developing their own unique skills and abilities. The Heritage Curriculum Project will design imaginal education materials for enabling the appropriation of cultural traditions and stories. The Community Celebrations Project will provide special occasions for the whole community to celebrate its common life. The Common Symbols Project creates the public artforms that symbolize the past, present and future of life in Inyan Wakagapi. The Emissary Exchange Project will allow for the community to expand their present opportunities for encounters with the world. The Cultural Center Project will create the intentional space for a central node plus enable the proper displaying of the crafts and artifacts created in the community.

III

SOCIAL ENGAGEMENT PROPOSALS

The third arena of community development is that of social engagement mechanisms. There are three proposals that concretely provide residents with the possibilities of effective engagement in the social process. The Fundamental Services Proposal will initiate the services that are required for adequate recreation, transportation, medical and information delivery. The Citizen Involvement Proposal will create opportunities for residents to assume responsibility for developing supplemental structures in the community. The Physical Appearance Proposal will catalyze projects to maintain and improve the public space and housing in the village. These proposals will create the necessary public support and planning occasions to allow the total community to be responsible for its own development.

In many rural villages the availability of services is limited. To meet this need, the Fundamental Services Proposal will provide opportunities for Inyan Wakagapi to develop its own social services. The Recreational Opportunities Project will enable all residents to participate in recreational activities. The Local Transportation Project will initiate a regular transit route between the village and other communities. The Medical Extension Project will expand the present health care structures. Finally, the Information Flow Project will allow residents to be informed of current events and announcements important to the well being of the community.

One of the major concerns of community leaders is how to effectively involve broad citizen participation in the development of human community. The Citizen Involvement Proposal will design ways to allow the participation of local residents in this effort. The Parental Engagement Project will offer parents opportunities to enrich their children's upbringing within the structures of the community. The Family Unification Project will strengthen family relationships and thereby enhance community life. The Youth Guidance Project will support the growth of children and teens living in Inyan Wakagapi. The Community Formation Project will demonstrate the possibility of corporate involvement within the community.

E
FUNDAMENTAL
SERVICES

F
CITIZEN
INVOLVEMENT

G

PHYSICAL
APPEARANCE

Many towns across the globe are encountering increased problems of maintaining and developing quality environments. In Inyan Wakagapi, two projects are designed to meet this need. The Public Space Project will demonstrate effective land use techniques to ensure careful development of the community space. The Village Maintenance Project will channel resources to provide adequate housing facilities and upkeep of property.

I. ECONOMIC STABILITY

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A. Basic Utilities Proposal

Plate 3A

1. WATER SUPPLY PROJECT	1 Domestic Sources	creating reliable delivery operation
	2 Lift Station	providing modern equipment use
	3 Filtering Plant	maintaining healthy drinking standards
	4 Garden Irrigation	sustaining small agricultural efforts
2. SANITATION SYSTEM PROJECT	5 Community Dump	relocating garbage disposal area
	6 Repair Plan	replacing existing collapsed elements
	7 Drainage Piping	having functional receptacle facilities
	8 Pump Maintenance	ensuring proper machinery care

I. ECONOMIC STABILITY

B. Employable Skills Proposals

Plate 3B

3. LEADERSHIP DEVELOPMENT PROJECT	9 Methods Seminar	enhancing corporate planning prowess
	10 Project Assistance	enabling secondary leaders abilities
	11 Household Management	fostering improved home environment
	12 Commercial Practices	educating competent business managers
4. VOCATIONAL TRAINING PROJECT	13 Work-Study Program	becoming versatile skilled tradesmen
	14 Demonstration Farm	initiating feasible agricultural plans
	15 Local Arts	assisting creative local craftsmen
	16 Home Renovation	providing practical building experience
5. LABOR UTILIZATION PROJECT	17 Expertise Survey	determining present community talents
	18 Skills Pool	coordinating broad labor resources
	19 Request Referral	satisfying specific task needs
	20 Job Accountability	achieving required quality standards
6. EMPLOYEE SUPPORT PROJECT	21 Health Services	upgrading basic medical coverage
	22 Child Care	organizing infant nursery center
	23 Placement Help	advising suitable occupational options
	24 Available Transport	creating regular transit possibilities

I. ECONOMIC STABILITY

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C. Local Business Proposal

Plate 3C

7. SHOPPING COMPLEX PROJECT	25 General Store	selling widely needed merchandise
	26 Village Laundromat	creating inexpensive laundry center
	27 Car Repair	providing self-service town garage
	28 Snack Bar	establishing attractive low-cost cafe
8. CREDIT ACCESS PROJECT	29 Full-Service Banking	catalyzing stable economic base
	30 Financial Liaison	delivering necessary customer advice
	31 Consumer Information	extending citizen buying capacity
	32 Loan Availability	generating community investment fund
9. INDUSTRIAL EXPANSION PROJECT	33 Sub-Assembly Plants	assuring local employment opportunities
	34 Body Factory	producing contracted truck components
	35 Crafts Industry	fostering handicraft marketing system
	36 Furniture Making	utilizing available natural resources
10. OUTSIDE VISITORS PROJECT	37 Guest Housing	opening adequate visitor facilities
	38 Boat Ramp	building year round dock
	39 Fishing Rentals	supplying necessary sporting equipment
	40 Rodeo Promotion	encouraging particular youth skills

II. CULTURAL IDENTITY

D. Community Significance

Plate 3D

11 TRADITIONAL ACTIVITIES PROJECT	41 Crafts Cooperative	ensuring best financial profit
	42 Home Industry	providing local marketable products
	43 Indian Games	recovering customary sports activities
	44 Artisan Training	learning unique classical skills
12 HERITAGE CURRICULUM PROJECT	45 Research Compilation	gather relevant historical facts
	46 Elders Guild	utilizing senior citizen wisdom
	47 Materials Creation	organizing imaginal curricula designs
	48 Youth Classes	instilling renewed kinship relations
13 COMMUNITY CELEBRATIONS PROJECTS	49 Significant Days	recognizing important past events
	50 Weekly Events	holding regular festive occasions
	51 Special Films	focusing particular current concerns
	52 Regular Powwows	enriching extended relationship ties
14 COMMON SYMBOLS PROJECT	53 Art Festivals	honoring special craftsmen achievements
	54 Local Insignia	symbolizing cohesive social style
	55 Community Songs	rehearsing motivational cultic methods
	56 Public Sculpture	encouraging expressive art work
15 EMISSARY EXCHANGE PROJECT	57 Historical Treks	broadening past village memory
	58 Musicians Travel	commissioning musical goodwill envoys
	59 Visiting Artisans	sponsoring different global displays
	60 Heritage Promotion	articulating archaic communal stories
16 CULTURAL CENTER PROJECT	61 Community Nodes	recreating public gathering places
	62 Tribal Museum	displaying ancient artifact collections
	63 Handicraft Shop	beginning initial crafts cooperative
	64 Ballroom Site	establishing dance hall location

III. SOCIAL ENGAGEMENT

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Plate 3E

E. Fundamental Services Proposal

17. RECREATIONAL OPPORTUNITIES PROJECT	65 Public Park	maintaining attractive common space
	66 Elders Node	engaging interested senior citizens
	67 Youth Center	holding supervised informal activities
	68 Community Theater	acquiring performing arts facility
18. LOCAL TRANSPORTATION PROJECT	69 Shuttle Bus	organizing regularly scheduled travel
	70 Car Pools	maximizing effective automobile use
	71 Route Schedules	promoting dependable transit choices
	72 Driver Enablement	providing essential support systems
19. MEDICAL EXTENSION PROJECT	73 Special Treatment	adding available specialist assistance
	74 Health Curriculum	enabling individual hygienic attention
	75 Preventive Care	intensifying disease prevention program
	76 Emergency Vehicle	ensuring speedy ambulance arrivals
20. INFORMATION FLOW PROJECT	77 Community Newspaper	publishing lively informative articles
	78 Bulletin Board	announcing important local events
	79 Council Report	eliciting broad political interest
	80 Media Presentations	delivering current program possibilities

III. SOCIAL ENGAGEMENT

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F. Citizen Involvement Proposal

Plate 3F

21. PARENTAL ENGAGEMENT PROJECT	81 Education Council	organizing supportive adult auxilary
	82 Curriculum Input	creating teacher-parent dialogue
	83 Advisory Group	enacting adequate discipline patterns
	84 Child Supervision	providing decisive volunteer leadership
22. FAMILY UNIFICATION PROJECT	85 Evening seminars	strengthening effective kinship roles
	86 Neighborhood Tasks	catalyzing unified geographical care
	87 Honor Songs	symbolizing individual members gifts
	88 Heritage Recovery	reappropriating ancient tribal origins
23. YOUTH GUIDANCE PROJECT	89 National Tours	fostering broader life images
	90 Support Teams	learning effective corporate action
	91 Work Corps	generating new occupational options
	92 Rehabilitation Unit	shifting juvenile behavior habits
24. COMMUNITY FORMATION PROJECT	93 Village Council	developing local symbolic leaders
	94 Regular Meetings	eliciting practical citizen involvement
	95 Special Events	allowing resident civic engagement
	96 Planning Methods	enabling corporate consensus prowess

III. SOCIAL ENGAGEMENT

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Plate 3G

25. PUBLIC SPACE PROJECT	97 Playground Center	providing attractive playing area
	98 Community Design	imaging effective habitat plans
	99 Beautification Corps	enacting proper environment care
	100 Reforested Landscape	enhancing functional land usage
26. VILLAGE MAINTENANCE PROJECT	101 Support Force	forming well-trained manpower teams
	102 Equipment Pool	creating common tools bank
	103 Housing Renovation	upgrading family living units
	104 Utilities Commission	ensuring rapid local service

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

The fourth task of the Consult was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the proposals. The Tactical Systems describe and rationally organize the actions required to do the projects delineated in the practical proposals chart. At this point the operating vision and the underlying contradictions become peripheral concerns except as they provide a broad context for designing the tactics. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems, therefore, is perhaps the most crucial activity of the Consult.

PROCESS

In order to discern the Tactical Systems out of the many tactics required for each of the proposals, the Consult experienced a task similar to piecing together a puzzle. The completed picture provided practical instruction for implementing the total project. The consultants proceeded in this fourth step again in teams. Each team, according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups, each team created an inclusive list of the concrete actions required to effect its proposals. The team then organized its list of actions into basic tactics for each proposal. Finally, all of the teams' work was gathered and organized to formulate the tactical systems illustrated by Plate 4.

RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of five tactical arenas, nine paratactics, thirty-four basic tactics and 197 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The nine paratactics under which the basic tactics and sub-tactics are grouped point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The five tactical arenas illustrated by Plates 4A-4E hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings are described in subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

Tactical Arena A, Encouraging Increased Community Engagement, consists of two paratactics and ten basic tactics. It is the intent of this tactical arena to heighten the participation of the residents of Inyan Wakagapi in all aspects of the community's economic and social life by equipping them with fundamental skills and motivating them to build a sense of community pride and responsibility. The basic educational skills of all members of the community will be broadened through a wide range of supplemental programs. Paraprofessional training events and apprenticeship programs will serve to upgrade the marketable vocational talents of residents. Home management methods will be taught to heighten practical skills in such things as budgeting funds and preparing nutritious meals. Effective leadership prowess will be released through workshops and practical assignments to leadership responsibilities. An appreciation for the unique village heritage of Inyan Wakagapi will be recovered through formal and informal means. A positive community image will be promoted both within and beyond Inyan Wakagapi. Visible identifying symbols, such as signs, murals and sculptures, will be displayed throughout the community. Cultural programs which recall the traditions of the people will be presented regularly. Celebrative social events will be held frequently to bring the community together for times of relaxation and festivity. Volunteer work projects will be scheduled so that the residents themselves can begin to take responsibility for the appearance and upkeep of their community's common space.

ARENA A

Tactical Arena B, Providing Structural Citizen Care, consists of two paratactics and eight basic tactics. It is the intent of this tactical arena to see to it that every resident of Inyan Wakagapi is provided with the basic services which are available in the 20th Century and, in addition, has ample opportunities to assume leadership roles within the development effort of his community. A number of support systems will be devised to enhance opportunities to obtain and hold employment positions. Supplemental health care will be delivered. Through providing additional vehicles and regular schedules, extended transportation networks will be designed. Frequent recreational opportunities will be organized involving virtually every resident in Inyan Wakagapi. Information flow throughout the neighborhood will be stimulated and structured through community calendars, a newspaper and information center. Corporate leadership groups will be formed to assume responsibility for all dimensions of the community's development. Citizen task forces will be organized to follow through on longer range specific responsibilities. Regular village forums will be conducted, so that all the people of Inyan Wakagapi are given the opportunity to be informed of development progress and to shape the future directions of the development effort.

ARENA B

Tactical Arena C, Enhancing Basic Physical Design, consists of two paratactics and six basic tactics. It is the intent of this tactical arena to make the community more attractive in appearance and more

ARENA C

functional in its use. New wells, public toilets and pay telephones will be installed. Systematic private and community property upkeep will be improved. Essential common equipment, such as emergency vehicles and community tools will be procured. Housing development schemes will be implemented by building a demonstration house in Inyan Wakagapi. Attractive park lands will be created along the shoreline and throughout the community and will involve planting shade trees and shelter belts. Needed civic facilities, ranging from meeting rooms to game halls, will be provided to the residents, mostly by making existing facilities more functional and more available.

