

Blue Lake Community Action Plan: Community Visioning and Strategic Planning

Prepared by
**Humboldt County Department
of Community Development
Services**

July 2003

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Photo by Jennifer Rice





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July 16, 2003

To Blue Lake Community Members,

Here is your copy of the updated Community Action Plan (CAP) for Blue Lake. The initial CAP was created in 1996-97 with the help of the Center for Environmental Economic Development and the Arcata Economic Development Corporation. The focus of the 1996-97 CAP was on developing projects that would support job creation, business development, downtown planning and expanded natural resource utilization.

Based on four planning meetings, held between the months of September and February, 2002/2003, this CAP updates the 1997 document. The intended outcome of the planning process was three-fold: (1) involve the expertise, ideas and commitment of as many Blue Lake residents as possible; (2) review the 1997 CAP priority projects to remind those previously involved in the CAP process and to inform new residents of the goals articulated at the time and the subsequent accomplishments and progress made and; (3) identify options, next steps and leadership for new projects, and draft an updated strategic planning document.

We believe that the intended outcomes were achieved, and that the update filled an important role in bringing current community issues into focus and providing a direction for their resolve. We applaud you for the significant accomplishments made toward your original goals. During this planning process, it became clear that in less than five years there have been significant changes in the issues facing the community. Therefore, we encourage you to plan another CAP update process within a year. More frequent updates will keep the plan alive and involve more citizens of Blue Lake in guiding the direction of community development.

We would like to commend the dedication demonstrated by those community members who participated in the process. We hope that you refer to this plan often and that it helps to guide the further development of projects. Please share this document with other community minded residents of Blue Lake. Upon request, we can provide a CD of the CAP and it is readily available on the County website
< http://www.co.humboldt.ca.us/planning/planning/action_plan.asp >.

Sincerely,

Tom Hofweber
Supervising Planner
County of Humboldt
Community Development Services

Cybelle Immitt
Strategic Planning Coordinator
County of Humboldt
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BLUE LAKE COMMUNITY ACTION PLAN

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BLUE LAKE COMMUNITY ACTION PLAN

I. INTRODUCTION

In the summer of 2002 the County of Humboldt Community Development Services office, with the help of Margaret Gainer of Gainer & Associates, began the process of updating the Blue Lake Community Action Plan (CAP). The original Blue Lake CAP was created in 1996-97 with the help of the Arcata Economic Development Corporation (AEDC) and the Center for Environmental Economic Development (CEED). The title of the original document was "Blue Lake Community Visioning and Strategic Plan."



Community Action Planning group in 1996

Source: Maggie Gainer

A Community Action Plan (CAP) is a strategic planning document and implementation guide that can help residents set community improvement goals and identify the necessary steps for achieving those goals. CAPs were created for rural communities throughout Humboldt County in response to the economic and social hardship resulting from major reductions in the timber and fishing industries. The goal of the CAP program is to help these rural communities revitalize and diversify their economies; build strong community ties and networks; gain leadership skills; develop their capacity to solve problems for themselves; and play a role in planning the future development of their towns.

The intended outcomes of the CAP update process in Blue Lake were to understand the goals and accomplishments of the 1997 CAP, identify next steps, and draft an updated strategic planning document. The following planning document serves as a record of all the accomplishments shared and ideas generated at community meetings over the past several months. The updated CAP can be used as a springboard for community improvement projects and future community planning processes. Additionally, those who are seeking assistance from both public agencies and private foundations can use the plan as a supporting document.

One of the dominant themes of the 2002-03 CAP update process was that of improved community relations and communication. This was a recurring theme

that emerged in many discussions about a variety of issues. For example, residents of Blue Lake attending the CAP meetings expressed the desire to improve relations between the Rancheria and the City, to improve City government relations with the citizens of Blue Lake, and to gain a better understanding of how community communication issues should be addressed. An action group formed to specifically address community relations as a priority project and has already begun to meet regularly and is conducting a community survey.

To keep community members aware of and focused on priority projects, and to regularly inform and involve new Blue Lake residents, it was decided that annual update meetings would be held. Some of the other dominant themes were: a desire to improve the accessibility of social services and resources for children and youth, continuing to focus on downtown planning and finding a balance between growth and the preservation of Blue Lake's rural community character.

The USDA Forest Service Rural Community Assistance program funded both the 1996-97 and 2002-03 CAP programs. Additional funding for the 2002-03 program came from the Humboldt County General Plan update fund. Eighty-nine dedicated community members and friends of Blue Lake participated in one or more of the CAP update meetings.

II. THE COMMUNITY OF BLUE LAKE

The Ballad of Blue Lake

Lyrics by Fred Neighbor and
Joyce Hough
Music by Fred Neighbor

*"1. Ten years ago it was an old
mill town by a highway
One school, one bar, a
brewery and Dell'Arte.
Old hippies, red necks, and
Indians on the Rancheria,
No one taking chances, no
risk, there was no hysteria.*

*2. A hundred years before, it
had an opera house and a
railroad station, six bars,
hotels, French restaurants by
reservation. And there was
high stakes gambling played
by men with very tight lips and
thousand-yea-old redwoods
were their poker chips.*

Refrain

*But everybody asks why is this
place called Blue Lake
Where's the shimmering
water, the reflective pool, that
is its namesake? But that's the
story of a bet lost long ago
Between the land and the Mad
River, and here's how the story
goes...*

*3. You see, the old Mad River
was tiered of runnin' in its
banks,
It wanted to meander, but the
land said "no thanks." Then
the river said "I bet I can bust
on through!" Land said "You
can't but I'll wager a lake if
you do..."*

*4. For a long, long time
between the river and the land
there was bad blood,
In 1861, rain fell like hell,
there was a huge flood. The
river held a flush and the land
had only a straight, and the
river broke the bank, won the
bet and created "Blue Lake."*

Although you won't find one there now, you will hear stories about the existence of a lake for which the community was given the name "Blue Lake". One story states that in the 1860s the lake was created by receding floodwaters of the Mad River and for the following fifty years gave the town a resort atmosphere. People from the coast would make trips to Blue Lake to escape from the fog, enjoy the lake, the river and the sunshine. Eventually, sometime in the 1920s, the river decided to change its course and the lake disappeared.

As another story would have it, the town was never really named after a lake but after a sawmill pond that was jokingly called a lake. The pond was said to be dirty and smelly from the storage and sorting of logs on their way into the mill. Whichever story is true, Blue Lake remains the name of the community. True to its motto, "Where the sunshine and the sea meet" the town's rural charm, good fishing and sunshine attract people from near and far to live and play.

A man named Clement Chartin was the founder of Blue Lake. In 1871 Chartin bought 160 acres that would later become Blue Lake. In 1910 the City of Blue Lake was incorporated by a vote of its residents. At that time the population was 636. Now, in 2003, the City has a population of over 1,200.

The timber industry has long been a major part of life in Blue Lake. In the late 1880s the Arcata Mad River Railroad reached Blue Lake to transport lumber (From Korbel), shingles, and shakes. The Simpson Timber Company is now the dominant forestland owner near the City and continues to mill logs at the Korbel site.

Since 1975, Blue Lake has been the home of the internationally known Dell'Arte Players' Company and the Dell'Arte School of Physical Theatre. Dell'Arte is one of the largest resident ensembles in the United States. The company has an international reputation for its extraordinary physical performances.

Refrain

*The herons, the otters, the
Indians and the settlers did
celebrate The shining waters,
the reflective pool, called Blue
Lake. A magical place where
the "Sun and Sea Air Meet."
And where it's deep blue
waters were pure and sweet.*

*5. Blue Lake didn't stay blue
for long,
'Cause the early timber barons
used it as a logging pond. But
everyone said, that's the price
you have to pay to keep the
mills runnin', so men could
work everyday. **

*6. Now today, they say, big
money is made in Blue Lake,
Without cutting trees, or
PCB's, it's a piece of cake.
The gambling hall stands tall
for all to see,
And the river runs beside it,
still wild and free.*

Refrain

*So now you know why this
place is called Blue Lake,
Land and spirit, that time and
hardship can never break. A
place where even water can
be thicker than blood ,
And where the old Mad River
is just waitin' for another
flood.*

*Now everybody asks why is
this place called Blue Lake
Where's the shimmering
water, the reflective pool, (that
is) its namesake?
But that's the story of a bet lost
long ago,
Between the land and the Mad
River, and that's how the story
goes."*

**Trinity County Historical Society*

The Blue Lake Rancheria Tribe of California (the Rancheria) is a federally recognized Native American Tribal Government that is located just outside of the Blue Lake City limits. Even though the Rancheria is located outside City boundaries it is considered to be part of the Blue Lake community. The Rancheria was originally established via Executive Order on December 24, 1908 for homeless natives to take refuge. During the "Termination Era" (1953-1968) congress adopted House Concurrent Resolution No. 108 (HCR 108), which abolished many Native American reservations and rancherias across the country, including the Blue Lake Rancheria. Many native peoples thought this action unjust and initiated a lawsuit that spanned three decades, ending in 1983. The court victory, known as ***Tillie Hardwick v. United States of America***, ordered the full reinstatement of federal recognition for 17 Rancherias in California, the Blue Lake Rancheria being one of those 17. Today, The Blue Lake Rancheria as a Tribe has powers with which they exercise jurisdiction over the lands known as the Blue Lake Rancheria and their Tribal members.

In June of 2002 the Blue Lake Casino opened its doors, becoming the third largest employer in Humboldt County. In addition, the Tribe has worked diligently with the community at large as well as the Environmental Protection Agency to make the casino a positive impact as possible for all in the city Blue Lake. The casino offers a multitude of different forms of entertainment. The casino has proven to be a popular addition to Blue Lake.

