

000354

John Bolinda

"INDUSTRY AND THE AMERICAN INDIAN PROFIT  
BY WORKING TOGETHER"

Bill Hallett - Red Lake Chippewa  
David Lester

PROGRAM

MASTER OF CEREMONIES . . . . . Preston - introduction

RICHARD PRESTON, Executive Director  
American Development Council, Inc.

WELCOME . . . . .

President  
Wendell Chino

Wm Robinson

WENDELL CHINO, President  
National Congress of American Indians

INDIAN PRAYER . . . . .

Mr Bates

CHARLES BATES, Tribal Councilman  
San Carlos Apache

REMARKS . . . . .

sect - Podesta -

ROBERT PODESTA, Asst. Sec. of  
Commerce

Chief  
Harry Isaacson

Harry Isaacson

HARRY C. ISAACS, Vice President

The B.V.D. Co., Inc.

Close to me !! ->

GUEST SPEAKER . . . . .

The Honorable HUBERT H. HUMPHREY,  
member of the Red Lake Chippewa Tribe,  
Former Vice President United States of America

Miss Anna Indian American - homosine  
Hill.

Miss N.C.H.I. - Marti Thomas

Miss Navajo - Roy McCabe

I like  
Chicago  
Good  
Democ  
city  
Good time  
mayn

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**RESERVATIONS PARTICIPATING IN THE CONFERENCE  
INCLUDE:**

Metlakatla, Annette Island, Alaska

Navajo, San Carlos, Salt River and Gila Reservations, Arizona

Zuni, Mescalero Reservations, New Mexico

Blackfeet and Crow Reservations, Montana

Red Lake Reservation, Minnesota

Fort Berthold and Standing Rock Reservations, North Dakota

Pine Ridge, Rosebud and Lower Brule - Crow Creek  
Reservations, South Dakota

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LaDonna Harris  
Raymond Nabe

Mr. Cheno  
Mrs. Robinson  
Cato Valandra Treasurer  
(Roger Jordan)

# REMARKS

THE HONORABLE HUBERT H. HUMPHREY

NATIONAL CONGRESS OF AMERICAN INDIANS

CHICAGO, ILLINOIS

Dick Preston

(Young Audubon)

Displays,  
Exhibits.

I have seldom participated in a more exciting and  
challenging conference on Indian affairs.

I say this from the perspective of my long-standing  
involvement and concern for Indian affairs generally and,  
more specifically, for the vital problem of economic  
development and job development in Indian country.

Many years ago, as Mayor of Minneapolis, I appointed  
the first Indians on the Human Rights Commission in the  
city.

EDA  
QEO  
Bureau  
of  
Indian  
Affairs  
Miss Thomas Hill - Miss Indian  
Mrs. Robinson American

Roger Jordan

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✓ As a Senator, I worked closely with the Indians of my state and even became a member of the Red Lake Chippewa Band -- Chief Leading Feather, to be precise.

✓ As Vice President, I was privileged to be the first Chairman of the National Council on Indian Opportunity.

✓ At the first meeting of the Council, I requested that industrial development of Indian communities be made a matter of high priority. ✓ As a matter of fact, Cato Valandra, Treasurer of the National Congress of American Indians, accepted the responsibility for coordinating that effort and is now hard at work.

✓ Much has already been accomplished -- but this recent progress should only encourage us to move forward even more rapidly.

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↳ The <sup>31</sup>~~4~~ reservations represented ~~at~~<sup>by</sup> this conference have been working with industry, with the Economic Development Administration and with other Federal agencies to become models and leaders for all of Indian America in industrial development.

↳ These reservations already boast 48 industrial or commercial operations located within or near their boundaries. ↳ In the last year alone, 11 new firms were added. ↳ And remember that more than half of these business enterprises began operations within the past two years.

- 4 -

L However, we have far to go. / Of the 150 plants located on Indian land throughout the United States, only about 10,000 jobs will be available under the best conditions and over half of those jobs do not now exist. / With an Indian unemployment ratio of 38 percent, or about ten times the national average, it is obvious that we have only started the progress that must eventually be achieved.