ARENA D

Tactical Arena D, Expanding Local Economic Foundations, consists of two paratactics and eight basic tactics. It is the intent of this tactical arena to stimulate both the industrial and the commercial dimensions of the community's life in order to make Inyan Wakagapi economically self-sufficient within three years. Small manufacturing enterprises will be developed and will employ residents at all levels of their operation. A vigorous effort will be made to market indigenous handicraft items to a wide buying public. An export tree farming operation will be started in order to generate new revenues for the community. Family agricultural efforts will be encouraged so that Inyan Wakagapi becomes less dependent upon other communities for its basic foodstuffs. Local commercial activity will be increased through assisting residents to open a variety of different small businesses. The multi-purpose repair facilities already present in Inyan Wakagapi will be augmented so that appliances, vehicles and equipment can be more fully serviceable. Adequate financial services, including a community credit scheme for individual and commercial purposes, will be inaugurated. Economic growth plans will be coordinated throughout the community and with development bodies concerned with the whole district and the entire reservation.

ARENA E

Tactical Arena E, Building Effective Extended Relations, consists of one paratactic and two basic tactics. It is the intent of this tactical arena to heighten the interchange which takes place between Inyan Wakagapi and the larger society. Global travel experiences will be offered, ranging from shopping excursions to nearby communities to world tours of community development projects. Specialized long and short-term consultative services will be obtained to provide the technological expertise to the village which is generally available to society at large.

TACTICAL SYSTEMS CHART

tactical arena A

ENCOURAGING INCREASED COMMUNITY ENGAGEMENT

PROVIDING STRUCTURAL CITIZEN CARE								
ENHANCING BASIC PHYSICAL DESIGN								
EXPANDING LOCAL ECONOMIC FOUNDATIONS								
PRACTICAL TRAINING paratactic I	BASIC SERVICES paratactic II	VILLAGE MAINTENANCE paratactic III	INDUSTRIAL BASE paratactic IV	BUILDING EFFECTIVE EXTENDED RELATIONS paratactic V	COMMUNITY BUSINESS paratactic VI	PUBLIC SPACE paratactic VII	PARTICIPATION DESIGNS paratactic VIII	HUMAN MOTIVATION paratactic IX
tactic 1 broadening BASIC EDUCATIONAL SKILLS	tactic 6 devising EMPLOYMENT SUPPORT SYSTEMS	tactic 10 installing MODERNIZED PUBLIC UTILITIES	tactic 13 developing SMALL MANUFACTURING ENTERPRISES	tactic 17 offering GLOBAL TRAVEL EXPERIENCES	tactic 19 increasing LOCAL COMMERCIAL ACTIVITY	tactic 23 implementing HOUSING DEVELOPMENT SCHEMES	tactic 26 stimulating NEIGHBORHOOD INFORMATION FLOW	tactic 30 promoting POSITIVE COMMUNITY IMAGE
tactic 2 upgrading MARKETABLE VOCATIONAL TALENTS	tactic 7 delivering SUPPLEMENTAL HEALTH CARE	tactic 11 improving SYSTEMATIC PROPERTY UPKEEP	tactic 14 marketing INDIGENOUS HANDICRAFT ITEMS	tactic 18 obtaining SPECIALIZED CONSULTATIVE SERVICES	tactic 20 augmenting MULTI-PURPOSE REPAIR CAPACITIES	tactic 24 creating ATTRACTIVE PARK LANDS	tactic 27 forming CORPORATE LEADERSHIP GROUPS	tactic 31 displaying VISIBLE IDENTIFYING SYMBOLS
tactic 3 teaching HOME MANAGEMENT METHODS	tactic 8 designing EXTENDED TRANSPORTATION NETWORKS	tactic 15 starting EXPORT TREE FARMING	tactic 16 encouraging FAMILY AGRICULTURAL EFFORTS	tactic 21 inaugurating ADEQUATE FINANCIAL SERVICES	tactic 22 coordinating ECONOMIC GROWTH PLANS	tactic 25 providing NEEDED CIVIC FACILITIES	tactic 28 initiating CITIZEN TASK FORCES	tactic 32 occasioning TRADITIONAL CULTURAL PROGRAMS
tactic 4 releasing EFFECTIVE LEADERSHIP PROWESS	tactic 9 organizing FREQUENT RECREATIONAL OPPORTUNITIES	tactic 12 procuring ESSENTIAL COMMON EQUIPMENT	tactic 16 encouraging FAMILY AGRICULTURAL EFFORTS	tactic 18 obtaining SPECIALIZED CONSULTATIVE SERVICES	tactic 21 inaugurating ADEQUATE FINANCIAL SERVICES	tactic 25 providing NEEDED CIVIC FACILITIES	tactic 29 conducting REGULAR VILLAGE FORUMS	tactic 33 holding CELEBRATIVE SOCIAL EVENTS
tactic 5 recovering VILLAGE HERITAGE APPRECIATION								tactic 34 scheduling VOLUNTEER WORK PROJECTS

TACTICAL ARENA A: Encouraging Increased Community Engagement

Paratatic I: Practical Training

Practical training will be offered to people in Inyan Wakagapi for more effective engagement in the economic life of the community. Basic educational skills will enable residents to effectively learn common societal skills. Marketable vocational skills will increase employment possibilities. Instruction will be offered in home management methods which will help families provide for their household needs. Effective leadership training will enable citizens to organize and operate the programs and services of the development project. Village heritage activities will enable the community to develop a style compatible with its cultural roots.

Tactic 1: Broadening Basic Educational Skills

Subtactics In order to provide all the people of Inyan Wakagapi with basic knowledge and fundamental skills for living in the 20th century, training in basic educational skills will be broadened. GED enrollees will be recruited to participate in current classes of instruction toward receiving high school equivalency diplomas. Language tutorials will be started to provide an opportunity for people to upgrade their reading, writing and oral communication skills. A Mathematics lab will begin to teach basic math and mathematical procedures. Study hall space will be made available in a quiet atmosphere where students can come and receive supervision and assistance for study assignments and individual work projects. Educational activities will commence after school and on weekends for Headstart and elementary school children to supplement the formal school program. An early learning center will be established to provide preschool education for children who are too young to be involved in the Headstart program.

Tactic 2: Upgrading Marketable Vocational Talents

In order to maximize entry into the current employment market and reinforce a sense of pride and dignity in the people of Inyan Wakagapi, marketable vocational talents will be upgraded. A skills school will be held for month-long periods to make available the services of volunteer specialists for instruction in practical skills such as utility maintenance, construction, health, agriculture and forestry. A management school will be started to teach principles of business management such as accounting, capital investment and credit acquisition to local businessmen and those anticipating business

- 10 professions. Emergency procedures will be taught by a volunteer staff with emphasis on fire fighting, paramedical treatment and water safety instruction. Apprentice programs will be developed to provide on-the-job training in local crafts and trades. Supplementary classes will be available for presently employed persons to update and extend existing skills.
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Tactic 3: Teaching Home Management Methods

- 12 In order to increase the physical and social well-being of community families, home management methods will be taught. Nutritional cooking will be taught emphasizing healthful methods of cooking and menu-planning to encourage the creation of nutritionally-balanced meals.
- 13 Health seminars will be offered to instruct residents in emergency and first aid care, basic principles of health and dental care, pre-natal instruction and disease prevention. Home repair will be taught so that residents will be able to maintain household electric and plumbing utilities year-round and to repair appliances. A sewing class will be offered to include basic sewing skills, sewing machine operation, pattern cutting, fitting and design to provide the family with inexpensive and attractive clothing. A budget clinic will be held to teach practical budgeting, money saving ideas and credit procedures.
- 14 Parent classes will be offered in early childhood care, youth development and parent effectiveness methods. A family course for teenagers and adults will be held to provide methods for ordering family life.
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Tactic 4: Releasing Effective Leadership Prowess

- 19 In order that the development of the Inyan Wakagapi community may be implemented by the people themselves, effective leadership prowess will be released. Methods workshops will be conducted to provide training in group consensus building, organizational skills and problem solving processes. Civics courses will be inaugurated to stimulate interest in and inform the community of the history and functions of the Tribal Council. Teacher training will be provided for community teachers and other interested people in methods of imaginal education, curriculum building and classroom pedagogy. Program assignments will be made for community people to serve in various roles of leadership at community events.
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- 21
- 22
- 23 Curriculum workshops will be held to allow teaching staff and parents to work together to develop curriculum for education programs.

Tactic 5: Recovering Village Heritage Appreciation

- 24 In order to develop the identity of the people of Inyan Wakagapi, village heritage appreciation will be recovered. A craft workshop will be set up in which local craftsmen can work, display their products and train others in the
- 25 skills of beadworking, quilting and leatherwork. Informal curricula will be designed to include Native American art, history and symbols. New crafts such as loom work, crocheting and macrame will be added as markets are located and skills developed.
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TACTICAL ARENA B: Providing Structural Citizen Care

Paratactic II: Basic Services

Inyan Wakagapi residents will improve their physical and economic well-being by expanding systems of basic services. Employment support structures will build contacts with area employers. Supplemental health services will increase local medical care and develop community health education plans. Extended transportation networks will allow village residents to have more adequate access to nearby stores and services. Organized recreational programs will build community cohesion by actively involving people.

Tactic 6: Devising Employment Support Systems

- 27 In order that those people in Inyan Wakagapi who wish employment may obtain and retain good jobs, economic support systems will be devised. An employment service
- 28 will be set up to supply basic information to community people seeking employment. A skills inventory will be compiled to catalog available skills, training and
- 29 qualifications of job applicants. Valid certification will be available for those successfully completing the required training and filing the appropriate forms. An
- 30 employer directory of businesses in the surrounding area will be compiled and maintained to aid residents in looking for employment. Child care service will be arranged
- 31 for children of working parents.

Tactic 7: Delivering Supplemental Health Care

- 32 In order to upgrade the physical well-being of Inyan Wakagapi residents and forestall serious medical problems, supplemental health care will be provided. Increased service will be offered by a medical team on a weekly basis. Health examinations will be carried out to care for both dental and medical needs and health records will be kept updated at the center. A screening
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34 program will be arranged from time to time to prevent the spread of infectious diseases. Special clinics for diagnosis and treatment of particular maladies will be held at the health center monthly.

Tactic 8: Designing Extended Transportation Networks

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In order to increase mobility within Inyan Wakagapi and access to nearby towns, transportation networks will be extended. A bus service will be initiated immediately on a regular basis so that community residents have transportation for shopping excursions and community events. A car pool will be created to make transportation available for individuals to participate in educational, vocational, recreational and cultural activities. Service coordination will be administered from an office in Inyan Wakagapi so that maximum utilization of public vehicles can be effected. A special pick-up service will be offered to those participating in training courses held outside the community.

Tactic 9: Organizing Frequent Recreational Opportunities

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In order to offer Inyan Wakagapi residents practical ways to develop their community spirit, frequent recreational opportunities will be organized. Scheduled sports will be conducted, including football, baseball, basketball, ice skating, rodeo, Indian dances, pool, volleyball and gymnastics. A year round sports training program will be organized using local expertise so that all community people will have an opportunity to participate. Youth space will be specifically designated in various locations.

TACTICAL ARENA C: Enhancing Basic Physical Design

Paratactic III: Village Maintenance

Village maintenance programs will enhance the appearance and utility of community facilities in Inyan Wakagapi. Improved public utilities will upgrade the water supply and sanitation systems. Regular property upkeep will preserve the utility of buildings and space in the village. Procuring essential community equipment will enable community people to perform needed maintenance.

Tactic 10: Installing Augmented Public Utilities

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In order to enhance the quality of life in Inyan Wakagapi and to provide urgently needed sanitary and health conditions, augmented public utilities will be installed as soon as possible. New wells will be dug.

44 A purification plant will be set up and employed to
45 upgrade the quality of water. An expanded sanitation
46 system will be developed. A pump house will be
47 installed to transport river water to higher levels.
48 Public toilets will be installed in or adjacent to
 all public gathering places. Public telephones will
 be located at convenient community locations.

Tactic 11: Improving Systematic Property Upkeep

In order that the village has a heightened sense of pride in property, equipment and buildings, systematic property upkeep will be improved. A beautified shoreline will be accomplished by clearing the waterfront along Oahe Reservoir of all rubbish and logs, by grading and landscaping the slope to the lake and by creating community picnic grounds. A garbage removal program will be extended to pick up garbage at every home regularly and will haul away junk and refuse on residents' request. Waste baskets made of 30 gallon drums will be painted in community colors with an Inyan Wakagapi symbol and will be placed in public spaces. Dump relocation will involve locating a new city dump site for garbage and refuse, contained by a new fence and maintained for use during stated hours. A maintenance crew will care for parks, public areas and community facilities. An enrollment campaign will be conducted to expand resident access to garbage collection. Street improvements will be accomplished by paving and curbing main dirt roads in Inyan Wakagapi and building sidewalks. Drain pipes will be installed to keep driveways and streets free of running water. Winterizing buildings will be accomplished for public buildings. Log fences will be constructed in yards, around parks and on three sides of the entire village.

Tactic 12: Procuring Essential Common Equipment

In order to advance social activities and maintain village facilities properly, essential equipment will be procured. Emergency vehicles will be acquired - a fully equipped ambulance, a fire truck and a first aid health van. Local buses will be obtained. A van will be secured to deliver goods from the village to outlying homes. Community tools will be made available, including a selection of hand tools, garden equipment and assorted hardware items, as well as crafts, sports and entertainment equipment.

TACTICAL ARENA D: Expanding Local Economic Foundations

Paratactic IV: Industrial Base

Inyan Wakagapi will expand its industrial base to broaden the foundations of its economy. Small manufacturing enterprises will develop new jobs in the community. Marketing locally made handicrafts will bring additional revenues into the Inyan Wakagapi economy. Export tree farming will enable the community to beautify its environment while increasing local incomes. Family agricultural operations will grow produce for market sales and home use.

Tactic 13: Developing Small Manufacturing Enterprises

In order to expand the economic base in the community, small manufacturing enterprises will be developed. An industrial board, whose members will be drawn from the diverse groupings within the community, will be formed.