Source: - Dell'Arte web site located at, <http://www.dellarte.com/>; The Arcata Union A Bicentennial Look at northern Humboldt, 1976; and the Blue Lake Rancheria Tribe

III. THE STRATEGIC PLANNING PROCESS

The general goal of strategic planning is to collectively identify a common vision of what community members would like to see for the future of their community and to determine strategies for making that vision a reality. During the development of the 1997, plan community members came together and created a “Shared Community Vision Statement”. The statement described a healthy, friendly, and beautiful community nestled into a valley surrounded by farmland and forested mountains with clowns in the streets.

The creation of a vision was the first of four distinct phases of the strategic planning process. The initial visioning was followed by a brainstorming phase designed to create a list of possible project ideas. Meeting participants were asked to come up with project ideas that, if implemented, would bring them closer to the desired future for Blue Lake described by the vision statement. After a list of potential projects was generated a prioritization stage began in which community members selected the project ideas they thought should be pursued first. Once the priority projects were identified, action plan worksheets were drafted as project implementation guides.

The 2002-2003 CAP update process began with a review of 1997 planning goals and an evaluation of the extent to which they were accomplished. Time was spent on developing project ideas that address some of the most pressing issues and categorizing them into themes. Based on the information collected, project ideas were either developed into action planning worksheets or identified in the “Planning Themes and Goals” section. (See Figure 1 for a summary of the strategic planning steps associated with both the original and the updated CAP).

Strategic planning will be an ongoing process for Blue Lake. The results of the action plan projects will be periodically assessed to determine if they were implemented, if they had the desired effects, and if the community is accomplishing its goals and moving closer to its vision. It will be important to modify the CAP accordingly as the priorities of the community evolve and new issues emerge.



IV. SHARED COMMUNITY VISION

As part of the 2002 CAP update process, the vision statement from the 1997 CAP was evaluated to determine how applicable it still was to the desires of the community. Based on what was heard, a revised vision statement was created. The new vision retains much of the original wording but some additions have been made. For example, an attempt was made to reflect the need, expressed by many community members, to find a balance between the promotion of economic prosperity and the protection of the rural lifestyle, the local history and the community character. The following vision statement identifies both the changes Blue Lake citizens would like to see in their community as well as what they would like to remain the same. This statement can be visited often and used to guide community members to their desired future.

“Blue Lake is a beautiful hamlet nestled into a valley surrounded by farmlands and forested mountains. The community is dedicated to finding a balance between growth and preserving its clean and healthy small-town atmosphere. Citizens of Blue Lake treasure their natural environment. Visitors and townspeople alike take full advantage of easy access to the Mad River, the streams running through town and the community forest. The mix of buildings in Blue Lake reflects the residents’ appreciation of the past as well as contemporary, energy-efficient design.

This is an active, thriving town. The beautifully landscaped town square is the hub of business and community life—the heartbeat of Blue Lake.

A pedestrian-friendly town, there are people walking, hiking, and bicycling everywhere: to work at the industrial park, along the river, in the forest, to the grocery store, downtown, and home. The small downtown businesses provide a full range of goods and services as well as specialty shops, and are well supported by the local population.

There are clowns in the streets. Blue Lake continues to be known for its theater arts. In the evenings, both local residents and visitors can be seen walking from the popular restaurants in town to Dell’Arte for an evening performance, capping off the evening with ice cream at the local coffee shop, or dancing at the nearby pub.

There is affordable housing available to locals as well as Dell’Arte students including those working on their Master’s of Fine Arts.

The industrial park has innovative, progressive smaller businesses offering local employment at family wages. There are a variety of businesses, manufacturing, corporate headquarters, artisans and wood

workers. There is more to offer the businesses and employees in Blue Lake. During their lunch break, you can see people walking, running, and fishing along the paths near the river. Many people are able to live, work and play in Blue Lake.

And there are clowns in the streets.

Residents and businesspeople are active in the community, keeping the town on track toward their Community Vision, and have been meeting every year to revisit the plan and celebrate the progress. A community partnership has been established between residents, small business owners, industrial businesses, City government, the Blue Lake Rancheria and forest harvesting companies based on the long-term commitment of the people involved. Local challenges bring all parties to the table in the spirit of creative problem solving and collaborative planning.

There's a commitment to sustainable living and environmentally sustainable business practices. Entrepreneurs proposing enterprise development that is compatible with the long-term community vision are supported and encouraged by the city government.

There are activities for all ages including small children, youth and seniors, and many are involved in tournaments of soccer and boccie ball, and many of the same festivals with the addition of the Blue Nose Festival and theater festivals at the outdoor theater, which is used all summer and into the fall. The needs of families and children are supported by community services.

The library is open all week and there are a number of other social gathering places, including an active Community Center. Both inside and outside spaces are available where movies, lectures, and community gatherings take place.

The sun is shining brightly in Blue Lake and there are clowns in the streets."



DellArte Clown
Source: DellArte Web
Page

V. ACCOMPLISHMENTS

A central component of the 2002-03 CAP update process was to identify the accomplishments associated with the 1996 CAP. In order to move forward with new project ideas it was important to evaluate what had been done in the past. Planning for community improvement projects can be enhanced by incorporating the lessons learned and resources discovered through earlier efforts.

During the community planning process in 1996, project ideas generated during brainstorming sessions were grouped into six different themes and listed in what was called the "Idea Bank" - a record of potential future projects. Community members then prioritized the ideas into the following four community improvement themes and formed action teams to develop them into projects:

1. Expanded Natural Resource Utilization
2. Arts and Culture
3. Plug the Leaks – Local Consumption
4. Downtown Planning

One noteworthy accomplishment, that was not a direct outgrowth of the four prioritized themes, was a community development survey. The survey was conducted in 1998 and designed to help guide future development decisions in Blue Lake. The survey was funded by a Rural Community Assistance grant from the USDA Forest Service and a grant from the American Association Spivak Program on Applied Social Research and Social Policy.

The following section recognizes the accomplishments of the community as they worked to achieve the goals of the four prioritized community planning themes.

Expanded Natural Resource Utilization:

Community Trails:

Although this project began as a way to improve access to forestland surrounding Blue Lake it evolved into a trails project. A trails committee was formed and is continuing to work on the development of a community wide trail system. Below is a list of some of their accomplishments:

- Designed and built a kiosk
- Completed a loop trail around the industrial park
- Meet regularly at 7:30 on the third Wednesday of each month and



Kiosk at the beginning of the Blue Lake Business Park Loop Trail

welcome new energy.

- Coordinated efforts with the Anne and Mary trails committee and are planning to, eventually, connect into that trail.
- Planned improvements along creek

Arts and Culture

The focus of the Arts and Culture Action Team was to help local artists expand their audience and provide additional opportunities to sell goods and services. A priority for this group was to set up phantom gallery space featuring the work of artists and craftspeople. During the 2002-03 CAP update it was noted that phantom gallery space has not been secured to the desired level and it should continue to be a priority.

Plug the Leaks – Local Consumption

The Local Consumption Action Team's main focus was to encourage the development of stores and businesses that would meet the needs of Blue Lake residents and that local resident would support and use. The action team's first priority was the development of a local general store. A general store was opened in Blue Lake but it did not prove to be financially viable and closed down. There is still a strong sentiment in the community that a general store would be a great asset and should be pursued. The Red Radish restaurant and the Chumayo Spa are both new businesses that meet community needs identified by this action group.

Down Town Planning - Village Green 2000

The committee responsible for Downtown Planning studied the downtown planning efforts and documents of other cities and wrote a draft Downtown Plan for Blue Lake. This plan has been useful to city government and management and informed a variety of town improvement projects. The group accomplished the following:

- The creation of a town mural (with the financial support of the USDA Forest Service and the Blue Lake Rancheria),
- The creation of a draft Downtown Plan (with the help of Kash Boodjeh),
- The construction of a bocce ball court at Perrigot Park
- The development of a town tree planting group that has developed a tree list and wants to start an adopt-a-tree program;



Downtown Mural

The Down Town Planning Committee gave their support to the following community improvement projects:

- Opening a general store and the establishment of the Cyber Hut (both of which have struggled but need continued support).
- The idea of putting Oak Barrel planter tubs on H Street.

VI. PLANNING THEMES AND GOALS

As part of the 2002-03 CAP update, the “Idea Bank” (list of potential future projects) from the 1996-97 CAP was reviewed and revised. New project ideas were added to the list and the old ideas, still important to community members, were reaffirmed. The following section reports the new and reaffirmed ideas and organizes them into groups based on which planning theme they addressed. An attempt was made to include all ideas presented by community members. It must be understood that this section only reflects the opinions of those that participated in the update process. When Blue Lake residents engage in updating their Community Action Plan more frequently (at least annually), it will be more convenient for a greater number of people to participate and will therefore be more inclusive and reflect a wider spectrum of ideas (*The original Idea Bank was retained and can be found in Appendix D.*)

Recreation and Entertainment

EXPANDED NATURAL RESOURCE UTILIZATION

- Support the development of community paths for pedestrians, bikes and horses and better access to popular places.
- Create a bird and wildlife refuge and more parks.

SPORTS OPPORTUNITIES

- Support local sporting activities such as: horseshoes, softball tournaments, runs, mountain bike races, marathons.
- Build more and better sports facilities.
- Plan a rafting event with decorated rafts floating down from the fish hatchery to Blue Lake Industrial Park or the Casino.

ARTS & CULTURE

- Put the outdoor theater to use in August and September, and continue to expand all theater, arts and film.
- Build a new Community Center/library.
- Host orchestra events in the summer, such as a summer orchestra series using local High School orchestras.
- Rent Prach Hall to vendors for garage sales year-round on a quarterly basis.
- Find more small film projection sites and start a series of small film festivals, and offer movies at the grange.
- Organize “Phantom Galleries” in empty storefronts
- Encourage the gathering of people in the First, H, and G area anchored by railroad on the South and 2nd St. on the north. Some event each summer

weekend in this town center. Change the parade route to this routing for more access thorough the community.