Churchill  
story!!  
D.

L Any casual observer of Indian affairs could dwell at some length on the difficulties of attracting manufacturing or industrial activity to Indian country. / Sites are often relatively isolated. / Transportation is not as readily available as it is in some other places / Adequate housing and public facilities for rapid community expansion frequently do not exist.

(We must make Rural America modern)

*Advantages*

↳ But it is much more important to focus on the compelling advantages of locating industry in Indian country. ↳ Where in America is there a more willing and dedicated potential work force than in Indian America.

↳ Indeed, this conference is striking evidence of that fact.

↳ Unemployment is high among Indians not because Indians seek that manner of life, but because no real alternatives exist. ↳ This fact cannot be stressed strongly enough.

↳ Let me illustrate: some months ago, the Bureau of Indian Affairs contracted with the <sup>*Papago*</sup> Papago Tribe of Arizona to administer the tribal welfare program. ↳ The tribe decided to make paid work rather than standard welfare payments a voluntary option. ↳ In other words, they created a situation where clients who had previously been qualified for welfare, could, if they chose, work on tribal projects and be paid the equivalent they would have received in welfare had they not worked.

- 6 -

Even without the inducement of a normal wage, and on a completely voluntary basis, three times as many Indian people requested tribal work than had requested welfare. This same experience has been duplicated elsewhere.

To me the lesson is clear: the Indian people, given the opportunity, are among the most imaginative and industrious that our country boasts. Great People.

But I suspect that I may be talking to the converted -- those representatives of industry here who already operate in Indian country.

The largest employer, I understand, in the entire state of New Mexico is Fairchild Semi-Conductor, employing nearly 1,000 Navajo workers in Shiprock, New Mexico. I understand that the company regards the Shiprock operation as one of its most efficient. And I imagine that every industrial company working with Indians could tell me similar success stories.



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What we must now do is expand significantly the number and type of industrial firms that are involved.

In addition to the pool of untapped labor and the talent of Indian people, there are, of course, money monetary incentives.

Frequently it is possible to negotiate on-the-job training programs with the Department of Labor or the Bureau of Indian Affairs. Local manpower can be trained partially at public expense.

Other Federal agencies can help create the kind of environment that will permit industry to operate in Indian country profitably and successfully. (Part Service crew)

Others at this conference can deal more successfully with the technical aspects of the job we face. I would like instead to stress two broad challenges. o

- 8 -

⌞ In all candor, our experience to date in attempting to develop industrial opportunities in Indian communities illustrates the extreme difficulty of Federal agencies combining *and* *Coordinating* their efforts toward a common goal.

⌞ As we pay attention to the more detailed aspects of our common goal, *W* we must also attempt to develop better inter-agency coordination. And in this effort I hope the National Council on Indian Opportunity will take the lead -- decisively.

⌞ Many Federal agencies have important contributions to make in reaching this common goal.

⌞ The Economic Development Administration, ~~for example~~, has a major stake in this effort. ⌞ But so does the Department of Labor -- through its training programs -- and the Bureau of Indian Affairs, through its Division of Industrial Development.

⌞ The Office of Economic Opportunity, with its Community Action Programs and its training programs, is a major partner. ⌞ *In* sum, *E* every major agency of government with programs affecting Indians must be involved.

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L This conference is a beginning. L But a much more  
intensive and systematic effort must be made... and I speak  
as one who knows how much better we have to do. L One

thing is certain: all questions of credit should be laid aside.  
It matters little who is publicly credited with contributing to  
the goal we all seek. Competition among agencies is out of  
the question. Our task is difficult enough without these  
intramural contests sapping our strength and diverting our  
energies.

#2 L Our second challenge is even more interesting. We  
must learn to work together under Indian initiative, direction  
and leadership. !

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↳ I know of no truly successful community job-producing effort that is imposed from the outside. ↳ Industry will not be productive in a community that does not support it fully.