63 industrial board, whose members will be drawn from the diverse groupings within the community, will be formed.

64 A manufacturing plant will be established in the village for the employment of local residents. A sub-assembly

65 plant contracted with a major corporation will be installed and operated in Inyan Wakagapi. Local workers

66 will be employed to staff new and existing business at all levels. A distribution system will be developed to

67 insure rapid delivery of all locally made goods.

Tactic 14: Marketing Indigenous Handicraft Items

In order to increase an income source from all existing skills, indigenous handicraft items will be broadly marketed. Retail outlets will be secured in businesses outside of the Cannon Ball area to sell locally made crafts. A display space for locally made handicrafts will be located in the community. A cottage industry will be established to organize and market local items. A garment industry will be organized for the production and marketing of authentic native American clothing. Bulk buying will be started to cut down on the cost of craft tools and supplies.

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69 A display space for locally made handicrafts will be located in the community.

70 A cottage industry will be established to organize and market local items.

71 A garment industry will be organized for the production and marketing of authentic native American clothing.

72 Bulk buying will be started to cut down on the cost of craft tools and supplies.

Tactic 15: Starting Export Tree Farming

In order to enable greater development of the existing land resources, export tree farming will be started. Locally-grown trees, including decorative shrubs and fruit trees, will be marketed in Inyan Wakagapi and larger outlets. A seedling nursery will be started to raise trees according to residential and marketing demands. A management team will be selected to implement a maintenance and marketing plan for particular varieties of trees with the aid of an experienced nursery man.

73 Locally-grown trees, including decorative shrubs and fruit trees, will be marketed in Inyan Wakagapi and larger outlets.

74 A seedling nursery will be started to raise trees according to residential and marketing demands.

75 A management team will be selected to implement a maintenance and marketing plan for particular varieties of trees with the aid of an experienced nursery man.

Tactic 16: Encouraging Family Agricultural Efforts

In order to provide inexpensive sources of food production, family agricultural efforts will be encouraged. A poultry farm will be started to provide eggs and fryers to the community. A rabbit hutch will be begun to supply meat and pelts. Hog pens will be initiated to supply pork to local and regional markets. An experimental station will be established where new animal husbandry and agricultural techniques will be learned, and new plants and crops introduced. A community farm will be encouraged to enable local residents to produce marketable crops, small livestock and feed. Community gardens will be installed to provide families with irrigated plots for supplying their own produce needs. Intermediate greenhouses will be constructed around the community to provide winter growing time for residential reforestation and orchard seedlings. A packing house will be used to process food.

TACTICAL ARENA E: Building Effective Extended Relations

Paratactic V: Cultural Exchange

Effective extended relations will allow the wisdom and insights of outside expertise to temper and to strengthen the fabric of Inyan Wakagapi's development. Global travel exchange will broaden the understanding local residents have of other cultures and will provide the opportunity to share their own cultural contributions.

Tactic 17: Broadening Global Travel Experiences

In order to expand the horizons of Inyan Wakagapi, opportunities for global travel will be broadened. Global trips will be organized to give residents the chance to visit development projects around the world. Shopping excursions to Fort Yates, Mandan, Bismarck and other towns will be available to all. Speaking engagements will be scheduled for community members with groups of all ages to deepen understanding of Indian heritage and tell about Inyan Wakagapi. Historic treks will be taken by community people to sites of historical interest on and off the reservation. International conferences will be attended by residents of Inyan Wakagapi as delegates representing Standing Rock Reservation. Extended trips will be taken to events of particular importance such as the United Sioux Powwow in Bismarck.

Tactic 18: Obtaining Specialized Consultative Services

In order to take full advantage of available expertise in business and the professions, special volunteer consultative services will be obtained in the development project. Construction consultants will be recruited to advise in plumbing, wiring, carpentry, heating and engineering in general construction efforts. A legal team will be secured to assist and advise on legal matters concerning the development project. A design architect will be engaged to assist in designing the plans for new commercial and housing construction. Professional management services will provide guidance in establishing sound fiscal and business practices. A resource directory will be compiled that includes names of prospective consultants.

TACTICAL ARENA D: Expanding Local Economic Foundations

Paratactic VI: Community Business

The economic foundation of Inyan Wakagapi will be significantly strengthened by new commercial developments with accompanying financial services and growth planning. Signals of a new economic beginning will be demonstrated by the establishing of basic convenience shops and stores. Multi-purpose repair capabilities will provide essential auto and appliance repair service. Adequate financial services will expand the economic flexibility of the community. Future-oriented growth plans will coordinate economic development.

Tactic 19: Increasing Local Commercial Activity

In order to generate and circulate the flow of money in the community for as long as possible, local commercial activity will be increased as rapidly as possible. A shopping area will be designed to serve as the symbolic commercial center. A general store will stock food, clothing and household drygoods. A community laundromat with washers, dryers and dry cleaning equipment will be opened. A hardware store will sell supplies and construction goods. A major catalog outlet will be opened. A small cafe will be established serving popular fast foods, carry-out items and traditional foods. A barber shop will be started. A local manager will direct the shopping center, maintain the facility and arrange a twenty-four hour security system.

Tactic 20: Augmenting Multi-Purpose Repair Capacities

In order to keep vehicles, equipment, and appliances at their optimum effective running order, multi-purpose repair capacities will be augmented. A repair shop will

104 be set up providing repair services for heating,
plumbing, television sets, radios and other small
appliances. An auto-repair service will be available
105 to keep vehicles in adequate condition and carry out
body repairs. A recycling program will be organized in
an effort to make use of wasting resources such as abandoned
cars.

Tactic 21: Inaugurating Adequate Financial Services

106 In order to expand financial flexibility in Inyan Wakagapi
adequate financial services will be inaugurated. A credit
107 union will be incorporated to build a local base of savings
for personal loans. A credit card plan will be established
108 in coordination with local merchants. Financial guidance
will be given in credit procedures, money management and
investment possibilities. A savings promotion campaign
109 will be strategically conducted throughout the year.

Tactic 22: Coordinating Economic Growth Plans

110 In order to support existing business and attract new
commercial ventures economic growth plans will be coordi-
nated. A development corporation will be formed under
111 cooperative guidelines to enable financial stability,
capital availability, acquisition of leases and profit
sharing among participants in the Inyan Wakagapi Human
112 Development Project. Investment capital will be obtained
in order to release grants and loans for residents
113 initiating businesses. A profit-distribution scheme will
be set up to protect investors and retain earnings for
new investments. Feasibility studies will begin to
explore the possibilities of appropriate tourism facilities.

TACTICAL ARENA C: Enhancing Basic Physical Design

Paratactic VII: Public Space

Efficient design of public space will enhance the quality of life for Inyan Wakagapi people. Implementing housing schemes will develop additional homes that hold appropriate style and structural values for community residents. Attractive park lands will create space for beauty and recreation. Civic facilities will provide community nodes for gatherings and public services.

Tactic 23: Implementing Housing Development Schemes

114 In order to recreate the public space of the community
housing development schemes will be implemented. A
demonstration house will be constructed to illustrate

115 the utility of indigenous materials, the beauty of forms of the Indian culture, and compatibility of design with landscape formations, and the effectiveness of effective operation. New housing will be built in the designated residential area as well as outlying districts.

Tactic 24: Creating Attractive Park Lands

116 In order to encourage the development of open space for recreation and enhance the natural beauty of the area, attractive park lands will be created. An overall design depicting space use will be displayed. A central park 117 will be located as a setting for community and family 118 picnics and outings. Mini-parks with trees, grass, flowers, tables and benches and art forms will be constructed in accessible locations throughout the community. 119 Playgrounds will be built using river logs, old trees and appropriate recreational and play equipment. Wooden 120 trails will be designed to beautify existing pathways and connect community nodes. Sports fields will be 121 laid out for youth recreation including swimming holes and skating and skiing areas. Shade trees will be 122 planted along major thoroughfares and in residential areas to enhance the scenic quality of the community. 123 A shelterbelt system of trees will be planted to provide wind protection for the village.

Tactic 25: Providing Needed Civic Facilities

124 In order to encourage community gatherings, needed civic facilities will be provided. The community center will 125 be created to provide a weather-secure node for community activities. A cultural center will be established with 126 glass display cases for various exhibits. Meeting rooms will be designed to secure space in which businesses, 127 community organizations and various groups will meet. Local offices will be constructed for administration and 128 business purposes. A public garage will be established to house emergency vehicles and equipment and necessary 129 maintenance tools. A security office will be created for the purpose of local crime prevention, law-enforcement 130 and emergency services for residents. A game hall will be located for indoor games and sports. A village kitchen 131 will be available for program use. A crafts studio will be organized to provide work benches, tools, storage cabinets 132 and craft materials.

TACTICAL ARENA B: Providing Structural Citizen Care

Paratactic VIII: Participation Designs

Residents of Inyan Wakagapi will increase the effectiveness of community care through the formation of groups that permit participation in planning and making community improvements. A local information system will allow people to share the local news items and keep citizens informed concerning upcoming events. Citizen task forces will take responsibility for specific services and projects. Citizens will conduct regular village forums to provide direction to their community efforts.

Tactic 26: Stimulating Neighborhood Information Flow

133 In order to supply residents with data concerning the life of the community, a neighborhood information flow will be stimulated. A community newspaper will be published and will include local news events, announcements, recreational and social activities and special accomplishments in the development of the community.

134 A community calendar will be created, noting key events, social, educational, recreational and tribal activities scheduled for each month and year.

135 Service brochures will be published and distributed to inform citizens of local activities, transportation schedules, shopping opportunities, health services and training events.

136 An information center will house guides, brochures, and records for community-wide use and will make assistance available to people seeking information.

137 A distribution system for local information will be designed and will keep social events and household patterns in mind.

138 A news stand with local, national and world news papers will be located in a public place. Library resources will be expanded to include technical and educational materials, tribal documents, curriculum formats and a large range of reading materials which will be available for public use.

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Tactic 27: Forming Corporate Leadership Groups

140 In order to provide ongoing direction and practical responsibility for the development of Inyan Wakagapi, corporate leadership groups will be formed. An education guild will be initiated to discuss and implement new methods, curriculum building and parent participation in school and classroom activities.

141 A marketing guild will be created to market local products to commercial outlets.

142 An elders guild will be organized to actively promote the community's history and tradition and tell stories in the schools.

143 An artists guild will instruct in craft education and conduct craft workshops in the community.

144 A symbol guild will catalyze efforts to place appropriate decor and symbols

145 throughout the community and help organize celebrative events. A housing guild will participate in the construction of new housing and obtain approval through the necessary channels for utility hook-ups. A leadership core will be recruited and trained through methods workshops. A guild design will be distributed that encourages a common focus for the guilds, including songs, conversations, studies and workshops.

Tactic 28: Initiating Citizen Task Forces

146 In order to sustain the community development programs and to encourage local autonomy, citizen task forces will be initiated. The fire brigade will be on 24 hour call to respond to local fire alarms and to detect and prevent the development of fire hazards. The para-medical team will be on 24 hour call for emergency medical care and local ambulance transport to the hospital. The mechanics' squad will answer emergency calls for service repairs to community buildings and private houses. The recreation committee will be organized to procure special entertainment and schedule recreational and social activities for residents of all ages. The youth panel of young people and adults will plan and organize work projects and service tasks to be done in the community. The job-relations cabinet will be formed when necessary to mediate in employer - employee relations in specific problem areas. The volunteer council will recruit personnel to needed ad hoc teams and regular task forces in the community. An advisory board will suggest rehabilitative community work to juvenile offenders and handle complaints about juvenile conduct not handled by the courts.

Tactic 29: Conducting Regular Village Forums

147 In order to enable effective participation in the development and direction of the community, regular village forums will be conducted. Common forum designs will be created and used as the basic formats of all meetings. A regular educational forum will be held to deal with issues related to community education programs. A community congress will be called quarterly so that residents can give direction to village life.

TACTICAL ARENA A: Developing Practical Engagement Tools

Paratactic IX: Human Motivation

148 Tasks and celebrations which actively engage the people of Inyan Wakagapi in corporate events release human motivation toward comprehensive community care. A positive community image will promote industrial and commercial development. Visible identifying symbols will display confidence

in the future of Inyan Wakagapi. Celebrative cultural events will be held to bring spirit to the village. Regular entertainment programs will offer new avenues of social enjoyment. Volunteer work days will enlist the creative energies of local residents in restructuring common space.

Tactic 30: Promoting Positive Community Image

In order that residents and non-residents alike will come to see that Inyan Wakagapi is a village with a brightening future, a positive community image will be vigorously promoted. A community pamphlet will be published that relates the history and cultural gifts and has a map of the community. A development brochure will be distributed to attract potential commercial and light industrial firms to the community. A marketing logo will be designed to highlight community identification. Recorded stories of Dakota customs, history and anecdotes as recounted by elders will be marketed. A recipe book of local foods and dishes will be compiled, published and sold. Product labels will be designed and printed identifying Inyan Wakagapi on all products packaged in the community. A shopping campaign will be launched to promote new shopping facilities with a design and mural contest, newspaper advertisements and articles and consumer coupons.

Tactic 31: Displaying Visible Identifying Symbols

In order to forge an awareness of community unity and dramatize its new resolve, visible identifying symbols will be displayed. Identifying signs will be placed along main roadways and on public buildings to declare the heritage of the community. Community murals will be painted on the inside and outside walls of community buildings. An entry arch will be placed over the entrance to the community. Massive outdoor sculpture made from cottonwood trees and other local materials will be placed in the community. A village plaza will be designed and built. Historic landmarks will be located and identified to tell the story of Inyan Wakagapi. Bowery flags will be created and displayed on the present flag poles. Spot lights will be used in the evening to illuminate significant places and symbols in the village.