PRIORITIZED PROJECT IDEAS

- Yearly informal planning/visioning meeting to discuss and gauge the progress of the community action plan.
- Link events between Perigot Park and events in downtown, e.g. the Folk Life Festival had concurrent events in multiple locations.
- Develop a park venue to play checkers, chess and scrabble.

Employment Opportunities and Business Development

PLUG THE LEAKS -LOCAL CONSUMPTION

- Development of businesses that provide needed products and services for the local people. Businesses that encourage people to spend locally and keep financial capital within the community.
- Encourage a local entrepreneur to open a grocery store in Blue Lake offering a diverse variety of goods.

BUSINESS & INDUSTRIAL PARK EXPANSION

- Fill industrial park and support the development of industry that creates local jobs and promotes value-added products.
- Start a Business Incubator in the industrial park.
 - Take a look at other examples and possibilities for funding.
- Change zoning in the Industrial Park if it inhibits smaller businesses from moving in.
 - The Planning Commission and the City Council will need to be involved in this.
- Look into Blue Lake somehow piggybacking on the County “Redevelopment Zone” projects.
- Retain current industry in the park.
- Encourage small, appropriate businesses and cottage industry vs. heavy industry/ smokestacks.
- Start an assisted care facility for all stages of need as a business

TOURISM ATTRACTION

- Tie-in to Humboldt County tourism opportunities.
- Open an inn on Knob Hill.
- Look into building a RV Park and/or campground. (Rancheria has plans for this)
- Open a beer garden and a pickle tasting shop by river.
- Start a local winery.

DOWNTOWN DEVELOPMENT

- It would be helpful if the city created clear guidelines for business development in downtown Blue Lake such as codes, parking, signs etc.

Infrastructure/Land Use

COMMUNITY PLANNING

- Adopt a Trails Plan.
 - Present to City Council.
 - Include the Annie and Mary Rail Trail in any City trails plan.
- Need infrastructure to handle expansion for business.
- Prohibit buildings over 2 stories.
- Develop an urban growth boundary.

IMPROVED HOUSING

- Build housing for seniors.
- Need more housing variety such as new homes that are consistent with the look of existing homes and the preservation of the older homes.

DOWNTOWN PLANNING

- City Center/Downtown Plaza - A green City center with trees, flowers and gardens (there is still some discussion of permanently blocking off H Street)
- A specific plan for the Blue Lake City center
 - Present the concept for preparing a specific city center plan to City Council. Incorporate applicable and desirable infrastructure and land use ideas from the Idea Bank, such as: appropriate building height, nicer city buildings, open space, discrete clean city that values its historic look, downtown plaza, Victorian-style buildings to fit in with the downtown businesses, sidewalks, bus stop in town, and underground utilities.
 - Kash Boodjeh offered himself as a resource for further investigations toward commissioning a specific plan.

Community Pride and Awareness

YOUTH AND ELDERS

- Provide more in-home Day Care both subsidized and full pay.
- Build senior Housing.
- Start a senior lunch program (Rancheria has such a program so anyone pursuing this idea should find out how their program is run and if there is additional need for such a service.)

- Provide more teen activities

COMMUNITY ACTIVITIES

- Start a City-wide Yard Sales with scarecrow contest.
- Organize Blue Lake Garden Tours.
- Support the local newspaper, "Lake Breaking News".

BEAUTIFICATION

- Conduct tree planting and preservation.
- Repaint older homes.
- Build a "Walking Labyrinth".
- Naturalize the creek and create park-like areas along its banks.
- Maintain Cemetery.

Community Relations

GENERAL THEMES:

- Improved City's relationship with Rancheria.
- Foster a friendlier relationship with timber industry.
- Help improve community awareness of government/community issues.
- Improve City's ability to work with landowners who want to develop.
- Gain an understanding that the community is bigger than city limits.

GENERAL QUESTIONS ADDRESSED BY COMMUNITY RELATIONS GROUP:

- Was City government responsive to requests for services/information?
- Was the communication open or secretive?
- Was information thorough and inviting?
- How did these issues affect communication?

IDEAS FOR IMPROVED COMMUNICATIONS

- Flyers to all concerned about issues like annexation.
- Developing a more responsive attitude at City Hall.
- Implement a more thorough noticing strategy for, not only governmental events, but also community events. For example, noticing about where and when community groups meet.
- Support the new Blue Lake Newspaper, "Lake Breaking News."
- Provide information to the larger Blue Lake community
- Get information out to the community through group mailings, info with water bills and notices sent home from school
- Find the overlap/common interests for the Rancheria, the community, and the City Government.
- Have more face-to-face communication.
- Focus on joint goals.

- Explore resources for the future.

NEED INTER-GOVERNMENTAL STRUCTURE

- Develop a inter-governmental structure to improve communication between:
 - The City and the Rancheria
 - The City and the County of Humboldt
 - The City government and the community

VII. PRIORITY PROJECTS AND ACTION PLANNING WORKSHEETS

The project ideas and associated tasks that came out of the CAP update meetings were recorded and entered into the following action planning worksheets. Because of time constraints some of the worksheets are less developed than others. The worksheets that are in the beginning stages of development will need additional input from community members. Completing these worksheets will help move the projects forward and clarify responsibility. By “fleshing out” these project worksheets, community action committees provide an easy way for new residents and new committee members to become informed, oriented and involved. It will be important for participating community members to identify which of the unclaimed projects they can commit to and communicate this to the rest of the action-planning group.

There is a blank worksheet attached to this document that can be used as a guide for the future development of projects.

Community Action Planning Worksheet

Theme: Infrastructure and Land Use

Team Leader:
Team Members:

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>A specific plan for City center</p>	<p>Locate original draft plan from last CAP process</p> <p>Work closely with City government to draft updated plan</p> <p>Solicit community input</p>	<p>Mike Foget</p> <p>City Hall</p> <p>City Manager</p> <p>City Council</p> <p>Planning Commission</p> <p>Bob Brown</p> <p>Kash Boodjeh</p> <p>City Hall, the Grange, Schools, Churches...</p>		

Community Action Planning Worksheet

Theme: Infrastructure and Land Use

Team Leader: Bob Brown

Team Members: Art Jones, Terri Bayles, Dot Campbell, Mike Foget and Sherry Christie

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Annexation (Town Planning)</p> <p>Sewer and water</p>	<p>-Noticing</p> <p>-Attend public meetings</p> <p>-Check on sewer and water capacity</p> <p>-Identify and address Issues</p>	<p>Bob Brown</p> <p>LAFCO Kirk Gothier (445-7541)</p>		

Community Action Planning Worksheet

Theme: Infrastructure and Land Use- Beautification

Team Leader:

Team Members: Ann Jones, Lin Glen, Marlene Smith, Rebecca Zettler, Ann Lawlor, Elaine Benjamin, Terri Bayles, Pat Charley, Adelene Jones, Stassia Walters

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Re-paint older homes</p> <p>Planting new and preserving existing trees</p> <p>Clean up Cemetery</p>	<p>Find out about sources of financial assistance and programs that provide free or low cost paint</p>	<p>-RCAA</p> <p>-Find out about CCC, AmeriCorps and other types of work crews – pro bono or low cost</p> <p>-Blue Lake tree planting group</p> <p>-Donations of seeds and wood chips</p>	<p>Rebecca Zettler</p> <p>Stassia Walters</p>	<p>First organize work meeting in January</p>

Community Action Planning Worksheet

Theme: Employment Opportunities and Business Development

Team Leader: Dave Nakamura

Team Members: Barbara Lane, Phoebe Netzow, Bob Brown, Lydia Forman, Terri Bayles and John Bartholomew

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Inn on Knob Hill</p>	<p>Secure permits</p> <p>Gain community support</p> <p>Secure loans and refinancing</p>	<p>-City of Blue Lake -Small Business Administration -North Coast Small Business Development Center -Arcata Economic Development Corporation</p>	<p>Terri Bayles</p>	<p>July 2003</p>
<p>Market Industrial Park</p>	<p>Write a proposal to USDA Forest Service for a grant</p>	<p>-Six Rivers Nation Forest- Laura Chapman</p>	<p>Dave Nakamura</p>	<p>Preliminary proposal submitted February 3, 2003</p>

Community Action Planning Worksheet

Theme: Employment Opportunities and Business Development

Team Leader: Bob Brown

Team Members: Barbara Lane, Phoebe Netzow, Dave Nakamura, Lydia Forman, Terri Bayles and John Bartholomew

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Creek Development - Develop a park-like corridor along creek from the Post Office to the Emporium</p>	<p>Find out about land ownership.</p> <p>Find out what it would take to create terraced stream banks</p> <p>Secure funding and make plans for beautification, fencing, stream restoration, and benches...</p>	<p>Bob Brown</p> <p>Department of Fish and Game</p> <p>Streamside landowners</p>	<p>Bob Brown</p>	<p>June 2003</p>

Community Action Planning Worksheet

Theme: Employment opportunities & Business Development

Team Leader:
Team Members:

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Assisted living facility for all stages of life as a local business</p>	<p>-Contact Rancheria and find out what their plans are and if collaboration is possible.</p> <p>-Find out about what sort of zoning is needed for such a business</p> <p>-Research other models to get ideas</p>	<p>Blue Lake Rancheria</p> <p>Blue Lake Planning Commission</p> <p>Bob Brown</p> <p>County Planning</p> <p>Timber Ridge</p>		