↳ Every institution within the community must participate in planning the kind of community environment conducive to economic expansion. ↳ This includes not only obvious tangible community needs -- recreational facilities, adequate housing and the like -- but also the more subtle aspects of community life.

↳ What do I mean by this? It's a common sight in driving across this country to see two neighboring communities sharing the same highway, the same communication and transportation systems and alike in many ways -- except that one is growing and thriving economically and the other is eroding away and dying.

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↳ The reasons for the differences are often difficult to find -- if you look only on the surface.

↳ But a little time spent in each community usually will reveal very significant differences.

↳ In a prosperous community, you hear expressions of pride on the part of the citizens.

↳ They are oriented toward the future. Their civic clubs and social organization are healthy.

↳ But in the community that is not thriving, you hear gloom and pessimism.  
↳ You hear stories of the young people migrating to the larger cities.  
↳ Defeat and apathy are in the air.

↳ It's too easy to say that this defeatism is caused by the lack of new industry.  
↳ The gloom and lack of public spirit may have much to do with the fact that no outside investors are interested in risking their future there.  
!!

↳ The lesson is simply this: Indian communities cannot expect the government to create all the conditions which are necessary for thriving industrial development. Neither can private industry shoulder the entire burden. In the end, Indians, themselves, must take the initiative. !

↳ First, they must truly want economic development. !

↳ Remember: economic development, particularly new manufacturing, is not an unmixed blessing. It can often change the social fabric of a community. It can fracture old and established patterns. It can cause an influx of "strangers" who come into the churches, the clubs, and the daily life of the community. It can cause tensions and growing pains. This must all be firmly in the mind of the community leaders when they decide to attempt economic development.

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Most communities, I believe, will decide that the rewards of a more prosperous people and expanded opportunities are worth the price.

The community must also come to see itself as a part of a larger society. No community is an economic island. This is why we stress state-wide and even multi-state planning.

Indian leaders, ~~however~~, must be on guard against any possibility that their resources and their people will be exploited by more experienced and more aggressive neighbors.

But I believe that you have the high caliber of Indian leadership that can provide this protection. This audience is living proof of that fact.

Indians, moreover, must demand a place, not only on the payroll at the lower end of the pay scale, but also in supervision and management. Training programs must train not only assembly-line workers, but personnel directors, accountants, and management staff. Indian ownership must also result from this development. This fact is crucial to long-term and large-scale success.

The Indian people are, after all, bringing a great deal to the bargaining table. They are bringing vast land resources amounting to two percent of the land area of the United States.

They are bringing labor and they are bringing some capital.

They are fully entitled to a seat at the bargaining table, not in an advisory or consultant role, but in a role as real negotiators dealing from a position of strength and equality.

Government must see itself as their technical advisor and ally but in no sense their master.



(Mrs Robinson)  
Indian Resources  
our people

Look Here) L I have worked with Indian people for years. And I know there has never before existed better conditions for the development of Indian land and communities. Their leadership is sophisticated and aggressive; their resources have been neglected too long; their people are ready. L And so I ask you: What are we waiting for?

L I commend every one of you who are participating in this historic conference. L As I travel across the country, I expect to see many of you at work in many new and thriving communities.

L I commend, especially, the leaders of the reservations represented here. L I hope that in the future your number will be expanded to include every Indian and Alaskan native community in this country. o

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I pledge myself to work with you to that end and to the realization of the goal we all seek: full and equal participation of Indian Americans in the bounty of this great country.

# # #

DRAFT OF HUMPHREY SPEECH TO CHICAGO INDUSTRIAL  
DEVELOPMENT CONFERENCE

Seldom have I had the opportunity to participate in a conference more exciting and challenging than this one. As many of you know, I have a strong commitment to Indian affairs generally. Many years ago, as Mayor of Minneapolis, I appointed the first Indians who had ever served on the Human Rights Commission in the city. Since that time, as my opportunities for public service expanded, I involved myself at every stage in Indian affairs. As Vice President, it was my privilege to be the first Chairman of the National Council on Indian Opportunity. In that capacity, at the first meeting of the Council, I requested that one of the problems we take up be Industrial Development of Indian communities. As a matter of fact, Cato Valandra, who is Treasurer of the National Congress of American Indians, accepted the responsibility for coordinating that effort and is now working on it.