Tactic 32: Occasioning Traditional Cultural Programs

In order to foster community spirit and honor the greatest of Dakota customs, traditional cultural programs will be conducted, occasioned with pride and dignity. Traditional

175 rites will be recovered with new relevance. Heritage
176 days will be sponsored. National holidays will be
177 observed. Powwows will be sponsored at the community
178 dance bowery. Buffalo barbeques will be held to celebrate
179 significant community achievements and point new direc-
180 tions. The annual reservation dance will be held in the
181 summer. A song book will be printed of songs used at
182 community events. A craft fair will be held to display and
183 sell various craft items. A banner display using Indian
184 designs will be shown. Display cases will dramatically
transmit heritage items such as handicrafts and artifacts.

Tactic 33: Holding Celebrative Social Events

In order to release the creative energy and enliven the everyday existence of the people of Inyan Wakagapi, celebrative social events will be held. Feature films will be scheduled for all ages. Social dances will be held on a regular basis for all age groups. Game nights will be scheduled to involve people in leisure-time activities, including bingo, table games, card games, group games and carnivals. Talent shows will be staged to offer occasions for singing, drama, dance, instrumental music and story-telling. Special trips will be taken to professional live entertainment events on and off the reservation. Song fests with guest choirs and community singing will include traditional and modern songs and new songs written by local residents. Special parties such as masquerades will be held for community enjoyment.

Tactic 34: Scheduling Volunteer Work Projects

In order to encourage total community responsibility and to allow for the practical participation of every resident in needed village tasks, volunteer work projects will be scheduled. Community work days, ending with celebrations will be scheduled regularly to become a pattern of village life. A recruitment campaign will be launched, using massive publicity in public places, door-to-door sign-up sheets and accomplishment reports. A time design for community work experiences will be created involving the organization of various activities for all age groups. Building repairs such as restoring community facilities, and fixing up the community center will be done. Clean-ups including garbage collecting, paper pickup, junk removal, painting and landscaping will be done by the total community. Cooking events will be held at which community residents will make preserves from local fruit, dry foods, make sauces and puddings and can vegetables.

ENCOURAGING INCREASED COMMUNITY ENGAGEMENT

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Plate 4A

paratactic I	paratactic IX
Practical Training	Human Motivation
tactic 1: Educational Skills	tactic 30: Community Image
1 GED Enrollees 2 Language Tutorial 3 Math Lab 4 Study Hall 5 Educational Activities 6 Early-Learning Center	159 Community Pamphlet 160 Development Brochure 161 Marketing Logo 162 Recorded Stories 163 Recipe Book 164 Product Labels 165 Shopping Campaign
tactic 2: Vocational Talents	tactic 31: Identifying Symbols
7 Skills Schooling 8 Management School 9 Emergency Procedures 10 Apprentice Program 11 Supplementary Classes	166 Identifying Signs 167 Community Murals 168 Entry Arch 169 Outdoor Sculpture 170 Community Grid 171 Village Plaza 172 Historic Landmarks 173 Bowery Flags 174 Spot Lights
tactic 3: Management Methods	tactic 32: Cultural Programs
12 Nutritional Cooking 13 Health Seminars 14 Home Repair 15 Sewing Class 16 Budget Clinic 17 Parent Class 18 Family Course	175 Traditional Rites 176 Heritage Days 177 National Holidays 178 District Powwows 179 Buffalo Barbecues 180 Reservation Dance 181 Song Book 182 Crafts Fair 183 Banner Display 184 Display Cases
tactic 4: Leadership Prowess	tactic 33: Social Events
19 Methods Workshops 20 Civics Course 21 Teacher Training 22 Program Assignments 23 Curriculum Workshops	185 Feature Films 186 Social Dances 187 Game Nights 188 Talent Shows 189 Special Trips 190 Song Fests 191 Special Parties
tactic 5: Heritage Appreciation	tactic 34: Work Projects
24 Craft Workshops 25 Informal Curricula 26 New Crafts	192 Community Workdays 193 Recruitment Campaign 194 Time Design 195 Building Repairs 196 Clean Ups 197 Cooking Events

tactical arena B

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PROVIDING STRUCTURAL CITIZEN CARE

Plate 4B

paratactic II

Basic Services

paratactic VIII

Participation Designs

tactic 6: Support Systems

tactic 26: Information Flows

- 27 Employment Service
- 28 Skills Inventory
- 29 Valid Certification
- 30 Employer Directory
- 31 Child Care

- 133 Community Newspaper
- 134 Community Calendar
- 135 Service Brochures
- 136 Information Center
- 137 Distribution System
- 138 News Stand
- 139 Library Resources

tactic 7: Health Care

tactic 27: Leadership Groups

- 32 Increased Service
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- 34 Screening Program
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- 140 Education Guild
- 141 Marketing Guild
- 142 Elders Guild
- 143 Artists Guild
- 144 Symbol Guild
- 145 Housing Guild
- 146 Leadership Core
- 147 Guild Design

tactic 8: Transportation Networks

tactic 28: Task Forces

- 36 Bus Service
- 37 Car Pool
- 38 Service Co-ordination
- 39 Special Pick-up

- 148 Fire Brigade
- 149 Para-medical Team
- 150 Mechanics Squad
- 151 Recreation Committee
- 152 Youth Panel
- 153 Job-relations Cabinet
- 154 Volunteer Council
- 155 Advisory Board

tactic 9: Recreational Opportunities

tactic 29: Village Forums

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- 42 Youth Space

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- 157 Education Forum
- 158 Community Congress

tactical arena C

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ENHANCING BASIC PHYSICAL DESIGN

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Plate 4C

paratactic III

Village Maintenance

paratactic VII

Public Space

tactic 10: Public Utilities

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45 Sanitation System
46 Pump House
47 Public Toilets
48 Public Telephones

tactic 23: Development Schemes

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115 New Housing

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49 Beautified Shoreline
50 Garbage Removal
51 Waste Basket
52 Dump Relocation
53 Maintenance Crew
54 Enrollment Campaign
55 Street Improvements
56 Drain Pipes
57 Winterized Buildings
58 Log Fences

tactic 24: Park Lands

116 Overall Design
117 Central Park
118 Mini Parks
119 Play Grounds
120 Wooden Trails
121 Sports Fields
122 Shade Trees
123 Shelterbelt System

tactic 12: Common Equipment

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60 Local Buses
61 Delivery Van
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127 Local Offices
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tactical arena D

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EXPANDING LOCAL ECONOMIC FOUNDATIONS

Plate 4D

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Community Business

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- 65 Sub-assembly Plant
- 66 Local Workers
- 67 Distribution System

tactic 19: Commercial Activity

- 95 Shopping Area
- 96 General Store
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- 98 Hardware Store
- 99 Catalog Outlet
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- 105 Recycling Program

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- 73 Locally-grown Trees
- 74 Seedling Nursery
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- 107 Credit Card
- 108 Financial Guidance
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- 83 Packing House

tactic 22: Growth Plans

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tactical arena E

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BUILDING EFFECTIVE EXTENDED RELATIONS

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PART FIVE

THE ACTUATING PROGRAMS

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

PROGRAMS

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

PROCESS

The Actuating Programs of the Inyan Wakagapi Human Development Project shown on Plates 5 and 5A are 14 in number. Five of these are related to stimulating the economic development of Inyan Wakagapi. Three of the five relate to business expansion and two to village well-being. The business expansion arena includes a Light Industry Combine, a Commercial Shopping Center and an Agricultural Development Enterprise. The two programs relating to village well-being are the Employment Support Cooperative and the Health Services System. The second major programmatic division has to do with stimulating community style in Inyan Wakagapi. The arena includes four programs which are the Inyan Wakagapi Identity Project, the Village Improvement Association, the Youth Mobilization

RESULTS

RESULTS

League, and the Service Resources Center. The third group of five programs relates to the stimulation of social foundations in Inyan Wakagapi. Two of the five relate to village engagement and three to physical improvements. The village engagement arena includes an Inclusive Education Network, and a Recreational Activities Association. The three programs relating to physical improvements are the Community Construction Force, the Civic Work Corps and the Multi-Purpose Maintenance Shop.

SUMMARIES

A more detailed description of each of the 14 Actuating Programs follows. These summaries are not intended to fully lay out the programs, but to indicate the general focus of each, the relationships among the programs, and the relationship between each program and the whole project. Each summary is comprised of three paragraphs. The first describes the broad functional nature of the program and explains why it is necessary to the total project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the program. This is in no way a specific effort to do the timelined implementaries of the subtactics mentioned earlier. The program summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the program. Accompanying each summary is a four-year cost projection (Plates 5B-0).

THE FOURTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Inyan Wakagapi

December 1976
Consult

Plate 5

ONE TOWARD THE STIMULATING OF ECONOMIC DEVELOPMENT IN INYAN WAKAGAPI		TWO TOWARD THE STIMULATING OF COMMUNITY STYLE IN INYAN WAKAGAPI	THREE TOWARD THE STIMULATING OF SOCIAL FOUNDATION IN INYAN WAKAGAPI	
BUSINESS EXPANSION A	VILLAGE WELL-BEING B	C	VILLAGE ENGAGEMENT D	PHYSICAL IMPROVEMENT E
LIGHT INDUSTRY COMBINE I	EMPLOYMENT SUPPORT COOPERATIVE IV	INYAN WAKAGAPI IDENTITY PROJECT VI VILLAGE IMPROVEMENT ASSOCIATION VII	INCLUSIVE EDUCATION NETWORK X	COMMUNITY CONSTRUCTION FORCE XII
COMMERCIAL SHOPPING CENTER II	HEALTH SERVICES SYSTEM V	YOUTH MOBILIZATION LEAGUE VIII SERVICE RESOURCES CENTER IX	RECREATIONAL ACTIVITIES ASSOCIATION XI	CIVIC WORK CORPS XIII
AGRICULTURAL DEVELOPMENT ENTERPRISE III				MULTI-PURPOSE MAINTENANCE SHOP XIV

THE FOURTEEN ACTUATING PROGRAMS
Comprehensive Community Reformulation in Inyan Wakagapi

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Plate 5A

ONE TOWARD THE STIMULATING OF ECONOMIC DEVELOPMENT IN INYAN WAKAGAPI		TWO TOWARD THE STIMULATING OF COMMUNITY STYLE IN INYAN WAKAGAPI		THREE TOWARD THE STIMULATING OF SOCIAL FOUNDATION IN INYAN WAKAGAPI			
BUSINESS EXPANSION A		VILLAGE WELL-BEING B		VILLAGE ENGAGEMENT D		PHYSICAL IMPROVEMENT E	
LIGHT INDUSTRY COMBINE	Local Crafts 1 Program	EMPLOYMENT SUPPORT COOPERATIVE	INYAN WAKAGAPI IDENTITY PROJECT	Public Forum Program 21	INCLUSIVE EDUCATION NETWORK	COMMUNITY CONSTRUCTION FORCE	Demonstration Housing Program 45
	Small Manufacturing 2 Program			Ambassador Corps Program 22			Public Facilities Program 46
	Contract Sub-Assembly 3 Program			Information Services Program 23			Building Renovation Program 47
	Development Association 4 Program		VI	Community Arts Program 24		XII	Construction Trades Program 48
	General Store 5 Program		VILLAGE IMPROVEMENT ASSOCIATION	Park Expansion Program 25		CIVIC WORK CORPS	Transportation Services Program 49
	Multi-Service Laundromat 6 Program			Town Landscaping Program 26			Basic Utilities Program 50
	Neighborhood Cafe 7 Program			Identifying Markers Program 27			Public Safety Program 51
	Banking Service 8 Program		YOUTH MOBILIZATION LEAGUE	Litter Clean-Up Program 28		XIII	Common Property Program 52
	Tree Farm 9 Program			Training Access Program 29		MULTI-PURPOSE MAINTENANCE SHOP	Auto Repair Program 53
	Experimental Greenhouse 10 Program			Traditional Crafts Program 30			Household Repair Program 54
COMMERCIAL SHOPPING CENTER	Animal Husbandry 11 Program	HEALTH SERVICES SYSTEM	RECREATIONAL ACTIVITIES ASSOCIATION	Service Corps Program 31	X		Appliance Repair Program 55
	Garden Co-Op 12 Program			Social Activities Program 32	XIV	Apprenticeship Training Program 56	
	Emergency Care Program 20			Family Support Program 33			
	Referral Service Program 19			Legal Services Program 34			
AGRICULTURAL DEVELOPMENT ENTERPRISE	Consumer Aid Program 35			Consumer Aid Program 35			
	Resources Referral Program 36			Entertainment Events Program 44		XI	

ECONOMIC DEVELOPMENT: Actuating Program 1

LIGHT INDUSTRY COMBINE

Industry is critical to any serious effort to build an economically self-sustaining community. Industrial and agricultural development augment one another in stabilizing the local economy. New industries bring income into the community all year. The Light Industry Combine will broaden and deepen the economic base of Cannon Ball. It will attract capital from outside and increase the employment of residents. The amount of money coming into the village will increase. Industry will supply goods, develop local talent and improve cash flow. The potential of the community will be developed by using the existing skills of residents. Direct engagement in economic development will become a sign of self-reliance. New initiatives will emerge as the local economy improves. This program will expand contact with larger industrialized society, and, in particular, relations with businesses in Bismarck and Fort Yates will be strengthened.

The Light Industry Combine consists of four components. First, the Local Crafts Program will provide additional outlets for bead-work, leather goods and other crafts. Retail and wholesale markets will be developed. Regular craft fairs will be held. Travelling displays will go to major markets in North America. Second, the Small Manufacturing Program will produce bricks, cement blocks and prefabricated frames and trusses. The initial market will be in Cannon Ball and Bismarck. Third, a Contract Sub-Assembly Program will assemble electronics components and machine parts. Residents will be employed as workers and management. Fourth, the Development Association Program will expand commercial and industrial operations through a locally-controlled board of directors. Export marketing will create sales outlets for local products. Continuing expansion efforts will employ quality control, labelling and market promotion. An Inyan Wakagapi logo will be created for community products.