Community Action Planning Worksheet

Theme: Recreation and Entertainment

Team Leader: Stasia Walters

Team Members: Adelene Jones, Ingrid, Elaine Benjamin

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
Labyrinth	Presentation to City Council Gather needed resources for labyrinth construction -Talk to trails group about where to find dirt in Blue Lake Find source for wildflower seeds and rocky dirt	-Land available in the Industrial Park Trails Committee -Seeds from Native Plants in Blue Lake -Moving equipment at the Gravel Co. -Simpson chips -Ultra Power Dirt -Almquist – Wood -Rick Tolley - Bench	Adelene Ingrid Stasia "" "" ""	 3/05 4/15

Community Action Planning Worksheet

Theme: Recreation and Entertainment

Team Leader: Elaine Benjamin

Team Members: Adelene Jones, Stasia Walters, and Ingrid

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
Phantom Galleries	Look into space next to Emporium Continue to look for new spaces Rotation of Art	Building – Ken Swatsky Mom – Rose Beth Leach Red Radish, Spa, Emporium, City Hall Landlords with empty window space.	Elaine All of us	

Community Action Planning Worksheet

Theme: Recreation and Entertainment

Team Leader:

Team Members: Elaine Benjamin, Adelene Jones, Stasia Walters, and Ingrid

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Bike Rentals (Library Bikes)</p>	<ul style="list-style-type: none"> -Find out about insurance issues (helmets) -Contact people who have experience with this sort of project -Find location -Find out if there are funds available -Contact owner of the old store building- what is the rent for bottom floor only and what can't it be used for 	<p>Bill Burton</p> <p>Maureen Hart</p> <p>Dave Nakamura</p> <p>Owner of the grocery store building</p> <p>Museum</p>	<p>Ingrid (Funding sources)</p> <p>Stasia</p>	<p>4/5</p> <p>Plan social opportunities to interact; quarterly potlucks; community improvement projects that benefit both the Tribe and the City.</p>

Community Action Planning Worksheet

Theme: Community Pride and Awareness - Community Relations

Team Leader: David Glen

Team Members: Marlene Smith, Jennifer Kramer, Anne Lawlor, and Sherman Shapiro

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Form a Community Relations Committee and take action to improve community communication and understanding</p> <p>Work to build a collaborative relationship between the Blue Lake Rancheria and the City of Blue Lake</p>	<p>Meet every one to two months.</p> <p>Contact the Training & Development Alliance about affordable Cultural Competency Training in the area</p> <p>See if committee members and other Blue Lake residents will be interested.</p> <p>Plan social opportunities to interact; quarterly potlucks; community improvement projects that benefit both the Tribe and the City.</p>	<p>Blue Lake City government</p> <p>Blue Lake Rancheria Tribal Government</p> <p>Community Relations Committee members</p> <p>TADA CR HSU</p>	<p>David</p> <p>Kate and David</p> <p>David</p> <p>Ask Lin Glen</p>	<p>2 months</p> <p>Present March</p> <p>6 Months to a year</p>

Community Action Planning Worksheet

Theme: Community Pride and Awareness - Community Relations

Team Leader: David Glen

Team Members: Marlene Smith, Jennifer Kramer, Anne Lawlor, and Sherman Shapiro

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Develop the Community Relations Committee to be a resource to various committees in Blue Lake who may need help with noticing</p> <p>Create a survey to find out the opinions of those portions of the community which don't usually provide input</p>	<p>Go to various committees and let them know we exist. Ask what their needs are.</p> <p>Draft Survey <i>(see final draft of survey in Appendix F)</i></p> <p>Distribute survey</p> <p>Analyze findings</p> <p>Share findings</p>		<p>All Committee members</p> <p>Community Relations Committee members</p>	<p>3 months</p> <p>Survey is drafted and being distributed</p> <p>Results will be analyzed and shared with the community after summer 2003</p>

Community Action Planning Worksheet

Theme: Community Pride and Awareness –Community Relations

Team Leader: David Glen

Team Members: Marlene Smith, Jennifer Kramer, Anne Lawlor, and Sherman Shapiro

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Community Relations Committee spearhead a yearly informal planning/visioning meeting</p>	<p>Form a group of community members to organize this annual event</p> <p>Write a grant to fund the promotion of the event</p> <p>Conduct noticing to make sure vision committees continue</p>	<p>Grange</p> <p>City Hall</p> <p>CAP Committees</p> <p>Local Schools</p> <p>Six Rivers National Forest Service</p> <p>Humboldt Area Foundation</p> <p>Local non-profits</p>		

Community Action Planning Worksheet

Theme: Community Pride and Awareness –Community Relations

Team Leader: David Glen

Team Members: Marlene Smith, Jennifer Kramer, Anne Lawlor, and Sherman Shapiro

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Create a liaison between Blue Lake and the Rancheria</p> <p>Column in newspaper for Rancheria and community relations group</p> <p>Apply lessons learned through the Animating Democracy Initiative</p>	<p>Ask a tribal member to co-chair this community relations group.</p> <p>Continue to ask tribe for input – David will write articles.</p> <p>Interview Del Arte project leaders about what they learned, their recommendations for the Community Relations Committee. Ask them to meet with the Committee as a whole.</p>	<p>Blue Lake Rancheria</p> <p>City of Blue Lake government</p> <p>Community Relations Committee members</p> <p>Dell'Arte</p>	<p>Marlene Smith and David Glen</p> <p>Kate Martin and David Glen</p>	<p>Liaison has been appointed</p> <p>Ongoing</p>

Community Action Planning Worksheet

Theme: Community Pride and Awareness – Children, Families, Teens, and Seniors

Team Leader: Ann Lawler

Team Members: Lara Olson, Lin Glen

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Improve Sr. Services such as housing and lunches</p> <p>Address the need for more in home day care and full-pay day care</p>	<ul style="list-style-type: none"> -Find out what the community's needs are. -Find out if the Blue Lake Rancheria's existing and planned programs address the need -Contact current provider and get a feel for demand on the service. -Contact NCCS and HCCC to find out about what can be done -develop and conduct a survey in town through newspaper or tabling at Post Office 	<p>Blue Lake Rancheria</p> <p>Heidi Pfingston North Coast Children's Services Humboldt Child Care Council Lake Breaking News – Kate Martin</p>	<p>Laura</p> <p>Lin</p>	

Community Action Planning Worksheet

Theme: Community Pride and Awareness – Children, Families, Teens, and Seniors

Team Leader: Ann Lawler

Team Members: Lara Olson, Lin Glen

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Secure new funding for the after school program</p> <p>Provide more Jobs and activities for Teens</p>	<p>-Research new funding possibilities for after school program</p> <p>-Find a resident with teens and find out what they want to do</p> <p>-Find a community member who wants to take responsibility for teen opportunities</p>	<p>Carol Heaslip (What has she found out about the needs in the community through researching Cyber Hut idea)</p>	<p>Ann</p>	

Community Action Planning Worksheet

Theme: Community Pride and Awareness

Team Leader:

Team Members: Ann Jones, Lin Glen, Marlene Smith, Rebecca Zettler, Ann Lawlor, Elaine Benjamin, Terri Bayles, Pat Charley, Adelene Jones, Stassia Walters

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>Address issue of insufficient In-home Day Care (There are 151 kids In 0-5 age group)</p> <p>Teen Activities</p>	<p>Get articles and interviews in the local newspapers about this problem.</p> <p>Get teens to write an article about their needs in Blue Lake.</p> <p>Movies at the Grange.</p>	<p>The local newspaper, "Lake Breaking News"</p>	<p>Ann Lawlor 668-4231</p> <p>Kate Martin and Ron Brunson</p>	<p>Movies in the grange have begun but we may want to evaluate the impact they are having on teens.</p>

Community Action Planning Worksheet

Theme: Community Pride and Awareness

Team Leader:

Team Members: Ann Jones, Lin Glen, Marlene Smith, Rebecca Zettler, Ann Lawlor, Elaine Benjamin, Terri Bayles, Pat Charley, Adelene Jones, Stassia Walters

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task
<p>City-wide yard sale with Scarecrow Contest</p> <p>Blue Lake Garden Tours</p> <p>Helping Kate Martin's newspaper get going will help all groups in Blue Lake with publicity</p>	<p>Get this date on countywide events calendars in advance, i.e. phonebook, other publications</p> <p>Publish a map of all participating organizations: the school, the grange, groups of houses, etc.</p> <p>Ad Support</p>	<p>7th & 8th graders have 20 hrs of community service</p>	<p>Elaine Benjamin, lead organizer</p> <p>Blue Lake Garden Club</p> <p>Wha nika</p> <p>Kate Martin</p> <p>Natasha Wing?</p>	<p>Develop plan for event on the 2nd Sunday in October 2003</p>

Community Action Planning Worksheet

Theme:

Team Leader:

Team Members:

List of Projects	Breakdown of Tasks For Each Project	Resources Available and Needed	Responsible Parties For Each Task	Target Dates For Completion of Task

VIII. FACILITATORS' OBSERVATIONS *By Maggie Gainer*

Twice now, I have served your community as facilitator for a series of meetings designed to address community planning needs. Both for the 1996-97 Community Action Plan and in this recent process of updating the CAP, I have been impressed by the energy and time commitment that Blue Lake area residents have been willing to devote to planning for their community. With limited time and limited resources, the community action plan approach strives for as much creativity and inclusion of perspectives as possible. Each time, we have learned how to improve the process. The following notes and observations are offered in this spirit of respect and honoring you and your dedication to your community.

When the majority of community members attending a community action plan update meeting are unable or unwilling to focus their discussions on identifying and determining the necessary and specific detailed steps to accomplish objectives, it is an indication to the facilitator that they need to meet more often. More time is needed for them to discuss general issues and the background to set the stage for community action planning. When concerned citizens meet more frequently, the discussions are general and broad at first. It's natural when neighbors come together to explore ideas, brainstorm creatively, complain about what hasn't worked, analyze the root causes for problems, and express frustrations, before they are ready to address the questions "What CAN we do to make a difference?" and "HOW can we do it?" In this abbreviated Plan update process of four sessions, there was insufficient time for all of this necessary background discussion and for the many different perspectives in the Blue Lake community to be heard.