But another reason for my pride in being involved with you at this conference has to do with the subject matter of industrial development of rural communities. I have long felt that the migration of rural people to the large congested urban centers does not solve the basic problem that faces our nation in the areas of Industrial Development and job opportunity. We must be more imaginative and creative as we

seek ways to attract industry to the rural areas and develop jobs closer to home. Thus, this conference unites two of my long time and current high interests.

First, we should acknowledge that we are not here to begin working for industrial development in Indian country, much has already been done. The 31 reservations represented at this conference have been working with industry and with the Economic Development Administration and other federal agencies to become models and leaders for all of Indian America in the field of Industrial Development. These reservations already boast 48 industrial or commercial operations located within or near their boundaries. And in the last year, 11 new firms were added. More than half of the total number of business enterprises <sup>were</sup> ~~were~~ put into operation within the past two years. It is obvious, therefore, that much is being done and that some measure of success has been achieved.

However, we still have a long way to go. Of the 150 plants located on Indian land throughout the United States, only about 10,000 jobs will be available under optimum conditions and over half of those jobs do not now exist. With an Indian unemployment ratio of 38 percent, or about ten times the national average, it is obvious that we have only begun the struggle that will be necessary.

Any casual observer of Indian affairs could dwell at some length on the difficulties of attracting manufacturing or industrial activity to Indian country. Sites are often relatively isolated; transportation is not as

readily available as it is in some other places; adequate housing and public facilities for rapid community expansion frequently do not exist.

It is of much greater interest to me, however, to dwell on some of the advantages of location of industry in Indian country. I assert without any hesitation, that nowhere in America is there a more willing and dedicated potential work force than in Indian America. I sight this conference as tangible evidence of that fact. Unemployment is high among Indians not because Indians seek that manner of life, but because no real alternatives exist. Let me illustrate this with one small example. Some months ago, the Bureau of Indian Affairs contracted with the Papago Tribe of Arizona to administer the tribal welfare program. The tribe made work rather than ordinary welfare a voluntary option. In other words, they created a situation in which clients who had previously been qualified for welfare could, if they choose, work on tribal projects and be paid the equivalent they would have received in welfare had they not worked. Even without the inducement of a normal wage, and on a completely voluntary basis, three times as many Indian people requested tribal work than had requested welfare. This same experience has been duplicated elsewhere. The Indian people, given the opportunity, are among the most imaginative and industrious that our country boasts.

However, I suspect I am carrying goals to Newcastle to point that fact out to the many representatives of industry here who already operate

in Indian country. The largest employer, I understand, in the entire state of New Mexico is Fairchild Semi-Conductor, employing nearly 1,000 Navajo workers in Shiprock, New Mexico. I understand that the company regards the Shiprock operation as one of its most efficient. I imagine that every industrial company working with Indians has found it similarly rewarding.

In addition to the pool of untapped labor and the talent of Indian people, there are, of course, monetary incentives. Frequently it is possible to negotiate ~~on-the-job~~ training programs with the Department of Labor or the Bureau of Indian Affairs which make it possible to train local manpower partially at public expense. Other efforts are advanced by all of the federal agencies here represented to create the kind of environment that will permit industry to operate in Indian country profitably and successfully.

I am certain that many participants at this conference, drawing on the experience you have had, both as Indian leaders and representatives of American industry, will deal more than adequately with the technical aspects of the job we face. I would like instead to stress two broad challenges that concern me.