The week following the Consult, negotiations with Honeywell, Inc. will begin and conversations with Northrop Corporation will continue regarding a sub-assembly contract. A manager will start training immediately in the Management Training Program. Ten women from the community will begin the Crafts Workshop within a month. Assembly line methods will be introduced based on methods developed at Pine Ridge Reservation. Soil tests begun in December for clay deposits will be evaluated for brick manufacturing possibilities. Construction on the prefabricated trusses and frames will begin in conjunction with starting the demonstration house in the spring. A cement mixer will be acquired and concrete block forms built. Production will begin in the first three months to create an inventory for the construction season. The development corporation in Cannon Ball will be reactivated in January. Three weeks after the Consult a management team will set up capital projections, management services and a promotional campaign.

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FOUR YEAR PLAN
PROGRAM BUDGETS

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Program 1

Plate 5B

LIGHT INDUSTRY COMPLEX

categories	years	current FY budget	Future Estimated Costs		
			FY I	FY III	FY IV
I Capital	Facility Renovation	20,000			
	Office Furniture	500			
	Office Equipment	600			
	Craft Supplies	600			
subtotal - capital		21,700			
II Pay and Allowances	1 Auxiliary	7,200	7,200	7,200	3,600
	2 Community Wages @ 5400	10,800	10,800	5,400	5,400
subtotal - pay		18,000	18,000	12,600	9,000
III Current Expenses	Office Supplies	200	200		
	Development Expense	600	400	200	
subtotal - current		800	600	200	
Total Program Costs		40,500	18,600	12,800	9,000

ECONOMIC DEVELOPMENT: Actuating Program 2

COMMERCIAL SHOPPING CENTER

The rapid economic development of any community depends, in part, upon circulating all monies which enter the local economy as many times and as rapidly as possible before leaving it. The Commercial Shopping Center will provide exactly such stimulation to the economy of Cannon Ball. More customers will be attracted to a group of small retail businesses located close to one another than any of them could attract by itself. In addition, the center will serve to provide incentive for working together to promote business expansion. This center, therefore, will become a powerful example of what can happen to the commercial life of any similar community. Furthermore, Cannon Ball will become, for merchants and customers alike, a surprisingly stimulating place in which to do business.

The Commercial Shopping Center consists of four components. First, the General Store Program will sell groceries, clothing, footwear, cosmetics, toiletries, hardware, standard medications and school supplies. A mail order service, coordinated through three major catalogue companies, will be offered by the stores. Services for obtaining goods from Bismarck and Fort Yates will be available. Second, the Multi-Service Laundromat Program will install coin-operated washers and dryers, a dry cleaning machine, soap dispenser and change machine. Space for sorting and folding clothes will be provided. An attendant will ensure the effective service and maintenance of the operation. Third, the Neighborhood Cafe Program will serve reasonably-priced meals. It will be styled as a family eating place. In addition, snacks will be served at a fast-food counter. Fourth, the Banking Services Program will provide financial services. Bank accounts, loan services, an insurance agency and credit advisory service will be available. A credit union will be incorporated.

The Commercial Shopping Center will begin operations within a month. In January the laundromat with two washers and two dryers will be opened in an existing facility. The services of a manager will be obtained. A cash register, price-marking devices and office furniture will be purchased for the general store's opening the same month. Check cashing will be available in March. At the same time, banking consultants will begin training local staff in additional banking services. The cafe will open its door this month. Attractive menus will be printed, cafe dishes, furniture, cutlery and linens procured, and an existing facility will be decorated. An outdoor sign will be constructed and displayed and local staff will be trained in food preparation and service. A grand opening celebration will be held in August when new facilities for the entire center will be ready for occupancy.

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FOUR YEAR PLAN
PROGRAM BUDGETS

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Program 2

Plate 5C

COMMERCIAL SHOPPING CENTER

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Building Construction	86,000			
	Inventory	10,000	5,000		
	Equipment	5,500	2,000		
subtotal - capital		101,500	7,000		
II Pay and Allowance	½ Auxiliary @ 7200	3,600	3,600	3,600	3,600
	2 Community Wages @ 5400	10,800	10,800	5,400	5,400
subtotal - pay		14,400	14,400	9,000	9,000
III Current Expenses	Supplies	300	300	200	
	Travel	200	200		
subtotal - current		500	500		
Total Program Costs		116,400	21,900	9,200	9,000

ECONOMIC DEVELOPMENT: Actuating Program 3

AGRICULTURAL DEVELOPMENT ENTERPRISE

Strong agricultural development is one of the foundations of stability in any rural community. The Agricultural Development Enterprise provides fresh, nutritious food for local consumption. This program also ensures the comprehensive use of land in a way which is both ecologically sound and coordinated with the overall landscape of the community. Growing food for resale in the community and Christmas trees for resale in larger metropolitan markets will represent the initial short-term investment to begin the enterprises. Fur-bearing animals and commercial wood trees are investments that will pay off in the long run. The financial return of these cash products will strengthen the economy of the community. This broad variety of agricultural development will expand the vitality of land resources of this community. Cannon Ball will become a sign of economic development.

The Agricultural Development Enterprise consists of four components. First, the Tree Farm Program will initially plant a quarter section in wood trees, Christmas trees and commercial landscape trees. Treebelt and shade tree seedlings will be planted during the winter months for transplanting in the spring. Secondly, the Experimental Greenhouse Program will provide fresh vegetables for families throughout the year. The greenhouse will grow vegetable plants during the winter months for transplanting during the spring. Third, the Animal Husbandry Program will raise fur-bearing animals that will be suitable for sale to clothing manufacturers. Periodic visits by a veterinarian will treat horses, ponies, dogs and cattle. Fourth, the Garden Co-op Program will plant vegetables in family clearings. Seeds, fertilizer and insecticides will be purchased at a bulk rate for sale. Community plots will be planted with potatoes, onions and corn for use in the cafe and for sale in the General Store.

The Agricultural Development Enterprises will be established the first week in January. Permission will be obtained to use 160 acres of land. A tree farm will be planted on this land. The Department of Soil and Conservation and the County Extension Service will provide expertise and training for the farm. Reduced costs on tree and vegetable seedlings will be obtained through bulk purchasing for both family and community gardens. Plans have been obtained for a 20' x 40' greenhouse, constructed with local labor and materials. Construction will begin in six weeks. A local farmer will donate time and machinery for planting each garden plot. Ten pairs each of mink and rabbit will be obtained by the end of January. Appropriate shelters and hutches will be constructed for breeding animals. Veterinarians have agreed to donate time to train people to care for these animals.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 3

Plate 5D

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AGRICULTURE DEVELOPMENT
ENTERPRISE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Greenhouse	3,000			
	Seeds and Plants	200			
	Tools	300	100		
	Fencing	300	200		
	Small Tractor	2,000			
	Trees	300	200		
	Animal Stock	1,500	1,000		
subtotal - capital		7,600	1,500		
II Pay and Allowances	1/2 Auxiliary @ 7200	3,600	3,600		
	2 Community Wages @ 5400	10,800	10,800	5,400	2,700
subtotal - pay		14,400	14,400	5,400	2,700
III Current Expenses	Fertilizer	200	200		
	Supplies	200	200	200	200
subtotal - current		400	400	200	200
Total Program Costs		22,400	16,300	5,600	2,900

ECONOMIC DEVELOPMENT: Actuating Program 4

EMPLOYMENT SUPPORT COOPERATIVE

A community's economic base is developed partially through residents' full participation in income-producing activities. Dignity and self-respect are engendered through participation in socio-economic development. The Employment Services Cooperative is a means of access to jobs in Bismarck and Cannon Ball. It is a supporting structure in the first four months of new employment. It expands job possibilities through training and referral services. New positions within the community will be filled by skilled local people. Upgrading of positions through training and placement services will enable strong community leadership to develop. Active support of those employed will increase stability and improve participation in the community's economic life. Continued employment encourages a new sense of effectiveness. Full use of the human potential of a community increases the motivation of its residents.

The Employment Support Cooperative consists of four components. First, the Management Training Program will train citizens in financial, credit, marketing and secretarial skills. Direct assistance for those operating small businesses will occur for the first six months. Second, the Job Placement Program will seek employment opportunities and refer job seekers to the openings. Teams will be formed who will contract for jobs which can be performed by more than one person. Third, the Employment Techniques Program will train people to prepare resumes, fill out effective applications and to present themselves positively in an interview. Assistance will be given to those needing specialized training for certification of skills. Fourth, the Employee Follow-Up Program will provide support in solving issues such as transportation, family and health, which affect job performance. It will also monitor the effectiveness of training and ensure changes where necessary.

To implement the Employment Support Cooperative, a Job Fair will be held in February. Standing Rock Community College will be requested to supply information on curriculum and enrollment procedures. Potential job opportunities will be researched and a card file established to record employers and employee skills. This file will be initiated immediately and updated on a bi-monthly basis. Beginning in March, training programs will be offered weekly dealing with job application procedures, employment advancement and special problems. A volunteer will be assigned to ensure that new positions are advertised in the community newspaper and that applications and records are kept current. Participants in training programs will be requested to evaluate their effectiveness and offer suggestions for improvements. Teams of three to five workers will be placed in employment on an experimental basis. Transportation will be provided through the community bus service.

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FOUR YEAR PLAN
PROGRAM BUDGETS

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Program 4

Plate 5E

EMPLOYMENT SUPPORT COOPERATIVE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Office Equipment	700			
	Office Supplies	200			
	subtotal - capital	900			
II Pay and Allowance	5 Auxilliary @ 7200	3,600	3,600	3,600	3,600
	1 Community Wage	5,400	5,400	2,700	2,700
	subtotal - pay	9,000	9,000	6,300	6,300
III Current Expenses	Supplies	100	100	100	
	Travel	1,200	1,000	400	200
	Telephone	100	100	100	100
	subtotal - current	1,400	1,200	600	300
	Total Program Costs	11,300	10,200	6,900	6,600

ECONOMIC DEVELOPMENT: Actuating Program 5

HEALTH SERVICES SYSTEM

Effective local development depends upon the human vitality of a community's residents. The Health Services System is designed to dramatically and rapidly increase the physical well-being of all the people of Inyan Wakagapi so that they experience new reserves of energy which can be invested in the development of their village. The most critical factors in effective preventive medicine are improving the basic medical knowledge and hygienic practices of local people. This system will substantially lower the incidence of middle ear infections and handle routine diabetes treatment with despatch, thereby allowing health professionals and paraprofessionals greater opportunities to deal with other health needs on a long range rather than emergency basis. More rapid emergency service will increase the life expectancy of residents. Along with these obvious benefits goes the less tangible but genuine increase in the community's sense of security.

The Health Services System consists of four components. First, the Health Education Program will teach nutrition, maternity care and first aid courses. Access to dental care, sanitation information and family hygiene guidelines will be distributed. Second, the Medical Team Program will schedule regular visits to the village by rotating medical teams composed of a doctor, a nurse, specialists and other allied health personnel for treatment and diagnostic testing. This program will supplement the present health clinic in coordination with the Fort Yates Hospital. Third, the Referral Service Program will provide referral to existing medical facilities. Regular records will be maintained at the Health Clinic and trends in health will be discerned and appropriate action taken. Fourth, the Emergency Care Program will provide emergency aid in the community. This program will provide emergency vehicles in the village and establish emergency helicopter service for trauma cases.

During the first month of implementation, the Health Education Program will initiate weekly classes in first aid at the Health Clinic using the Red Cross curriculum. Instructors will be qualified personnel from the Indian Health Service. In January, the comprehensive medical team will begin weekly visits to the Clinic. Members of the State Medical Association have been contacted to comprise the team. They will do examination, screening and treatment. The referral services will coordinate with the team to refer patients to the Fort Yates, Bismarck and St. Alexius hospitals. A contract with Civil Defense for an emergency aid car and helicopter transport to Bismarck will initiate the emergency care program in January. A local ambulance service will be initiated in coordination with the Tribal Ambulance Program.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 5

Plate 5F

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HEALTH SERVICES SYSTEM

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Emergency Vehicle Garage	400			
	subtotal - capital	400			
II Pay and Allowances	$\frac{1}{2}$ Auxiliary @ 7200	3,600	3,600		
	2 Community Wages @ 5200	10,400	10,400	5,200	5,200
	subtotal - pay	14,000	14,000	5,200	5,200
III Current Expenses	Supplies	200	200	200	200
	Phone	200	200	200	200
	subtotal - current	400	400	400	400
	Total Program Costs	14,800	14,400	5,600	5,600

COMMUNITY STYLE: Actuating Program 6

INYAN WAKAGAPI IDENTITY PROJECT

Effective development requires that a community intentionally create and vigorously maintain a strong sense of its own identity. A wide range of activities are designed to enhance the imaginal power of the village both directly and indirectly. The Inyan Wakagapi Identity Project will give the village a new image of itself through creating a broad context for making decisions and expanding community participation in public affairs projects. Village identity will be strengthened through accomplishing commonly decided tasks.

The Inyan Wakagapi Identity Project consists of four components. First, the Public Forum Program will hold regular meetings for the community with official groups. Opportunities for the community to plan programs will be offered. Second, the Ambassador Corps Program will arrange for representatives from the community to visit Human Development Projects, conferences and other international events. It will also assume responsibility for the hosting of outside visitors. Third, the Information Service Program will initiate a community newspaper. This will be coordinated with the establishment of a local bulletin board. A reading area will make available current newspapers, magazines, books and information pamphlets. Fourth, the Community Arts Program will enable those interested in art, music, drama and dance to develop their skills.