A period of healing is needed before residents are ready to cooperate and to focus on collaborative planning, especially when issues are emotionally charged and/or there's a history of misunderstandings. Listening to each other is a key element in this healing period. After everyone has felt that their perspectives and ideas have been heard, the community is more ready to form working groups with a fresh start for collaborative planning. Therefore, you will notice that in this updated Blue Lake Community Action Plan, many of the project worksheets are incomplete. Not all of the small working groups formed during the action plan update process were able to narrow their discussions on the details necessary for their project planning.

Second, the community action plan process at its best is inclusive - involving all of the many perspectives in the community. Since it's not possible for every resident to be active in every planning meeting, MORE opportunities to involve residents are needed. Once every five years is not frequent enough for the community of Blue Lake to actively engage as many residents as possible. An annual update – an annual Community Congress - is ideal for Blue Lake. This annual frequency for updating the Community Action Plan would serve many purposes of bringing people together besides the written community action plan.

We would like to encourage Blue Lake community leaders and activists to reach out for resources and training from the broader North Coast community. It's empowering and useful to realize that rural communities all over the North Coast and around the country are experiencing the same difficult issues you encounter in Blue Lake. Sharing experiences, successes and failures with other small towns will "raise the bar" for all of the local communities. Just to name a few examples:

- Cascadia Leadership Training is a program sponsored by the Humboldt Area Foundation that is open to local leaders from the business community, government, education, nonprofit organizations and neighborhood groups. Workshops and activities are offered to teach leadership skills, identification of community needs and resources, economic trends, team-building, problem-solving and conflict resolution. For a brochure, application or more information, call the Humboldt Area Foundation, at (707) 442-2993 or send an email to, cascadiacenter@aol.com.
- Training And Development Alliance (TADA) is hosting a workshop on "Cultural Competencies" with Dr. Susan Cameron on Thursday and Friday, August 14-15, 2003. Contact: 442-2993 ext.328.
- Local Government Institute – See website for more information about an upcoming fall workshop with Len Wood.
<http://www.humboldt1.com/~netgain/humgov/>
- The Indian Teacher and Educational Personnel Programs <http://www.humboldt.edu/~hsuitepp/> and the Native American Studies Program <http://www.humboldt.edu/~nasp/> at Humboldt State University have classes and online courses of interest to individuals learning about Tribal government and Native American community development.

Five years ago, there was no mention of the Blue Lake Rancheria in the CAP process. The residents of the greater Blue Lake community and the City of Blue Lake now have the opportunity to form a powerful alliance with the Blue Lake Rancheria. As a relationship of trust and respect is cultivated over time between the City of Blue Lake and the Blue Lake Rancheria, areas of common interest and mutually beneficial goals will be defined. It is hard to imagine that the two governmental bodies committed to working together will not succeed in almost any joint venture they try!

A final observation is that in none of the other Humboldt County communities that have gone through the community action planning process is there anything quite like a Dell'Arte. This is another resource and opportunity that can help the greater Blue Lake community better understand issues of cross-cultural communication, historical ironies, and contemporary economic development. Through the "Animating Democracy Initiative" (the Initiative) Dell'Arte was able to initiate community dialogues, conduct video interviews, present the play, Wild Card! and

produce a video documentary. The objective of the Initiative was to begin to improve communication between the Blue Lake Rancheria and the community of Blue Lake. The "ripples" from this initiative – its process and products – will benefit the community for years to come. (For more information about Dell'Arte call, (707) 668-5663.)

APPENDICES

APPENDIX A: Participant List

Adelene Jones	Jesse Robertson
Alison Anasmith	Jill Geist
Angela McBroome	Joel Canzoneri
Ann Jones	Kash Boodjeh
Ann Lawler	Kevin Hoover
Arla Ramsey	Kit Mann
Art Jones	Lin Glen
Barbara Keating	Lisa Smith
Barbara Lane	Maralee Harvey
Ben Shepherd	Mardee Harvey
Bernice Huston	Margaret Hamnett
Betty Swanson	Melanie Shelansky
Bob Brown	Marlene Smith
Bobbi & Alex Ricca	Michael Fields
Bob & Beverly Sholes	Mike Christi
Brian Julian	Nancy Woodward
Charlie Caulsac	Pat & Tom Smith
Christine Holm	Rebecca Zettler
Cris Plocher	Rich Goleblowski
David Glen	Ron Brunson
Debbie Coggins	Ruthanne Cecil
Denis & Julie Potter	Sandy Deo
Diane Holling	Scott Oberlies
Duane Rigge	Sherman Shapiro
Elaine Benjamin	Sherry Christie
Eric Almquist	Sophie Jones
Eric Stone	Stasia Walters
Erika Murhrlein	Terri Bayles
Evan Barns	Terry Myers
Ferdinand Lewis	Terry & Mary Vallee
Gay Miller	Tim Glen
Gerry Teitelbaum	Tom & Pat Charley
Heather Brent	Willard & Audrey Divini
Homer & Beth Leach	
Ingrid Kosek	
Jack Lindstrand	
James Tracker	
Jean Leavitt	
Jean Lynch	
Jennifer Kramer	
Jennifer Rice	
Jerry Miller	

Acknowledgements:

A special thanks to:

- ✓ Adelene Jones and Stasia Walters, for their help publicizing the CAP meetings
- ✓ Ron Brunson, for graciously hosting the meetings at the Blue Lake Grange
- ✓ Representatives from the City of Blue Lake, the Blue Lake Rancheria and Action Plan Committees for their participation and presentations.

APPENDIX B: Community Economic Development Tool Kit

7 Secrets to Coping with Change in Small Towns

Secret 1: *Positive Attitude* -Community Leadership is more important than location, and community attitude is more important than size. Community must have a positive yet realistic attitude to promote development.

Secret 2: *Entrepreneurial Spirit* -Communities must be creative and encourage risk taking. Business and government work together in a partnership that attempts to innovate new approaches to development.

Secret 3: *Bias for Action* -Communities cannot wait for help from the outside, nor can they just talk about doing something. Rather, they must take action, gain widespread involvement, and pick projects that succeed. While active communities may take on risky projects, they are willing to learn from failures and avoid projects where failure will devastate the community.

Secret 4: *Focus on Controllables* -Successful communities cope with change by directing their efforts toward outcomes they can control rather than worrying about forces they cannot control.

Secret 5: *Plan for Development* -Communities that recognize change realistically assess their weaknesses and strengths, and base a plan of action on that assessment. Their plan of action is specific with regard to expected outcomes, costs, time, and responsibility.

Secret 6: *Strategic Outlook* -A community that recognizes future opportunities and threats is better equipped to realize a preferred future. Like a business, communities should be aware of their competitive position and plan accordingly.

Secret 7: *Vision for the Future* -Communities must have a long range vision of what they would like to be, and that vision must be shared and supported throughout the community.

Source: Heartland Center for Leadership Development, Lincoln, Nebraska, 1984.

20 Clues to Rural Community Survival

Resulting from an extensive study of community dynamics in the Great Plains States, sociologists Milan Wall and Vicki Luter believe the following traits to be found in communities with the will to survive.

1. Evidence of community pride.
2. Emphasis on quality in business and community life.
3. Willingness to invest in the future.
4. Participatory approach to community decision-making.
5. Cooperative community spirit.
6. Realistic appraisal of future opportunities.
7. Awareness of competitive positioning.
8. Knowledge of the physical environment.
9. Active economic development program.
10. Deliberate transition of power to a younger generation of leaders.
11. Acceptance of women in leadership roles.
12. Strong belief in and support for education.
13. Problem-solving approach to providing health care.
14. Strong multi-generational family orientation.
15. Strong presence of traditional institutions that are integral to community life.
16. Attention to sound and well-maintained infrastructure.
17. Careful use of fiscal resources.
18. Sophisticated use of information resources.
19. Willingness to seek help from the outside.
20. Conviction that, in the long run, you have to do it yourself.

Source: Heartland Center for Leadership Development, Lincoln Nebraska, 1987

PREVENTION STRATEGIES FOR MINIMIZING BARRIERS TO COLLABORATIVE BUILDING

1. Keep the commitment and activities simple at first. Move through each stage of developing the collaboration only when members are ready.
2. Make clear communication a priority. Communicate with all members regularly and avoid assuming that the members are informed on collaboration business.
3. Spend time getting to know the other members. If most members do not know each other, schedule time for information sharing and team-building at early meetings.
4. When new members join the collaboration, make an extra effort to include them in the social and business activities of the group. People who are new often remember the little acts of courtesy and hospitality that helped them feel welcomed.
5. Encourage members to be "up front" about their needs. Set up win/win situations so that members' needs can be met whenever possible.
6. Don't avoid turf issues and hidden agendas. Encourage negotiation and communication among member organizations that are in conflict. Bring in outside experts if necessary.
7. Develop clear roles for members and leaders. Develop written statements that document commitments expected of participants.
8. Plan activities that are fun. Celebrate the accomplishments of the collaboration. Recognize the contributions of the members and reward their accomplishments.

Of course, problems will occur from time to time. When they do, deal with them as quickly as possible. When a problem is not attended to immediately, it will become worse. People often ignore problems, hoping they will go away by themselves—but they rarely do! Problems often become more apparent after the newness of the collaboration wears off and the group begins to tackle larger and more difficult projects.

Adapted for The Community Collaboration Manual for the National Assembly of the National Voluntary Health & Social Welfare Organization, January 1991, pgs 29 & 30.