In all candor, I believe that the experience we have had to date in attempting to develop industrial opportunities in Indian communities illustrates the extreme difficulty that federal agencies have in combining



their efforts toward a common goal. I hope, therefore, that as we pay attention to the more detailed aspects of our common goal, we will also attempt to develop better inter-agency coordination. The Economic Development Administration obviously has a major stake in this task. The Department of Labor, through its training programs, has an important contribution to make. The Bureau of Indian Affairs, through its Division of Industrial Development, has a part of the puzzle. The Office of Economic Opportunity, with its Community Action Programs and its training programs, is a partner to the effort. And, in fact, every major agency of government with programs affecting Indians must be involved. This conference is a beginning but a much more intensive and systematic effort must be extended by the representatives of the various governmental departments if our efforts are to bear the fruit that they should. All questions of credit should be laid aside. It is of no moment <sup>or</sup> ~~not~~ consequence who is publicly credited with contributing to the goal we all seek. Any thought of competition among agencies is out of the question. Our task is difficult enough at best and any measure of lasting success will involve the fullest effort on the part of every concerned person.

The second challenge that I see in our effort is even more interesting. We must learn to work together under Indian initiative, direction and leadership. I know of no really successful community job-producing effort that is imposed from the outside. Industry will not be productive in a community that does not support it fully. This means that every

institution within the community must be party to the planning of the kind of community that will create an environment conducive to economic expansion. I am referring not only to the obvious tangible community needs such as recreational facilities, adequate housing and the like, but perhaps equally as importantly to the more subtle aspects of community life.

It's a common sight in driving across the face of this country, to see ~~two~~ two communities within a short distance of each other, sharing the same highway, the same communication and transportation systems and in many ways alike, excepting the significant fact that one is growing and thriving economically and the other is eroding away and dying. <sup>A</sup> The reasons for the difference are difficult to see on the surface. But a little time spent in each community will reveal a very significant difference. In a prosperous community, you hear expressions of pride on the part of the citizens. They seem to be oriented toward the future. They're civic clubs and social organizations are healthy and have a sense of mission. In the community that is not thriving, you hear gloom and pessimism. You hear stories of the young people migrating to the larger city nearby. Defeat and apathy are in the air. It's too easy to say that this is caused by the fact that the city has no new industry. It may well be that the cause-effect equation is reversed. The gloom, defeatism and lack of public spirit in the community itself may have much to do with the fact that no outside investors are interested in risking their future there. <sup>A</sup> If Indian communities are to develop, they must not look to government to do it for them. Industry cannot and will not do it for them. They themselves must take the initiative.



First, they must want economic development. After all, nothing of any value is without a corresponding price. Economic Development, particularly new manufacturing, is not an unmixed blessing. It can change the social fabric of a community. It can break up old and established patterns. It can cause an influx of "strangers" who come into the churches, the clubs, and the daily life of the community. It can cause tensions and growing pains. This must all be firmly in the mind of the community leaders when they determine to attempt economic development.

But, to me, the rewards of a more prosperous people and expanded opportunities are well worth the price. The community must also come to see itself as a part of the larger society around it. If we have learned anything in the field of Economic Development over the last several years, we have learned that no community is an economic island. This is the reason for the creation of state-wide planning efforts and even multi-state planning. Indian leaders, therefore, must be on guard and vigorous against any possibility that their resources and their people will be exploited by more experienced and more aggressive neighbors. May I say, however, that I have total and absolute confidence in the quality of American Indian leadership today. A glance around this audience is sufficient warrant for that conclusion.

Indians, in their efforts to develop economically, must insure for themselves not only a place on the payroll at the lower level of the pay scale, but also an appropriate place in management. Training programs must train not only assembly line workers, but personnel directors, accountants, and management staff. Some Indian ownership must also result from this development.

After all, the Indian people are bringing a very great deal to the bargaining table. They are bringing vast land resources amounting to two percent of the land area of the United States. They are bringing labor and they are bringing some capital. They are fully entitled to a seat at the bargaining table, not in an advisory or consultant role, but in a role of real negotiation from a position of strength and equality. Government must see itself as their technical advisor and ally but in no sense their master.

As I indicated earlier, I have worked for years with Indian people, and I believe that there has never before existed the opportune conditions that now exist for the development of their land and their communities. Their leadership is sophisticated and aggressive, their resources have been neglected too long, their people are ready. I commend every one of you participating in this historic conference and, as I travel across the country, I expect to see many of you at work in many new communities. I commend the 31 reservations represented here and their leadership and I hope that in the future their number can be expanded to include every Indian and Alaskan native community in this country. I pledge myself to work with you to that end.