During January the sponsoring body of the project, made up of residents and ICA staff, will meet to plan participation in the various programs. Guilds will be formed to practically implement each of the programs. Quarterly, thereafter, there will be a general meeting to evaluate and adjust the particulars of each program. The Ambassador Corps Program will arrange for a resident of the community to be present at a Human Development Project Consult in the spring. The Information Service Program will publish and distribute the Inyan Wakagapi newsletter the first week of January. The Community Bulletin Board will post announcements of public meetings and other pertinent information. In January, subscriptions to the Bismarck Tribune, other news sources, and special interest magazines will be purchased. The Community Arts Festival will occur in January for community craftsmen and artists to display and sell their work. During the Festival musicians, dancers, dramatists will perform.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 6

Plate 5G

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INYAN WAKAGAPI IDENTITY PROJECT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	AM Offset Press (Rebuilt)	5,000			
	subtotal - capital	5,000			
II Pay and Allowances	½ Auxiliary @ 7200	3,600	3,600	3,600	3,600
	2-½ Community Wages @ 5400	5,400	5,400	5,400	5,400
	subtotal - pay	9,000	9,000	9,000	9,000
III Current Expenses	Honoraria Fees	300	300		
	Magazine, Newspaper Subs.	100	100	100	100
	Printing Supplies	700	700	500	300
	subtotal - current	1,100	1,100	600	400
Total Program Costs		15,100	10,100	9,600	9,400

COMMUNITY STYLE: Actuating Program 7

VILLAGE IMPROVEMENT ASSOCIATION

A community's greatness is conveyed through the care of its surroundings and intentional use of public space. The Village Improvement Association will ensure that the style of the community's surroundings reflects the pride of its inhabitants. Conveniently located parks will provide children's playground areas and family picnic sites to encourage community recreation. The parks will be coordinated with a landscape design which encompasses the whole community in order to beautify external space and enhance the natural surroundings. An ongoing Litter Clean-up Program will heighten pride through physical upkeep of the village. This will include regular maintenance of park facilities and clean-up campaigns involving the whole community. Markers which delineate village space, such as roads and public facilities, will symbolize a new sense of unity and relatedness. Through this program the dignity of the people and their pride in the community will be dramatized.

The Village Improvement Association consists of four components. First, the Park Expansion Program will create parks throughout the community. Benches and tables for family gatherings and sports areas will be constructed. A Recreation Area will be constructed for older children. Second, the Town Landscaping Program will plant trees and shrubs on streets and around clusters of houses and public buildings. Shelterbelts will be planted on the north and west sides of the community. Wooded areas will be developed. Third, the Identifying Markers Program will place signs on streets and at historical sites. Houses will be numbered. The entrances of the community will be marked with appropriate signs. Fourth, the Litter Cleanup Program will hold clean up days, put out and empty public trash cans, clean up and maintain the dump. Regular trash pickup will be extended to all houses in the community.

In December, a group of volunteers will be recruited as the basic task force for making community improvements. This group will be the core which enlists residents in the Village Improvement Association and coordinates community clean up days. The Park Expansion Program will be initiated in the spring with basic planning and volunteer recruitment accomplished during the winter months.

Playgrounds will be created at intervals throughout the community utilizing tree trunks and tires as play equipment. A major park area will be created in the area east of the Legion Hall by moving the dump to a new location, grading the area and planting greenery obtained through the Department of Soil Conservation. Signs and markers will be constructed during winter months to identify streets, public facilities and historic sites. Routine care of the dump facilities and community cleanup can begin immediately. Shelter belts will be planted along the north and east perimeters.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 7

Plate 5H

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VILLAGE IMPROVEMENT ASSOCIATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Construction Materials	300	200		
	Landscaping Costs	500	300		
	Playground Equipment	300	100		
	Chain Saw	300			
	subtotal - capital	1,400	600		
II Pay and Allowances	1 Auxiliary @ 7200	3,600	3,600		
	2 Community Wages @ 5400	10,800	10,800	5,400	5,400
	subtotal - pay	14,400	14,400	5,400	5,400
III Current Expenses	Maintenance Expense	200	200	200	200
	subtotal - current	200	200	200	200
Total Program Costs		16,000	15,200	5,600	5,600

COMMUNITY STYLE: Actuating Program 8

YOUTH MOBILIZATION LEAGUE

Like young people around the world, youth of Cannon Ball live in the paradox of being the symbol of Cannon Ball's future and the focal point of many of the community's problems. The desire for active engagement among the youth is demonstrated in their spontaneous and lively sports activities. It can be seen in their willingness to participate in hard work and community planning sessions. Yet much of this energy seems to have no outlet other than personal confrontation and destruction of property. Engaging the abundant energy of the community's youth in recreational, educational, and work activities will redirect much of this destructive activity into creative engagement. The Youth Mobilization League will be the basis for organizing, promoting, and supervising a multi-faceted youth program directed toward academic achievement and participation in community life.

The Youth Mobilization League consists of four components. First, the Training Access Program will provide supplemental education. Students considering higher education will receive assistance in selecting and applying to colleges and universities. Student support groups will focus on enabling students to remain in school. Second, the Traditional Crafts Program will provide a way for elders of the community to teach bead and leather work, quilting, and other crafts. Instruction in traditional dancing and singing will be given. Third, the Service Corps Program will hold work days after school and on weekends. The work force will be readily available to the community to do special work projects. Fourth, the Social Activities Program will schedule dances, movies, and live entertainment. Field trips, horseback riding competitions and trail rides will be held. Youth and adults will share in planning these programs.

Village youth will gather during Christmas vacation to plan a year's schedule of activity. Committees will be formed to assume responsibility for various activities. An advisory board will set operating policy and financial guidelines. Weekly movies will be one of the first programs of the League. Frequent dances, sports, and other recreational activities will be scheduled. Community work projects will be planned and implemented in coordination with the Village Improvement Association. Academic achievement in both high school and college will be encouraged through student support projects. The Tribal Educational Services will be supplemented by tutorial and college placement advisory. Special holiday and homecoming events will be included in the year's activity calendar.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 8

Plate 5I

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YOUTH MOBILIZATION LEAGUE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Curriculum Supplies	100			
	Recreation Equipment	300			
	Craft Materials	300			
	subtotal - capital	700			
II Pay and Allowances	½ Auxiliary @ 7200	3,600	3,600		
	2-½ Community Wages @ 5400	5,400	5,400	5,400	5,400
	subtotal - pay	9,000	9,000	5,400	5,400
III Current Expenses	Travel	200	200	200	200
	Supplies	200	200	200	200
	subtotal - current	400	400	400	400
Total Program Costs		10,100	9,400	5,800	5,800

COMMUNITY STYLE: Actuating Program 9

SERVICE RESOURCES CENTER

Any community concerned with its own development must provide means for effective delivery of services to its citizens. The Service Resources Center will link the people of Cannon Ball with the resources available to the village. The center will promote active citizen participation in the life of the community. Residents will become increasingly aware of the need for cooperation with and care for their neighbors. Families will have the opportunity to learn more effective uses of money and credit. Practical guidance in parent-child relationships and home management will instill a new sense of family self-reliance. Access to critical services which deal with crises and chronic problems will offer residents a renewed sense of security. The availability of a broad range of social, economic, and physical services will engender a deepened sense of mutual responsibility for the community and its citizens.

The Service Resources Center consists of four components. First, the Family Support Program will initiate an advisory board to coordinate family related activities. The board membership will represent a cross-section of the community and will include parents, single adults, youth and elders. A series of workshops and seminars will address issues concerning adolescent development. Second, the Legal Services Program will supplement existing legal aid structures by arranging regular visits of nearby lawyers and legal paraprofessionals. Third, the Consumer Aid Program will offer instruction in home financial management and consumer related matters. Regular shopper training excursions to Bismarck will be scheduled. Fourth, the Resource Referral Program will record office hours convenient to those needing services within and beyond the community. Representatives of various service agencies will be invited to present available programs and to offer seminars relating to their services.

The first task of the Service Resources Center will be the publication of a comprehensive directory of community and family services. Seminars will be scheduled monthly to cover such topics as home management, consumer education and legal aid. A services referral office will be opened in the early spring. Open one morning and one evening per week, the office will provide a means of direct access to various services available. Visits to the center by attorneys and legal paraprofessionals will be scheduled monthly. A post-Christmas guided shopping trip, including visits with various retail store personnel, will be the initial activity of the consumer education service. Officials from local banks will conduct a family credit seminar in February, and will work closely with new and established business people in developing sound financial management and business credit.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 9

Plate 5J

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SERVICE RESOURCES CENTER

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	File Cabinets	100			
	subtotal - capital	100			
II Pay and Allowances	2 Auxiliaries @ 7200	3,600	3,600		
	1 Community Wage	5,400	5,400	5,400	5,400
	Professional Fees	500	400	300	
	subtotal - pay	9,500	9,400	5,700	5,400
III Current Expenses	Travel	500	400	200	100
	Telephone	500	400	200	200
	subtotal - current	1,000	800	400	
	Total Program Costs	9,600	10,200	6,100	5,700

SOCIAL FOUNDATIONS: Actuating Program 10
INCLUSIVE EDUCATION NETWORK

The extent to which education relates to the practical needs of a community determines its effectiveness. The Inclusive Education Network will focus existing programs on the needs of the people and provide supplemental education where gaps exist. Many residents of the community have participated in extensive educational and specialized skill training. However, a number of adults lack basic literacy competencies and many have little training in household management skills. This program is designed to fulfill this need. While there is a Head Start Program serving a large number of three and four year olds, there is nothing available to families with children below the age of three and those with children who cannot enroll in Head Start. The Early Learning Center and the After School Program will enable parents to engage in employment and community enterprises by providing care for children.

The Community Education Network has four components. First, the Early Learning Program will establish educational care for children below the age of three and for children who are unable to attend Head Start. A dual program using 20th Century technological images and traditional Indian heritage will be taught for childrens' enrichment. Second, the Elementary After School Program will supplement the public system with a tutoring program which offers community service, craft and recreational activities. Third, the Adult Education Program will help to upgrade skills in reading, writing and math to develop functional competence. It will also direct those desiring vocational training to appropriate resources. Fourth, the Leadership Training Program will provide training in methods of team management, problem solving and community motivation. Regularly scheduled seminars which relate to the practical experience of the participants will be held for emerging leaders.

An after school program will be established at the conclusion of Christmas vacation. Community facilities will be used. Craft skills, games and tutoring will be taught. Adult continuing education will begin programs of basic literacy the second week of January. These programs will run for three quarters of the year. The cooperative Child Care Center will be located in a local church. The staff training program and facility preparation will begin in mid-January. Community volunteers will be trained in teaching and curriculum building methods. Teaching materials and supplies will be solicited and a movie projector obtained. As task guilds are formed within the community, leadership training seminars will be provided. A resource file will be established listing vocational training opportunities.

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FOUR YEAR PLAN
PROGRAM BUDGETS

ICA Consultants

Program 10

Plate 5K

INCLUSIVE EDUCATION NETWORK

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Curriculum Materials	500	300	200	
	Early Learning Center				
	Equipment	1,000	500	300	
	subtotal - capital	1,500	800	500	
II Pay and Allowances	1 Auxiliary	7,200	7,200	3,600	3,600
	1 Community Wage	5,400	5,400	5,400	5,400
	subtotal - pay	12,600	12,600	9,000	9,000
III Current Expenses	Supplies	200	100	100	
	subtotal - current	200	100	100	
Total Program Costs		14,300	13,500	9,600	9,000

SOCIAL FOUNDATION: Actuating Program 11

RECREATIONAL ACTIVITIES ASSOCIATION

With active and regular recreational events, a community becomes an interesting and exciting place to live. The Recreational Activities Association will function as a way for residents to engage in individual and group activities. The athletic programs will involve the youth in creative activity, developing a sense of selfhood through individual and team competition. Individual sports such as horsemanship or archery will be offered to develop personal recreational interests. Celebrations are key to a community's self story; therefore, regular celebrations will call residents together to rehearse the village's identity and tradition. Entertainment activities, such as movies, game nights and talent shows will generate interest and motivation, and will develop local talent. People are eager to be engaged in enjoyable recreational and celebrational events and are waiting for the opening of new opportunities.

The Recreational Activities Association consists of four components. First, the Seasonal Recreation Program will provide the residents of Inyan Wakagapi with a sports program to include horsemanship, ice skating, hunting, boating, swimming and archery. It will ensure coordination of activities and community facilities, as well as maintain adequate safety measures. Second, the Team Athletics Program will promote the competitive sports of basketball, baseball and rodeo. Regular coaching will be extended and teams will compete both locally and in neighboring communities. Third, the Community Celebrations Program will plan and prepare for special events on the community calendar, in addition to taking responsibility for regularly occurring community celebrations. Fourth, the Entertainment Events Program will schedule attractions for the community. These will include movies, concerts and other live shows. Most events will be conducted locally, although the program will also organize group expeditions to Bismarck or Fort Yates.

An ice skating rink will be built within the first week and a caretaker will be secured. Construction of the sports field will begin in the spring. At spring breakup, a safe swimming area will be cleaned out and marked. A float and dock will be built early in the spring. Two lifeguards will be trained, and swimming classes and tournaments will be held throughout the summer months. The community will celebrate Christmas Day together during the second week. Within the first month, a calendar of regular events and celebrations will be published. The first of the scheduled movies will be shown the first month.