THINGS THAT BUILD A GROUP

1. Humor.
2. Starting on time.
3. Short meetings.
4. Fun.
5. Compromising.
6. Similar backgrounds.
7. Common goals.
8. Enthusiasm.
9. Cooperation.
10. Assigning a leadership role on a temporary basis (rotating facilitator).
11. Having clear goals that are understood by all.
12. Alternative ideas.
13. Consensus decision-making.
14. Respect.
15. Defined roles.
16. Commitment.
17. Flexible structuring.
18. Support for others.
19. Facilitation rather than leadership
20. Initiative.
21. Cooperation.
22. Sensitivity to people's differing needs.
23. Trust.
24. Being process-oriented not task-oriented.
25. Listening
26. Following through and accepting responsibility.
27. Dealing with the affects of power differences on group process

Adapted from Working Together: A Manual for Helping Groups Work More Effectively (University of Massachusetts: The Citizen Involvement Training Project (CITP)) 1978, pgs 118 & 119

THINGS THAT BLOCK A GROUP

1. Not listening.
2. Unclear issues.
3. Disorganized.
4. No facilitator.
5. No defined goals and objectives.
6. Not buying into goals and objectives.
7. Not being involved in decision-making.
8. Impatience with the group decision-making process.
9. Being afraid to speak up at a meeting because of what others might say
10. Using words and jargon that some members might not understand.
11. Lack of information.
12. Not listening to what others have to say.
13. Suppressing conflict.
14. Rejecting other's ideas without hearing them.
15. Animosity and dislikes in the group.
16. Lack of multi-lingual communication.
24. False humor or too much humor.
25. Inflexible group structure.
26. Lack of planning.
27. No prepared agenda.
28. Age group differences.
23. Lack of well-defined roles.
22. Hidden agenda/self-interest
21. Pushy people.
20. Ego.
19. Using Robert's rules.
18. Outside pressures.
17. Time Pressure

Adapted from Working Together: A Manual for Helping Groups Work More Effectively (University of Massachusetts: The Citizen Involvement Training Project (CITP)) 1978, pgs 118 & 119.

North Coast Small Business Development Center

A Program of the North Coast Small Business Resource Center

www.northcoastsbdc.org

520 E Street

Eureka, CA 95501

Del Norte: (707) 464-2168

Humboldt: (707) 445-9720

Fax: (707) 445-9652

Small Business Services

NCSBDC programs are available to all Humboldt and Del Norte County businesses- existing and start-up. All business interactions are confidential. Our hours of operation are Monday through Friday 8 a.m. to 5 p.m.

ONE-ON-ONE SERVICES

BIZNET:

BizNet is a North Coast SBDC program designed to provide local businesses with answers and information on common business concerns such as licensing, permits, zoning, etc. BizNet also is the one-stop center for booking counseling and signing up for workshops offered by the SBDC. Direct Line: (707) 445-9035

INDIVIDUAL BUSINESS COUNSELING:

Private, 1-on-1 counseling is available through the North Coast Small Business Development Center. The SBDC offers counseling on a broad list of topics including but not limited to: start-up issues, the loan application process, licensing and permits, marketing, sales and distribution, international import/export, inventory control, hiring and managing employees, financial management and bookkeeping, e-commerce, legal and tax issues, home-based businesses, and Small Business Administration programs including 8-A certification. Counseling is available by appointment in the following communities: Eureka, Arcata, Crescent City, Fortuna, Garberville, Willow Creek, Rio Dell, Klamath, Hoopa, and Bridgeville.

SPECIAL PROJECT CONSULTING:

Businesses needing specialized technical assistance may be referred to local consultants for specific projects. Projects are defined with an SBDC staff counselor, a contract is established with an outside consultant, and then the business receives assistance from the consultant during the duration of the project. Sample projects include but are not limited to: assistance with bookkeeping procedures, marketing projects, expansion planning and merger/acquisition work. Businesses interested in assistance on Special Projects must first become NCSBDC clients. Funding for Special Project Consulting is limited, and preference is given to clients with below median income levels.

ENRICHMENT OPPORTUNITIES

RESOURCE LIBRARY:

The Frances Clark Memorial Business Library includes books, periodicals, videos and regional reports on a wide range of business topics. The library has a computer, printer, high-speed internet connection, business software, and an excellent off-line database useful for market research. Also located in the business library are color and black and white copiers. Library hours are 10:00-4:00, Monday through Friday.

PRE-VENTURE SEMINAR SERIES:

The "Pre-Venture Seminar Series" is designed for the start-up business operator. Seminars provide a good legal/financial/operational foundation for the new business owner. The three-part series includes "Start-Up Basics," "Business Plan Basics," and "Basics in Financial Management." All three seminars are offered monthly, are 2 hours in length, free for participants, and individuals who complete the series receive Certificates of Completion. Call BizNet for monthly seminar dates, locations and for registration: (707) 445-9720

ADVANCED WORKSHOPS:

The North Coast SBDC and other partners in the Prosperity Network offer workshops encompassing a wide range of topics seasonally. For a listing of upcoming workshops and/or to find out about scholarship opportunities for workshops: (707) 445-9720

The North Coast SBDC is partially funded by the U.S. Small Business Administration under the current Cooperative Agreement. The support given by the U.S. Small Business Administration and the State of California does not constitute an expressed or implied endorsement of any of the cosponsor(s) or participants' opinions, products, or services.

BizNet Program- One-Stop Center for Entrepreneurs

A new level of services collaboration between the Prosperity Network Partners was marked with the formalization of a central "one-stop" business service center in 2002. BizNet is a central location where company owners can go to find out about workshops, get information about licensing and permits, schedule counseling appointments, find options on business financing, get industry-specific questions answered, and look through compiled resource databases/books/guides. The BizNet program manager has been aggressively marketing this position in a variety of venues resulting in an influx of center activity and community awareness. An added benefit of this position is that the North Coast Small Business Resource Center counseling staff has more time to provide one-on-one counseling to clients.

The BizNet Program is also an asset to industry cluster strategies. The BizNet Program Manager has begun interfacing with leaders in each industry cluster, and will provide networking opportunities to businesses within the clusters. BizNet attendance at the cluster meetings has resulted in several recent quick wins in the business community. An example of this was the immediate addition to our website of the "New Business Suggestions" section at the request of the Tourism Cluster in their February 2003 meeting.

The BizNet program has continued to grow at an amazing rate. In the first quarter of 2003, 679 businesses were served with quick answers and referrals through the BizNet program. This activity represents a 40% increase in client calls/walk-ins over the previous quarter. During this same period BizNet reportable SBA hours increased 37%.

Remote Counseling

Owing to the geography of the Humboldt – Del Norte region, some 4,600 square miles, clients or would-be clients from areas outside of the 20 mile long Eureka-McKinleyville corridor where 55% of the area's population lives, have a hardship when they seek counseling. SBDC has contracted with three contractors to provide regular dependable counseling hours in three regions. Call for more information: *Humboldt (707) 445-9720 Del Norte (707) 464-2168 Toll Free (800) 697-SBDC*



APPENDIX C: Humboldt County Resource Kit

Humboldt County
Community Development
Services Department



Who We Are:

The Humboldt County Community Development Services Department is responsible for protecting the public health, safety, and welfare. This is accomplished through building permit review and inspection, planning and development review and approval, maintaining the County's general plan, administering economic development grants and programs, and overseeing staff management of the Local Agency Formation Commission (LAFCO) which reviews proposals for changes in boundaries of cities and special districts in the County.

Our Mission:

"In partnership with the people of Humboldt, and under the guidance of policy makers, we apply professional community development skills, consistent with regulations, to promote the welfare of our citizens, the growth of our businesses and the sustainability of our communities".

Organizational Divisions:

The Community Development Services Department is made up of the following divisions:

- ***Building Division:***
The Building Division is located in the Community Development Services office on the corner of H and Harris Streets. This department includes two sections: Building Inspections and Development Assistance. These two sections respectively; ensure compliance with building codes and ordinances; and provide necessary services to permit applicants.
- ***Economic Development Division:***
The Economic Development Division is located at 520 E Street, Eureka, in the Redwood Region Economic Development office building. The Economic Development Division acts as the liaison for the County in coordination and representation for a number of economic and community development issues
- ***Planning Division:*** The Planning Division is located in the Community Development Services office on the corner of H and Harris Streets. This division is responsible for planning and facilitating land use development based on the policies of the General Plan, Community Plans, County Codes and Ordinances as well as State and Federal regulations.
- ***LAFCO:***
The Local Agency Formation Commission (LAFCO) reviews proposals for changes in boundaries of cities and special districts in the County.

Communication Information:

Physical Address:

Send correspondence to, or stop by the following address:

Community Development Services
County of Humboldt
3015 H Street Eureka, CA 95501-4484

Our offices are located in the Henderson Center area on the corner of H and Harris Streets.

Important Phone Numbers:

The office is open to the public Monday-Friday from 8:30 to 5 PM

Building Division: (707) 445-7245
Toll Free Building Division: (800)-900-4034
Economic Division (707) 445-7745
Planning Division: (707) 445-7541
LAFCO: (707) 445-7508
Inspection Request line: (707) 4457244
Send Faxes to: (707) 445-7446
Zone Phone (call this number to find out about the zoning of a specific parcel): (707) 445-7550

Important Websites Addresses:

Website to locate on-line community action plans:
http://www.co.humboldt.ca.us/planning/planning/action_plan.asp

County of Humboldt Community Development Services:
<http://www.co.humboldt.ca.us/planning/>

Prosperity! The North Coast Strategy - Humboldt County's Comprehensive Economic Development Strategy (CEDs).
<http://www.northcoastprosperity.com/index.html>

Your District's County Supervisor:

Jill Geist 825 5th Street
Eureka, CA 95501
Phone: (707) 476-2395
E-mail: j.geist@co.humboldt.ca.us

Staff Contact Information:

Kirk Girard Director of Community Development Services – 268-3735

Advance Planning:

Kirk Gothier Assistant Planning Director and LAFCO Staff – District formation, district boundary and sphere of influence questions. (707) 268-3725, kgothier@co.humboldt.ca.us.