REMARKS

THE HONORABLE HHH

NATIONAL CONGRESS OF AMERICAN INDIANS

CHICAGO, ILLINOIS

APRIL 9, 1969

I ~~had~~ have seldom participated in a more ~~exciting and~~  
~~It is a special pleasure for me to participate in this~~

exciting and challenging conference / on Indian affairs.

I say this from the perspective of ~~many~~ <sup>my</sup> long-standing  
~~involvement in the~~

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more ~~specifically~~ specifically, for the vital problem of economic

development and job development in Indian country.

Many years ago, as Mayor of Minneapolis, I appointed the  
first Indians ~~who had served~~ <sup>to serve</sup> on the Human Rights Commission in the  
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As Vice President, I was privileged to be the first Chairman of  
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seek ways to attract industry to the rural areas and develop jobs closer to home. Thus, this conference unites two of my long time and current high interests.

*[Much has already been accomplished-- but First, we should acknowledge that we are not here to begin working for this recent progress should encourage us to move forward even more rapidly.]*  
 industrial development in Indian country, much has already been done.

The 31 reservations represented at this conference have been working with industry, ~~and~~ with the Economic Development Administration and ~~with~~ other federal agencies to become models and leaders for all of Indian America in the ~~field~~ of Industrial Development. *alone.*

*And remember that* ~~And~~ *there* ~~In~~ the last year, 11 new firms were added. More than half of the ~~total~~ number of business enterprises ~~were~~ *started* put into *Began* operation within the past two years. ~~It is obvious, therefore, that much is being done and that some measure of success has been achieved.~~

*far to go.*  
 However, we ~~can~~ have a long way to go. Of the 150 plants located on Indian land throughout the United States, only about 10,000 jobs will be available under ~~optimum~~ *the best* conditions and over half of those jobs do not now exist. With an Indian unemployment ratio of 38 percent, or about ten times the national average, it is obvious that we have only ~~started the~~ *started the* ~~progress must eventually be achieved.~~ *progress must eventually be achieved.* ~~struggle that will be necessary.~~

Any casual observer of Indian affairs could dwell at some length on the difficulties of attracting manufacturing or industrial activity to Indian country. Sites are often relatively isolated. Transportation is not as



readily available as it is in some other places. Adequate housing and public facilities for rapid community expansion frequently do not exist.

*But more important to focus* *Compelling*  
 It is ~~of~~ much greater interest to me, however, to dwell on some of the advantages of ~~location~~ *location* of industry in Indian country. I assert without any hesitation, ~~that~~ *that* no where in America is there a more willing and dedicated potential work force than in Indian America. *Indeed,* ~~I~~ *is striking* this conference ~~is~~ tangible evidence of that fact. Unemployment is high among Indians not because Indians seek that manner of life, but because

no real alternatives exist. Let me illustrate ~~this with one small example~~

Some months ago, the Bureau of Indian Affairs contracted with the Papago Tribe of Arizona to administer the tribal welfare program. The tribe *decided to* ~~made~~ *paid* work rather than ~~ordinary~~ *standard payments* welfare, a voluntary option. In other words, they created a situation *where* ~~in which~~ clients who had previously been qualified for welfare could, if they chose, work on tribal projects and be paid the equivalent they would have received in welfare had they not worked. Even without the inducement of a normal wage, and on a completely voluntary basis, three times as many Indian people requested tribal work than had requested welfare. This same experience has been duplicated elsewhere. The Indian people, given the opportunity, are among the most imaginative and industrious that our country boasts.

*But I suspect that I may be talking*  
 However, I suspect I am carrying coals to Newcastle to point that fact *to the converted -- those*  
~~and the many~~ representatives of industry here who already operate

*This fact cannot be stressed strongly enough.*  
*Let me the lesson is clear:*

in Indian country. [The largest employer, I understand, in the entire state of New Mexico is Fairchild Semi-Conductor, employing nearly 1,000 Navajo workers in Shiprock, New Mexico. I understand that the company regards the Shiprock operation as one of its most efficient.