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FOUR YEAR PLAN
PROGRAM BUDGETS

ICA Consultants

Program 11

Plate 5L

RECREATIONAL ACTIVITIES
ASSOCIATION

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Uniforms	100			
	Sports Equipment	500	300	200	
	16mm Projector	700			
	Screen	100			
	subtotal - capital	1,400	300	200	
II Pay and Allowances	$\frac{1}{2}$ Auxiliary @ 7200	3,600			
	$\frac{1}{2}$ Community Wage @ 5400	2,700	2,700	2,700	2,700
	subtotal - pay	6,300	2,700	2,700	2,700
III Current Expenses	Celebration Materials	400	200	100	
	subtotal - current	400	200	100	
Total Program Costs		8,100	3,200	3,000	2,700

SOCIAL FOUNDATION: Actuating Program 12

COMMUNITY CONSTRUCTION FORCE

The design of the whole community and the placement of individual buildings play a surprisingly large part in determining residents' relationships to the village and the village's relationship to the area. The Community Construction Force will take into consideration the function of each building, relative to the life style and social patterns of the population. Construction planning will evaluate local climate, pedestrian and vehicular traffic patterns, relationships among buildings and of buildings to their surroundings. As much as possible, design and construction will be accomplished using locally available skills and materials. This will result in a new pride in physical appearance and a new sense of self-reliance in the community. The erection of new commercial and residential buildings will become, in itself, a symbol of the community's decision to deal creatively and effectively with the future.

The Community Construction Force is made up of four components. First, the Demonstration Housing Program will design and build a demonstration house that is architecturally sound, practically functional and aesthetically related to the land and heritage of the people of the community. Second, the Public Facilities Program will construct public buildings. The commercial shopping center and buildings for community-wide use will be constructed using local labor forces and expertise. Third, the Building Renovation Program will maintain and improve homes and renovate and expand community buildings as needed. This program will create a more attractive appearance for public buildings and make them more comfortable. Fourth, the Construction Trades Program will build the manufacturing facility and the sub-assembly plant. Local labor and management will do the work, except when special expertise is needed.

A construction force, initially on a volunteer basis, will be organized within the first three months. It will consist of both experienced workers and of those interested in apprenticeship training. An architect will design appropriate housing in consultation with community residents. Design plans will utilize materials such as cottonwoods, available in the area. Plans will be drawn up to utilize reservation resources and labor. Two houses will be constructed in the spring. Public facilities such as the community shopping center will require the acquisition of plans, materials and a work force. The community hall will be cleaned, repaired and insulated. Its heating system will be repaired and its windows replaced. A parking lot area will be constructed on the south side of the building using cottonwood uprights for fencing. Finally, training in construction trades will be integrated into this system. Training in wood working will be emphasized and a portable saw mill will be procured to process cottonwoods for construction. As the program develops, other trade training will be added, including electrical, plumbing and mechanical trades.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 12

Plate 5M

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COMMUNITY CONSTRUCTION FORCE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	House Construction	32,000			
	Truck	6,000			
	Tools & Equipment	2,000	500		
	subtotal - capital	40,000	500		
II Pay and Allowances	1 Auxiliary	7,200	7,200	3,600	3,600
	1 Community Wage	5,400	5,400	5,400	2,700
	2 Apprenticeships @ 2700	5,400	5,400	5,400	5,400
	1 Architect Fee	2,000			
	subtotal - pay	20,000	18,000	14,400	11,700
III Current Expenses	Storage Space Rental (from Repair Shop)	600	600	600	
	Supplies	300	200	100	
	subtotal - current	900	800	700	
	Total Program Costs	60,900	19,300	15,100	11,700

SOCIAL FOUNDATION: Actuating Program 13

CIVIC WORK CORPS

A strong and vigorous community requires constant access to public services. The Civic Work Corps will be responsible for transportation within town and between Cannon Ball and other communities. Providing means for residents to move inexpensively and easily from their homes to village events and activities in other towns will enable new social relationships. Adequate water and sanitation utilities and dependable fire protection will create stability attractive to residents and visitors. Ongoing maintenance of streets, public land and buildings will ensure their smooth functioning. Residents joining together in assuming responsibility for the village and its property will foster a renewed sense of community. An emerging pride in the community will encourage the maintenance of public safety, law and order. This program will engender a shared sense of the common good and promote individual and community esteem.

The Civic Work Corps consists of four components. First, the Transportation Services Program will provide regular daily service to Bismarck and Fort Yates. Pickup services for community meetings and events will be arranged for elders, children and for residents in outlying areas. Second, the Basic Utilities Program will coordinate the services presently available to the community. As residential and commercial requirements increase, utilities will be expanded to meet these needs. Regular equipment checks will be done. Third, the Public Safety Program will provide security services to the community by augmenting the services offered by the Bureau of Indian Affairs, by supporting the police and by developing a volunteer fire department. Fourth, the Common Property Program will do public works, including snow plowing and street clearing, building maintenance and repairs. Parks and wooded areas will also be maintained.

The Civic Work Corps will be launched immediately. Tribal Work Experience personnel will serve as the initial manpower. In January regular maintenance and security measures will be instituted for the community center. As other public buildings are constructed, similar services will begin. In February, two 12-passenger buses will be acquired. Transport services between Cannon Ball, Fort Yates and the Bismarck area will then begin. Two round trips Monday through Friday and one trip to Bismarck on Saturdays, Sundays and holidays will be scheduled. Three weeks after the Consult, security and community patrols will begin augmenting existing safety and crime control programs. The corps will provide immediate sewage maintenance service and will begin renovation and extension of the waste water system in the spring. A water filtration system will be installed during the summer and a maintenance crew assigned.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 13

Plate 5N

ICA Consultants

CIVIC WORK CORPS

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	2-15 Passenger Vans @ 8000	16,000			
	3 CB Radios	300			
	Tools & Equipment	200	100		
	subtotal - capital	16,500	100		
II Pay and Allowances	½ Auxiliary @ 7200	3,600	3,600	3,600	3,600
	1 Community Wage	5,400	5,400	5,400	2,700
	subtotal - pay	9,000	9,000	9,000	6,300
III Current Expenses	Office Supplies	200	100	100	
	subtotal - current	200	100	100	
Total Program Costs		25,700	9,200	9,100	6,300

SOCIAL FOUNDATION: Actuating Program 14

MULTI-PURPOSE MAINTENANCE SHOP

The lives of individuals and communities are enhanced by well maintained homes and property care. Local facilities providing maintenance and repair increase incentive for property upkeep. Ready access to reasonably priced repair services will encourage timely maintenance and avoid more repairs. The use of autos, homes and appliance can be extended and thus major purchases may be postponed. A shift from buying new goods outside the community to payment for repairs within the community will keep money flowing within the community. The safety of homes, autos and household equipment will be increased. Junk accumulation will be reduced. Parts of older autos and appliances will be recycled. New opportunities for apprenticeship will become available. Pride in ownership will grow and be reflected in the mood as well as the physical appearance of the community.

The Multi-Purpose Maintenance Shop has four components. First, an Auto Repair Program will expand the existing auto repair facilities. Rental tools and equipment will be available and work space for do-it-yourself repairs will be provided. An inventory and cataloging of new and used auto parts will be maintained with many used parts secured from locally available inoperative vehicles. Second, the Household Repair Program will supplement existing maintenance programs by providing expanded plumbing, electrical and carpentry maintenance to households. In addition, a catalogue service will allow residents to order parts and equipment. Third, the Appliance Repair Program will provide a facility for the repair of small household appliances and a drop-off service for items which must be sent out for service. Fourth, the Apprenticeship Training Program will make it possible for residents to serve apprenticeships in specific arenas of the repair operation.

Expansion of the existing auto repair garage will be the first step in launching the Multi-purpose Repair Shop. Negotiations with the owner for use of the present facility will begin immediately. Tools and equipment will be purchased or leased in January. The present owner will serve as manager/trainer for an expanded staff. Facility expansion will provide for do-it-yourself space and rental tools. In early spring, the Youth Mobilization League will be employed to dismantle old cars for usable parts. These parts will then be sorted, stored and cataloged for resale. Bicycle repair capabilities will be provided. The Household Repair Program will employ workers from the Civic Work Corps on a contract basis to perform home maintenance and appliance repair. A skilled repair technician will be engaged for the first three months of the project. Factory training programs will be used. Job descriptions will be written for several apprenticeship positions, and funds for subsidized wages will be developed.

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FOUR YEAR PLAN
PROGRAM BUDGETS

Program 14

Plate 50

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MULTI-PURPOSE MAINTENANCE SHOP

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Shop Construction	2,000			
	Equipment & Tools	4,000	2,000	500	
	Used Pick Up Truck	2,000			
	Office Equipment	200			
subtotal - capital		8,200	2,000	500	
II Pay and Allowances	1 Auxiliary	7,200	7,200	3,600	3,600
	1 Community Wage	5,400	5,400	5,400	2,700
	4 Apprenticeships @ 2700	10,800	10,800	10,800	5,400
subtotal - pay		23,400	23,400	19,800	11,700
III Current Expenses	Office Supplies	200	100	100	
subtotal - current		200	100	100	
Total Program Costs		31,800	25,500	24,000	11,700

EPILOGUE

ACKNOWLEDGEMENTS

Any comments on the Consultation by the Institute of Cultural Affairs need to be prefaced by a word of appreciation to the number of private agencies, organizations, business firms, government departments and local churches whose practical assistance and encouragement were crucial in the successful completion of the Consult. This list must include the Cannon Ball District Council, the School Board of Soden School District, the entire Indian Affairs Commission, The National Guard, and the Department of Public Health. Invaluable assistance came from North Dakota Conference of United Methodist Church, KFYR Television Station, Cannon Ball Richard Blue Earth Post Unit No. 142 American Legion Post, United Tribe's Educational Technical Center, Bismarck, Mary College, Bismarck, and many of the local churches in the Bismarck, Mandan and Cannon Ball areas. The business community's assistance is very much appreciated. The following firms, just to name a few, contributed gifts and financial assistance to make the Consult possible: Addressograph-Multigraph, American Crystal Inc., Dakotah Paper Co., Fargo Glass and Paint, Fargo Paper Co., Fargo Sausage and Packing, Flavorland Industries Inc., Holsum Bread and Baking Co., Hudson Fryers, Imperial Preserves Inc., John Morrell Meat Packing Co., Montgomery Ward Co., North Dakota Milling, Northern School Supply, the Pillsbury Co., P.J. Tagarres Co., Sears and Roebuck Co., Sweetheart Bread Bakery, John Iverson Co., and the "Yes, Virginia" Shop. A special thanks goes to Montana Dakota Utilities Company and the Bismarck Tribune Co. for their assistance in producing this consultation document. We would like to acknowledge special gifts from individuals which enabled the Consult: Mr. and Mrs. Reuben Carlson, Bismarck; Mr. and Mrs. Tom Lyman, S. Dakota; H. Donald Piepkorn, Fargo; and Roy W. Holland, Fargo. Special mention must be made of the gracious welcome and enthusiastic participation by the Inyan Wakan-gapi residents themselves. They assisted the staff of the ICA in countless ways and extended their hospitality to the visiting consultants. Many worked full time and part time in the consultation contributing their deep insights and practical wisdom. The following pages delineate recommendations, methods and findings which grew out of the Consultation as reported in this document.

I

ACTUATION PHASING

Although the methods of the Social Demonstration Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Inyan

METHODS Wakagapi are found in the five comprehensive charts and the accompanying discussion which comprise the substance of this document. These charts, which hold the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and the Actuating Programs, together reflect the flow of the consultation.

FINDINGS The Operating Vision of Inyan Wakagapi residents, summarized at the beginning of the week, indicated great concern for economic and social self-reliance and the provision of community services. The following day's work of discerning contradictions revealed special stress on Cannon Ball's incomplete access to the benefits of 20th Century society. Other issues were factionalism and ineffective mechanisms for training. Wednesday's proposal work emphasized community identity, economic stability and social engagement. Maintaining tribal heritage was a key point. Tactical Systems to carry out the proposals were created on Thursday. Practical training and shared community events were suggested to increase community engagement. Neighborhood organizations and better services were offered as a means of citizen care. The Consult further recommended designing the physical layout of the village, expanding commerce and industry and providing an ongoing base of outside experience and expertise for Inyan Wakagapi. The final work of the Consult is shown in the Actuating Programs Charts. These 14 programs indicate plans to stimulate economic development through a battery of five programs including commerce, industry, employment support and health services. Social stability is the aim of five programs which include education, recreation and community upkeep. Finally, four programs, which cover youth programs and village space development, aim at stimulating a sense of community identity in Inyan Wakagapi.

PHASES The Human Development Project model produced during the Consult represents the decisions of citizens to intensify and expand development efforts in the community. The Actuating Programs provide for the four year phasing of the model. During the year of initiation, emphasis will be placed on mobilizing broad community effort in the arenas of local business development, housing maintenance, economic self-sufficiency and the transformation of community space to project a recreated image of Inyan Wakagapi to its residents and to the world. By the end of the first year all the actuating programs will have been launched. The dual emphases of the second year are program acceleration and replication in other rural locations. During this phase, emphasis is given to equipping a body of leaders to guide project expansion. As the project becomes established, local leaders assume greater responsibility for the total operation. Simultaneously, the number of local ICA staff is decreased. In effect, the new project model is actuated at the end of three years. Program maturation occurs during the fourth year. By this time external assistance is considerably reduced and local initiative is maximized in all the development programs.

II

PROJECT FINANCING

FUNDING

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

COSTS

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

III

IMPLEMENTING FORCES

GUILDS

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

COMMISSIONS

The 14 programs of the Inyan Wakagapi Human Development Project could be grouped into actuating agencies which might correspond to existing and new corporations of the community. These agencies could be organized into two groupings, one dealing with the economic development of the community and the other with the social development. These could be referred to as commissions. This organizational format would provide the structure through which the entire community is involved as a comprehensive decision-making body. The body of citizens so engaged could be designated as a "guild assembly". It would include guild participants, other concerned residents, auxiliary staff and guardians. It would be a cross-section of the community. A representative body of this assembly would be charged with the responsibility of coordinating the work of the actuating agencies and ensuring that programmatic decisions reflect the concerns and needs of the community. The designation of this body should be guided by such factors as residence in the community, a grasp of the Human Development Project and willingness to expend long hours for the sake of the community's development. This body might have a rotating chairmanship and could appoint ad hoc committees as needed to maintain the development thrust.