Tom Hofweber Supervising Planner – Advance Planning programs, GIS mapping. (707) 268-3738, thofweber@co.humboldt.ca.us.

Martha Spencer Senior Planner – General Plan Update and Coastal Plan information. (707) 268-3704, m Spencer@co.humboldt.ca.us.

Michael Richardson Senior Planner –Current Planning, General Plan Update, and Housing Element questions. (707) 268-3723, mrichardson@co.humboldt.ca.us.

Michael Wheeler	Senior Planner – Current Planning, General Plan Update, and surface mining questions. (707) 268-3730, MWheeler@co.humboldt.ca.us
Cybelle Immitt	Planning Technician - Community Action Plan Coordination. (707) 268-3736, cimmitt@co.humboldt.ca.us
Claude Young	Code Enforcement Officer - Code violation enforcement questions. (707) 268-3702

Economic Development:

Paula Mushrush	Community Development Coordinator – community block grant funding information. (707) 445-7746, pmushrush@co.humboldt.ca.us .
Jacqueline Debets	Economic Development Coordinator – (707) 445-7745, jdebets@co.humboldt.ca.us .

Public Works:

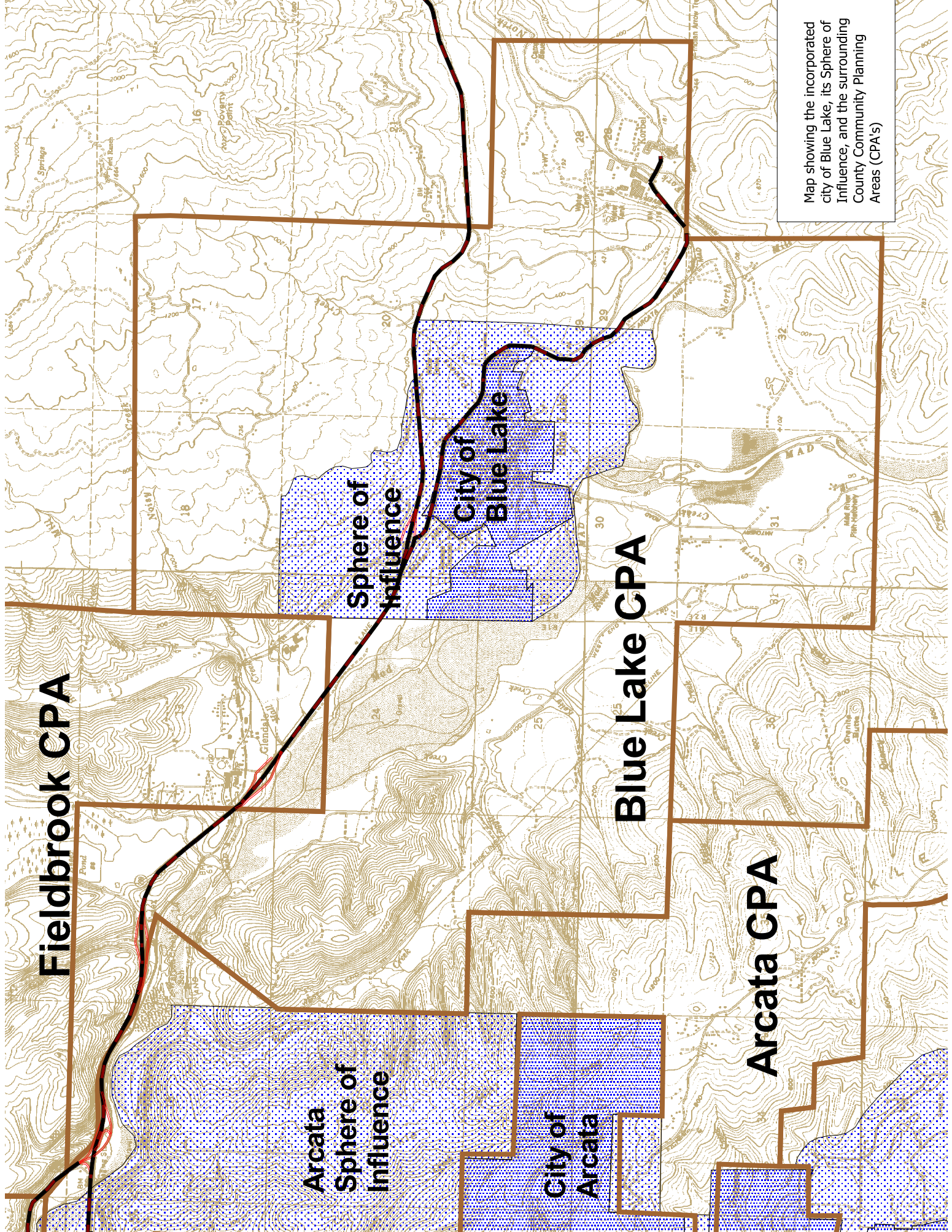
Allen Campbell:	Director
1106 2nd Street	
Eureka, CA 95501	
Phone: (707) 445-7491	
Fax: (707) 4457409	

Community Action Plan vs. Community Plan:

A “**Community Action Plan**” is an optional document which can be used as a guide for future economic development and community enhancement projects. The ideas outlined in this kind of plan are intended to be carried out by community members with assistance from the appropriate government and non-government agencies. This plan does not need to be adopted by the County Supervisors. This plan can also be used as a tool for leveraging funding.

A “**Community Plan**” is a component of the County General Plan, which is a State mandated planning document that is a long-range statement of public policy for the use of public and private lands. This document has to be adopted by County Supervisors and is then used as a guide for future land use and community development, and is primarily implemented through zoning. The location addressed by a Community Plan is called a County Community Planning Area. Please refer to the attached map to see what lies within the boundaries of the Blue Lake County Community Planning Area.

The County Planning Division is in the process of updating the County General Plan. The exact procedure for updating individual community plans is being developed. If you are interested in learning more about our progress please contact us at, (707) 445-7541 or visit the “General Plan Update Home Page” at: website at: <http://www.planupdate.org/>.



Fieldbrook CPA

**Arcata
Sphere of
Influence**

**City of
Arcata**

Arcata CPA

**Sphere of
Influence**

**City of
Blue Lake**

Blue Lake CPA

Map showing the incorporated city of Blue Lake, its Sphere of Influence, and the surrounding County Community Planning Areas (CPAs)

APPENDIX D: Services Provided By The Region's Institutions Of Higher Education

A. HUMBOLDT STATE UNIVERSITY

The HSU Economic Development Portal helps connect the intellectual and creative capital of Humboldt State University to opportunities for fostering economic development in the North Coast region. This office fosters a two-way flow of access between those working in business, community, and economic development on the one hand, and the faculty, staff, and students of the university on the other. HSU recognizes that the North Coast's economy and quality of life are linked to the vitality of our distinctive rural communities, the integrity of our natural environment, and the success of our business enterprises.

Services Offered

- A referral service whereby people can call, e-mail (econdev@humboldt.edu.), use an on-line service request form (<http://www.humboldt.edu/%7Estorage/econdev/>), or use an on-line faculty expertise directory (https://www.humboldt.edu/experts/public_html/index.jsp) to connect with HSU faculty (or their students) and staff
- Assistance in project development
- Planning, facilitation, and follow-up for events that bring together faculty, staff, students, and members of the economic development and business communities
- Participation in Prosperity Network-sponsored planning, activities, and events
- Assistance to faculty in identifying project and internship opportunities in the community

If you have a project that you think would benefit from HSU expertise, call the Portal at 826-3237, e-mail us at econdev@humboldt.edu or fill out our on-line service request form. We can help you identify expertise both on and off campus. Note that most faculty have busy schedules, and some may require fees for their services. Due to faculty workloads and other obligations, not all requests can be fulfilled.

If you are interested in finding a student intern or employee, you should call the HSU Career Center at 826-3341 or e-mail them at career@humboldt.edu.

B. COLLEGE OF THE REDWOODS

College of the Redwoods offers Associate degrees and university transfer programs in the arts and sciences and a wide variety of occupational and career certificate programs. The college also plays a significant role in the continuing economic development of the North Coast region of California. A list of all of the educational programs offered at CR, including University Transfer Programs, Professional and Technical Programs, Non-credit Business and Industry Training, Non-credit Continuing Education Programs, and Distance Education Programs are available at this web site link: <http://www.redwoods.edu/departments/>.

C. HUMBOLDT-DEL NORTE COUNTIES COOPERATIVE EXTENSION OFFICES

Contact Email: cehumboldt@ucdavis.edu

Phone: (707) 445-7351 FAX: (707) 444-9334

Mail Address: Cooperative Extension Humboldt County,
5630 South Broadway,
Agricultural Center Building
Eureka CA 95503-6998
Deborah Giraud is the County Director.

The Coop Extension Office's programs and services for rural communities are described on their website: <http://cehumboldt.ucdavis.edu/>.

APPENDIX E: Idea Bank

The following idea Bank has been retained from the original Blue Lake CAP. It is a record of potential future projects born out of strategic planning meetings in 1996. The list has been modified slightly to reflect accomplishments. Because a bocce ball court was constructed, a spa started and a new restaurant opened in town these items were removed and acknowledged in the accomplishments section.