And I imagine that every industrial company working with Indians <sup>could</sup> ~~has found~~ *it similarly rewarding.* *teach me similar success stories*

[In addition to the pool of untapped labor and the talent of Indian people, there are, of course, monetary incentives. Frequently it is possible to negotiate on-the-job training programs with the Department of Labor or the Bureau of Indian Affairs, ~~which make it possible to train~~ *Local man-* *power, partially at public expense.* *Other efforts are advanced by all of* *Other* *can help* ~~the federal agencies here represented to create the kind of environment that will permit industry to operate in Indian country profitably and successfully.~~

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[In all candor, ~~I believe that the~~ *our* ~~experience we have had~~ *or* ~~to date in~~ attempting to develop industrial opportunities in Indian communities illustrates the extreme difficulty ~~that~~ *of* ~~the federal agencies have~~ combining

What we must now do is expand significantly the number and type of industrial firms that are involved.

And in this effort I hope the National Council  
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5.

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~~Economic~~ <sup>The Economic</sup> Development Administration <sup>for example,</sup> obviously has a major stake in

this ~~work~~. <sup>effort. But so does</sup> The Department of Labor, through its training programs, ~~has~~

~~an important contribution to make.~~ <sup>and</sup> The Bureau of Indian Affairs, through

its Division of Industrial Development, ~~is a part of the puzzle.~~ The

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~~governmental departments if our efforts are to bear the fruit that they~~

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~~or~~ <sup>It matters little</sup> ~~consequence~~ who is publicly credited with contributing to the goal

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question. Our task is difficult enough <sup>without these intramural</sup> ~~at best~~ and any measure of lasting

~~success will involve the fullest effort on the part of every concerned person.~~ <sup>Contrasting sapping on strength and diverting</sup> ~~on energies.~~

<sup>on</sup> ~~The~~ second challenge ~~is even more interesting.~~

We must learn to work together under Indian initiative, direction and

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institution within the community must be <sup>participate in</sup> party to the planning ~~of~~ the kind of <sup>community</sup> ~~community~~ that will create an environment conducive to economic expansion. <sup>This includes not only</sup> I am referring not only to the obvious tangible community needs -- <sup>also</sup> such as recreational facilities, adequate housing and the like, but ~~perhaps~~ <sup>also</sup> equally as importantly to the more subtle aspects of community life.

*What do I mean by this?*

It's a common sight in driving across the face of this country, to see <sup>neighboring</sup> two communities ~~within a short distance of each other~~, sharing the same highway, the same communication and transportation systems and in many <sup>alike</sup> ways ~~alike~~, <sup>except that</sup> except the significant fact that one is growing and thriving economically and the other is eroding away and dying. The reasons for the difference are difficult to <sup>often</sup> ~~see~~ <sup>find - if you look only on the surface.</sup> ~~on the surface~~. But a little time spent <sup>usually</sup> in each community will reveal ~~a~~ very significant differences. In a prosperous community, you hear expressions of pride on the part of the citizens. They <sup>are</sup> ~~seem~~ oriented toward the future. <sup>Then</sup> ~~There~~ civic clubs and social organizations are healthy, <sup>and have a sense of mission.</sup> ~~But~~ In the community that is not thriving, you hear gloom and pessimism. You hear stories of the young people migrating to the larger <sup>cities.</sup> ~~city~~. Defeat and apathy are in the air. <sup>defeatism</sup> ~~It's too easy to say that this is caused by the fact that~~ <sup>lack of</sup> the city has no new industry. ~~It may well be that the cause-effect equation is reversed.~~ The gloom, ~~defeatism~~ and lack of public spirit ~~is~~ <sup>community itself</sup> may have much to do with the fact that no outside investors are interested in risking their future there. <sup>cannot</sup> ~~Indian communities~~ <sup>cannot</sup> expect the government to create all the conditions which develop, they must not look to government to do it for them. Industry ~~are necessary for thriving industrial development. Neither~~ cannot and will not do it for them. They themselves must take the initiative.