GUARDIANS

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

AUXILIARY

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

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

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

IDENTITY

As our visitor enters the community his attention is drawn to the large wooden sign with "Welcome to Inyan Wakagapi" in large letters. On the sign is also an outline of the village of Cannon Ball. Around the edge of the sign is a brightly designed border. As he looks beyond the sign over the softly rolling hills, he sees dozens of newly planted walnut and maple trees, in clusters of two and three, their green leaves looking fresh and alive against the brown earth. Circular flower beds, bordered with stones surround the trunk of each tree, with the promise of red and white petunias.

COMMERCE

Walking past the sign he notices activity around a greenhouse, and walking over sees the maintenance team putting seedling apple trees on the community pickup truck. In response to his questions he finds out the men are going to deliver trees to the families of the community according to the landscaping scheme. Gazing around him he sees well cared for roads with periodic shelter benches and large,

decorated trash barrels. An approaching car honks and the passengers wave as one of the three car pool cars leaves for a shopping trip in Fort Yates. Apparently they missed the morning bus. Seeing the Health Clinic ahead, he stops and listens as the Local Extension Agent leads a group of youth in planting a model garden in the yard of the Clinic.

Inside the Clinic, the Community Health Workers are showing a film-strip on "Care of the Diabetic" and discussion on diet needs for the elderly follows. In the basement of the Clinic, a child care program is led by one of the mothers, providing care for the children whose parents are upstairs. He hears the phone ring and listens as people describe the benefits of being able to keep in touch with the whole community through the Inyan Wakagapi private telephone system. The phone continues to ring as people call in to register for the first aid course beginning that week at the Clinic. One of the women is filling out cards to mail to young mothers of the community, informing them of inoculations due for their children. A technician from Fort Yates is showing a group of elders, in the Pharmacy Room, how to inject their insulin and how to test for sugar. As our visitor leaves this node of activity, he decides to head for the newly-renovated Community Center.

On the way, he is greeted by excited children in the After-School Program heading for the nearest rise with kites, with one of the high school youth explaining how to get their kites airborne. On entering the Community Center he notices an artful display of Indian heroes, community people and scenes of the village, backed on brightly colored poster paper. He sees a map of the village with the names of all the residents on either side. Looking in the first room, he sees three youth - one typing and the other two in conference over a mimeograph machine, as the community newspaper is going to press. Several younger children cluster around the doorway, eager to deliver the papers to the community. Delicious smells come from the kitchen. Sticking his head in he sees community women busy chatting and preparing fried bread to be sold that evening at the Friday night movie. In talking with the women he learns of their weekly gathering to stitch star patterned quilts, and to do beadwork for sale through the craft store. In the far end of the Community Center basketball practice is in progress, as well as the youth corps standing on the sidelines waiting to set up the chairs for the evening movie. At the near end of the Community Center is a reading area with lounge furniture, lamps and current magazines and newspapers as well as a selection of books from the local library with a sign-out desk.

The large community bulletin board on the wall of the lounge has several notices of jobs available and skills needed in the community fix-up project the next Saturday. The calendar in the middle of the bulletin board reflects meetings planned for the coming week. Sewing

WELFARE

STYLE

COMMUNICATIONS

classes are held in the wing of the old school, and business and family budgeting at the American Legion Hall. The sign-up list has had a dozen names written in since it was put up two hours before.

Going outside, our visitor encounters a group of community men who are heading for the river to pick the site for the future swimming pool. He hears them discussing the plans for a dock and the stocking of fish. He walks as far as the school and decides to visit the Day Care Center in the other large room in the old school and hears children singing as he approaches the door. Inside he sees 25 children under three dressed in brightly colored uniforms. The walls are decorated with colorful Indian designs, with many hanging plants capturing the morning sun streaming through the windows. Downstairs in the kitchen, one of the elders is preparing apples and carrots for the morning snack. Walking over to the post office, our visitor hears the sound of buzz saws and hammering. He sees the beginning of this day's construction of the grocery store/laundromat complex and from the gathering crowd senses the excitement this building is creating. The building maintenance crew arrives with their tools and pitch in to help the volunteer carpenter. Several young boys are asking the newly appointed manager for jobs in the store. He sets them to work carrying lumber and talks with the other onlookers about what supplies will be needed to stock the shelves.

He stops by the post office and encounters two women picking up parcels of children's clothes for the summer they have ordered at the catalog store. The women explain to him that since the catalog store has been established, their orders are filled on a regular delivery run that makes catalog purchasing rapid and reliable. A tall young man comes in to mail three large crates. Our visitor finds out he is shipping medical supplies the contract assembly plant has assembled for a buyer in Minneapolis. Crafts are also marketed under contract, the young man explains, and a truck body assembly plant is to be initiated in September. The guest invites the young man to have a coke with him over at the gas station. He is pleased to be able to sit down at the sun-shaded tables there. Admiring the picnic tables, the guest learns that they were built a few Saturdays back out of cottonwood taken from the river. The youth laughs as he describes the community workday teams inventing table and sun-shade designs suitable for the gnarled wood. "I think we'll market these, too," the youth remarks as he bids the guest goodbye.

As the visitor leaves Inyan Wakagapi, he realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard working and intelligent people who possess confidence, dignity and pride in their community. He recalls the vitality and sureness of the youth in sports and their eagerness to participate in new activities. He senses the pleased look in the elders' eyes as they see the traditions of the tribe honored and remembered. He knows that something profound has happened to them.

EDUCATION

INDUSTRY

SPIRIT

He finds it difficult to forget the way they speak of the history and future of Cannon Ball. Perhaps he will say that the people display a new kind of community spirit. He wonders, "If this can happen in Cannon Ball, why not in other communities across America and the rest of the world?"

V

REPLICATION SCHEMES

LOCAL

The Inyan Wakagapi Human Development Project is a pilot project in the socio-economic development of a rural community. Local replication of the project would involve several steps. One could be the systematic sharing of the project with other Standing Rock Reservation communities through speaking engagements by community leaders and project staff. Leaders and residents of other communities interested in a project could be invited to attend community meetings to discuss initial steps. Leaders of these communities could be trained in project methods.

UNITED
STATES

A replication plan of the Human Development model could be of significant value for communities throughout the Reservation system across the United States, as well as any rural community. It could provide constructive form for the movement toward independent responsibility and the desire for local social transformation. Replication could benefit the country as a whole in a number of ways. It could demonstrate a viable approach to socio-economic revitalization of rural areas. It could be a model for creatively developing community space, providing improved local services and engaging all residents in community decision making. It could develop methods of education which encourage citizens' participation. Finally, a Human Development Project demonstrates the revitalization of community as a fundamental need in our time. Practical replication steps would necessarily involve local people and solicit the support of the public and private sectors at all levels. The work of the Institute of Cultural Affairs in 23 nations has built a foundation of support and responsiveness which could greatly facilitate a move to replication.

Replication of a project would require some estimate of staff and training needs. The number of staff members needed for replication would be proportionately lower than that of the pilot project. Creating a network of model communities across the Reservation system would require a staff of about ten people for each community for a period of two or more years. This staff would live and work with the people of a community, sharing with them a variety of skills. The staff as a unit would encompass a range of expertise. More

PERSONNEL

important than this would be the deep concern of each staff member for the renewal of community life. Consulting groups could be made up of people from both the public and private sectors. They could be people from across the United States, possibly including university students whose degree designs incorporate a year of field placement. The Institute could provide practical training in community development methods for these replication forces. Classroom work would be combined with practical field training in the pilot project and local replication experiments.

FINANCING

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

VI

SUPPORT SYSTEMS

INYAN WAKAGAPI

For three months the Institute of Cultural Affairs surveyed many communities and reservations in anticipation of establishing a pilot Human Development Project on an American Indian reservation. The village of Cannon Ball was finally chosen for several reasons. First, although it is a rural community, it is located only 40 miles from Bismarck airport, which provides easy access for visitors who wish to visit a demonstration project. Second, it is visibly in need of socio-economic development. Third, both public and private sectors have indicated interest in cooperating with such a reservation development effort. Fourth, the community's location on the Standing Rock Reservation reflects the proud heritage of the famous Sioux and the area is itself the site of many important events in the history of America. It is fitting that the vision of new community should be embodied in this place. Fifth, and perhaps most important, Cannon Ball residents and their village leaders are ready to move immediately towards the socio-economic development of Inyan Wakagapi.

The Institute of Cultural Affairs is ready to continue providing services necessary to support the work of Inyan Wakagapi Human Development Project in the coming year. This means assigning staff

IHDP
ICA Consultants

STAFF

to serve as project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic exchange of information with staff and local participants in Human Development Projects around the world. Assigned staff would continue to live in Cannon Ball and work full-time in the Project. Staff expenses have been written into the various programs in which they will be directly involved.

SUPPORT

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

CONCLUSION

The Inyan Wakagapi Project is one of fourteen local human development efforts initiated over the past eighteen months in consultation with the Institute of Cultural Affairs in Australia, Egypt, India, Indonesia, Kenya, the Marshall Islands, Republic of the Philippines, Republic of Korea, United Kingdom, United States, West Germany and Zambia. The Institute of Cultural Affairs anticipates that the Inyan Wakagapi Human Development Project will be of service to the Standing Rock Reservation and the country as a whole as one of many signs already present that local community is being renewed by local people.

BUDGET SUMMARY CHART

Fiscal Year 1977

ICA Consultants

Key: 1.0=\$1,000

programs	breakdown	Capital Costs	Salaries			Operating Expenses		Total
			Local	Aux.	Fees	Exp.	Travel	
1	Light Industry Combine	21.7	10.8	7.2		.8		40.5
2	Commercial Shopping Center	101.5	10.8	3.6		.3	.2	116.4
3	Agricultural Development Enterprise	76.0	10.8	3.6		.4		22.4
4	Employment Support Cooperative	.9	5.4	3.6		.2	1.2	11.3
5	Health Services System	.4	10.4	3.6		.4		14.8
6	Inyan Wakagapi Identity Project	5.0	5.4	3.6	.3	.8		15.1
7	Village Improvement Association	1.4	10.8	3.6		.2		16.0
8	Youth Mobilization League	.7	5.4	3.6		.2	.2	10.1
9	Service Resources Center	.1	5.4	3.6	.5	.5	.5	10.6
10	Inclusive Education Network	1.5	5.4	7.2		.2		14.3
11	Recreational Activities Association	1.4	2.7	3.6		.4		8.1
12	Community Construction Force	40.0	10.8	7.2	2.0	.9		60.9
13	Civic Work Corps	16.5	5.4	3.6		.2		25.7
14	Multi-Purpose Maintenance Shop	8.2	16.2	7.2		.2		31.8
Total		206.8	115.7	63.9	2.5	6.0	2.1	398.0

IHDP

PROJECTED COSTS
over four years

Plate 6B

ICA Consultants

Key: 1.0=\$1,000

programs	years FY 1977	PROJECTED COSTS over four years				Total Cost
		II FY 1978	III FY 1979	IV FY 1980		
1 Light Industry Combine	40.5	18.6	12.8	9.0	80.9	
2 Commercial Shopping Center	116.4	21.9	9.2	9.0	156.5	
3 Agricultural Development Enterprise	22.4	16.3	5.6	2.9	47.2	
4 Employment Support Cooperative	11.3	10.2	6.9	6.6	35.0	
5 Health Services System	14.8	14.4	5.6	5.6	40.4	
6 Inyan Wakagapi Identity Project	15.1	10.1	9.6	9.4	44.2	
7 Village Improvement Association	16.0	15.2	5.6	5.6	42.4	
8 Youth Mobilization League	10.1	9.4	5.8	5.8	31.1	
9 Service Resources Center	10.6	10.2	6.1	5.7	32.6	
10 Inclusive Education Network	14.3	13.5	9.6	9.0	46.4	
11 Recreational Activities Association	8.1	3.2	3.0	2.7	17.0	
12 Community Construction Force	60.9	19.3	15.1	11.7	107.0	
13 Civic Work Corps	25.7	9.2	9.1	6.3	50.3	
14 Multi-Purpose Maintenance Shop	31.8	25.5	24.0	11.7	93.0	
Total	398.0	197.0	128.0	101.0	824.0	

ICA Consultants

PROJECT FUNDING FLOW CHART

toward local self-sufficiency

Key: 1.0=\$1,000

items		years	year one	year two	year three	year four	Four Year Totals	
Monies Injected and Stimulated	Outside Monies	Public Sector	Local	50.0	25.0	20.0	10.0	105.0
			National	60.0	20.0	10.0	5.0	95.0
		Private Sector	Individual	80.0	40.0	10.0	10.0	140.0
			Corporate	128.0	42.0	33.0	31.0	234.0
	Total		318.0	127.0	73.0	56.0	574.0	
	Community Monies	Monies Contributed	Cash	5.0	10.0	10.0	5.0	30.0
			Inkind	25.0	20.0	15.0	10.0	70.0
		Loans Assumed	Current	10.0	40.0	30.0	30.0	110.0
			Long Term	40.0				40.0
	Total		80.0	70.0	55.0	45.0	250.0	
Total Monies			398.0	197.0	128.0	101.0	824.0	
Community Income Development	Community Annual Earnings	418.0	600.0	750.0	840.0			
	Family Annual Earnings	4.2	6.0	7.5	8.4			

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