Theme I. Recreation and Entertainment

- A. EXPANDED NATURAL RESOURCE UTILIZATION
 - Community Forest and forest paths
 - Bike paths (old RR tracks)
 - Access to levy -link Taylor Way to levy
 - Trail systems running through town
 - Park between grange and lake
 - Bird and wildlife refuge
 - Better access to river -drive
 - Better fishing access
 - Annex land with cottonwoods across river
 - Powers Creek -like Lithia Park
 - *BLUE* Lake
 - Hatchery tied to community -outdoor education/interpretive center
 - Horse trails
 - Swimming in the clean river
- B. SPORTS OPPORTUNITIES
 - Softball tournaments
 - Runs, mountain bike races and marathons
 - More and better sport facilities -indoor/outdoor -community pool
 - Golf course
- C. ARTS & CULTURE
 - Outdoor theater in use in August and September
 - Expand theater /arts/ film

Theme II. Employment Opportunities and Business Development

- A. PLUG THE LEAK\$ -LOCAL CONSUMPTION
 - Fitness center
 - Cafe- outdoor sitting area
 - Bank
 - Convenience store with cafe and deli
 - Ice Cream parlor/coffee shop
 - Restaurant "dinner destination" with a river view, or on hill
 - Bookstore
 - Health center

- Specialty stores
 - Farmer's market
 - Business support services
 - Hardware store/Contractor outlet store/New Home Design Center/Garden Center.
 - Gas Station/auto mechanic.
 - Laundry
 - Bar
 - Health centered business-clinic preventative health.
 - Some 24-hour business.
 - Fire arts center
- B. BUSINESS & INDUSTRIAL PARK EXPANSION
- Expansion of activated carbon plant.
 - Create local jobs
 - Keep current industry
 - More artisans
 - Computer oriented business without trucks
 - Small assembly line manufacturing.
 - Clothing production
 - Encourage small, appropriate business.
 - Fill industrial park
 - Tours of existing industry
 - Offices upstairs from retail
 - Outdoor manufacturing/outlet
 - Value-added -furniture, jewelry, art products
 - Cottage industry
 - Bait and tackle.
 - Antique shops
 - Bike rental/skating
 - Food manufacturers/processors
 - No smelter, or really heavy industry/ no more smokestacks.
 - No data processing.
 - No franchises
 - No noise, smell, smog, ground, water, air, pollution.
 - Office businesses
 - Create an environment people want to work in example: paths & beautification around business park
 - Software development
 - Commercial greenhouses utilizing hot water from Ultrapower
- C. TOURISM ATTRACTION
- Mall along creek, like in Ashland
 - Tie-in to Humboldt County tourism opportunities.
 - Inn on Knob Hill
 - Water park

- RV Park Development/Campground.
 - Bed and Breakfast
 - Beer garden by river -pickle tasting shop near beer garden.
 - Winery
 - Sunshine is always a plus, weather here is a plus
- D. DOWNTOWN DEVELOPMENT
- Grocery Store
 - Restaurants
 - Gifts shops
 - Outlets for our own artists

Theme III. Infrastructure/Land Use

- A. COMMUNITY PLANNING
- Infrastructure to handle expansion for business.
 - No buildings over 2 stories.
 - Urban growth boundary.
 - Nicer city buildings
 - Clean
 - Self-sufficient -have what they need and want.
 - Not urban sprawl
 - Open Space/discreet city
 - Affordable community.
 - Diversified, variety
 - Improve upon what we have
 - Bedroom atmosphere
 - Historical look/flavor.
 - Quiet streets at night
 - Not urbanized
 - No big developments
 - Nice place to live
 - Similar historical skyline
 - Slow, controlled growth
 - No subdivision
 - Retain street sizes
 - Keep town safe
- B. DOWNTOWN PLANNING
- City Center/Downtown plaza/Downtown as business center
 - Permanently block off H Street (Dell'Arte) and create a green area...tables, benches, trees, grass, flowers, community gathering spot.
 - Complete the levy around town
 - Keep agricultural lands around town
 - Plaza, green center/trees, garden, flowers.
 - Positive activity in the center of town
 - A little hamlet with a town square with a destination point
 - Businesses downtown -Victorian style -buildings designed to fit style

- C. SERVICES
 - Safe water
 - Safe sewer
 - Clean streets, facilities, and properties.
 - Sidewalks
 - Commuter/tourist rail facility /museum.
 - Rail to Trail
 - Bus Stop in town
- D. PHYSICAL INFRASTRUCTURE
 - Underground Utilities
 - No big wide roads
 - Truck Route around town
 - Widen and improve Blue Lake Blvd -bike path

Theme IV. Community Pride and Awareness

- A. BEAUTIFICATION
 - Community Garden. place to take clippings -community composting.
 - Blue Lake weather on news
 - Better relationship with Rancheria.
 - Friendlier relationship with timber
 - Better community awareness of government/community issues.
 - No junky cars or out of sight.
 - Fall foliage downtown
 - Historical district downtown -buildings designed to fit style.
 - Reclaim wastewater to make Blue Lake green.
 - Tree Preservation
 - Historic preservation of City buildings
 - Improve the county side of Blue Lake Blvd
 - Doggie bags -(especially around trails/levy)
 - Garbage/recycle cans.
 - Paint Fountain House
 - Creek naturalized
 - No clear-cut in view of town.
 - Remove Train tracks
 - Flowers and fruit trees.
 - Cemetery restoration
- B. COMMUNITY ACTIVITIES
 - Library in Skinner Store -more open hours -Computer access
 - Social gathering spot (indoor).
 - Garden tours with local homes
 - More festivals/events -Octoberfest, Mad River, Annie and Mary Days
 - Keep clowns in street
 - Ability to be involved, volunteer activity, public safety.

- Community projects -active groups
- Forest
- Community meeting hall/recreation center

Theme V. Youth and Elders -Education and Recreation

- Make teens and elders a community priority.
- Teen center/activities
- Parks & recreation program
- Link seniors and schools
- Improve connection between school and community.
- Waldorf School -alternative education.
- Focus on needs of elders

Theme VI. Housing

- Residential facility for seniors
- Artist co-op -live, work, eat, breathe opportunity
- Variety of housing opportunities
- Newer, nicer houses with open space
- Houses painted and well-kept
- Homes on big lots
- New homes compatible with old
- Preserve older homes

APPENDIX F: Community Survey

Members of the Community Relations Committee are currently distributing the following survey. If you would like a copy or have questions please call David Glen at, (707) 668-5229.

Blue Lake Community Survey

Thanks for taking this survey. Our community group wants to know how you feel. Your answers are confidential. Thank You!

- The Blue Lake Community is made up of: **A** City residents **B** Rancheria residents
C County residents near Blue Lake Which group are you in? ____
- What Age group are you in? Circle one: Teens 20/30's 40/50's 60+
- How long have you lived in the Blue Lake Community? ____ years

Please fill out the table below for the services that you use:

Services	Do you Need it?	Where do you get it now?	How well does this work for you?	What changes would you like to see?
8A Water	Now Future	Well City Fldbrk	Good OK Poor	
8B Sewer	Now Future	Septic City	Good OK Poor	
8C Police		City Sheriff	Good OK Poor	
8D Fire Protection		BLVFD Arcata	Good OK Poor	
8E Children's Schooling	Now Future		Good OK Poor	
8F Children's Day Care	Now Future		Good OK Poor	
8G Recreation Programs	Now Future		Good OK Poor	
8H Medical/Health			Good OK Poor	
8J In Home Health Care	Now Future		Good OK Poor	
8K Public Transportation	Now Future		Good OK Poor	
8L Senior Meals	Now Future		Good OK Poor	

- How important is it to develop business in Blue Lake? Very Not very Don't want it
- Are you a member of a community organization in Blue Lake? Circle all that apply: PTO Vol Fire Dept Church Grange Wha Nika Sports Teams Other _____
- Do you know much about your local government? City, Rancheria, County Y N
- Have you ever been involved in local government? Y N
- Do you know what services your local government provides? Y N
- Do you ever go to government meetings? Y N
Circle all that apply: City Rancheria County School Board
- If so, What was important enough to get you there? _____
- If not, what might be important enough to get you there? _____
- *If you had an issue how might you express it? Talk at meeting Go in support to a meeting Letter E-mail Phone call Web site Letter to newspaper
- Were you aware of the Visioning meetings in Blue Lake at the end of last year? Y N
- Did you go to any of the meetings? Y N
- Do you know how your local government gets it's money? Y N

16. What financial shape is your local government in? Good So-So Not Good
17. Have you ever received a notice from local government about a meeting or issue? Y N
18. Did the notice describe why the meeting or action was important? Y N
19. Have you ever found out about a meeting or decision later and wish you had known?
Y N
20. What changes can we make to invite involvement and input of effected citizens?
21. Do you feel that your local officials (City Council, Tribal Council, Board of Supervisors) represent you well? Y N
22. Do you feel that local government cares about your opinions? Y N
23. Are you comfortable getting up in a meeting and telling them your opinion? Y N
24. Are there changes that would help local government / residents work together better, make government more responsive or open?
25. Would you like to see long term planning for the valley? Y N
26. Do you know what the Blue Lake Rancheria is? Y N
27. Before the Blue Lake Casino was built, there was debate about the project. How did you feel about the Casino project at the time?
28. How did you feel the Rancheria government and the City government handled it?
29. Now that the casino has been open for about a year, how do you feel about its effects on the community?
30. Have you heard about the Annexation issue? Y N
31. Do you understand why the City might want to do this? Y N
32. How well do you understand these issues? Well Some Not at all
33. If the annexation costs more money than it makes, would you want it? Y N
34. What two things would you like to see changed in Blue Lake?
A.
B.
35. On the following visioning list: **circle** those items you would like to see, **cross out** those you wouldn't like to see and **ignore** those you have no opinion about.

Thanks for taking the time for this survey!

Optional

Name:

Street Address:

(See the Idea Bank in Appendix E to review the "visioning list" referred to in question 35.)