Can private industry shoulder the entire burden. In the end, Indians <sup>themselves</sup> must take the initiative.

*The lesson is simply this:*



*truly*  
 First, they must want economic development. After all, ~~nothing of any~~  
~~value is without a corresponding price.~~ *Remember:* Economic Development,  
 particularly new manufacturing, is not an unmixed blessing. It ~~can~~ *can often*  
 change the social fabric of a community. It can ~~break up~~ *fracture* old and  
 established patterns. It can cause an influx of "strangers" who come  
 into the churches, the clubs, and the daily life of the community. It  
 can cause tensions and growing pains. This must all be firmly in the  
 mind of the community leaders when they ~~determine~~ *decide* to attempt economic  
 development.

*Most communities, I believe, would decide that the*  
~~But, to me, the~~ rewards of a more prosperous people and expanded  
 opportunities are ~~not~~ *a* worth the price. The community must also come  
 to see itself as a part of ~~the~~ *a* larger society, ~~around it~~. ~~If we have learned~~  
~~anything in the field of Economic Development over the last several~~  
~~years, we have learned that~~ no community is an economic island. This is  
~~the reason for the creation of state-wide~~ *why we stress* ~~and even multi-~~  
 state planning. *however,* Indian leaders, ~~therefore,~~ must be on guard ~~and~~  
 against any possibility that their resources and their people will be exploited  
 by more experienced and more aggressive neighbors. *But I believe*  
~~that I have total and absolute confidence in the quality of American Indian~~  
~~leadership today.~~ *You have the high caliber* ~~that can~~ *Indian* ~~provide this protection.~~ *leadership that can*  
~~A glance around this audience is sufficient warrant~~ *as living proof*  
~~for that conclusion.~~ *I think* ~~of that fact.~~

8.  
Indians, ~~in their efforts to develop economically~~ <sup>moreover,</sup> must ~~insert for~~ <sup>also demand</sup> ~~themselves~~ <sup>not only</sup> a place on the payroll at the lower ~~level~~ <sup>and</sup> of the pay scale, but also ~~an appropriate place in~~ <sup>supervision and</sup> management. Training programs must train not only assembly line workers, but personnel directors, accountants, and management staff. ~~Some~~ Indian ownership must also result from this development. <sup>This fact is crucial to</sup>

<sup>long-term and large-scale success.</sup>  
~~After all,~~ <sup>after all,</sup> the Indian people are bringing a ~~very~~ great deal to the bargaining table. They are bringing vast land resources amounting to two percent of the land area of the United States. They are bringing labor and they are bringing some capital. They are fully entitled to a seat at the bargaining table, not in an advisory or consultant role, but in a role ~~as~~ <sup>as</sup> real negotia-  
~~tors dealing~~ <sup>tors dealing</sup> from a position of strength and equality. Government must see itself as their technical advisor and ally but in no sense their master.

<sup>for years.</sup>  
As indicated earlier, I have worked ~~for years~~ with Indian people, ~~and~~ <sup>And I know</sup> better believe that there has never before existed the ~~opportunity~~ <sup>better</sup> conditions that ~~now exist~~ <sup>Indian</sup> for the development of ~~their~~ land and ~~their~~ communities. Their leadership is sophisticated and aggressive; their resources have been

neglected too long; their people are ready. I commend every one of you ~~who~~ <sup>are</sup> participating in this historic conference, ~~and~~ <sup>and</sup> as I travel across the country, I expect to see many of you at work in many new <sup>and thriving</sup> communities. <sup>especially the leaders of</sup> I commend the 31 reservations represented here, ~~and their leadership and~~ <sup>your</sup> ~~I hope that in the future their number can be expanded to include every~~ <sup>will</sup>

Indian and Alaskan native community in this country. I pledge myself to work with you to that end <sup>and to the realization of the goal we all seek: full and equal participation of Indian Americans in the country of this great country.</sup>

And so I ask you: What are we waiting for?



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