

At the request of the Citizens of Blue Lake...

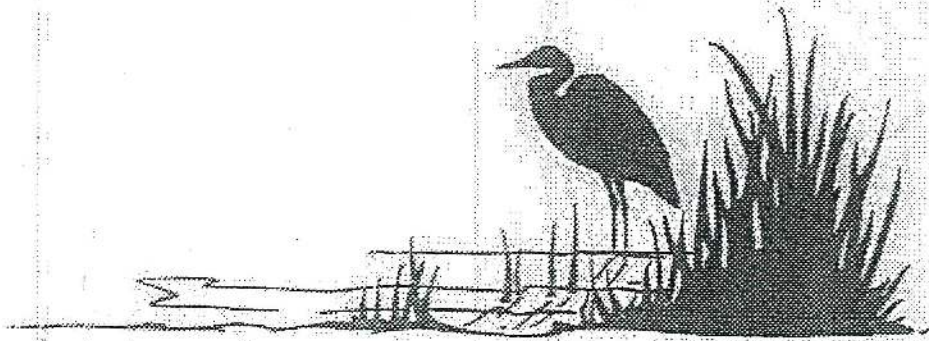
Blue Lake Community Visioning and Strategic Plan

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HUMBOLDT COUNTY
PLANNING COMMISSION

In Cooperation with:
Arcata Economic Development Corporation
Center for Environmental Economic Development



*This program is made possible by a Rural Community Assistance Grant from
The United States Department of Agriculture (USDA) Forest Service*

Blue Lake Community Visioning

January 29, 1997

TO: Participants of the Blue Lake Community Visioning and Strategic Planning Meetings

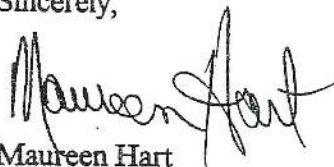
Here is your copy of the **Blue Lake Community Visioning and Strategic Plan**, created as a result of a series of meetings in October and November 1996 for which Blue Lake residents, businesspeople, and city officials came together to take control of the community's future. The purpose of the meetings was to create this working plan - a document which will serve as a record of the ideas and visions of the community. It will be a guide for citizen activism and a supporting document to seek assistance from public and private agencies, as well as serving as an inspiration for the community to assert control over the direction of its development.

Over 70 concerned community members, representing the many different faces of Blue Lake, attended the meetings that took place on October 16, 30, and November 6. The contributions made during the meetings were documented and serve as a part of this working document, which will be added to and continue to reflect the work of the community.

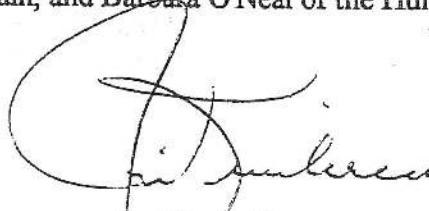
In this report you will be able to see how four projects were identified and action plans were created as a result of the community meetings. Those projects are: Plug the Leaks - Local Consumption, Expanded Natural Resource Utilization, Recreation & Entertainment - Arts & Culture, and Infrastructure - Downtown Planning. Since those meetings Blue Lake residents have proven their leadership and commitment to their community by continuing work on these projects and by initiating additional projects. As a result of the emerging leadership in Blue Lake many opportunities for sustainable economic development have been made possible. Congratulations and keep up the good work!

The series of meetings were facilitated staff members from the Arcata Economic Development Corporation (AEDC), the Center for Environmental Economic Development (CEED), and the Institute of the North Coast. Funding for these meetings was provided by Rural Community Assistance program of the USDA Forest Service, with funds which are part of the Northwest Economic Adjustment Initiative. This project would not have been possible without the dedication and creativity of its organizers and facilitators. Special thanks goes to Kathy Moxon and Gregg Foster of the Institute of the North Coast, Maggie Gainer and Tami Tangen of CEED, Nancy Reichard of NetGain, and Barbara O'Neal of the Humboldt Area Foundation.

Sincerely,



Maureen Hart
Executive Director
Center for Environmental Economic Development



Jim Kimbrell
Executive Director
Arcata Economic Development Corporation

The future belongs to visionary communities - those communities which have taken the time and trouble to think about, talk about, and describe their future, and take action to bring that vision into reality. These visionary communities have a tremendous advantage over other communities - the alignment of the personal creativity, energy, and resources of their citizens, their leaders, and their institutions with a shared image of its future, grounded in the core values of the community.

Cooperative Extension Service, University of Arkansas

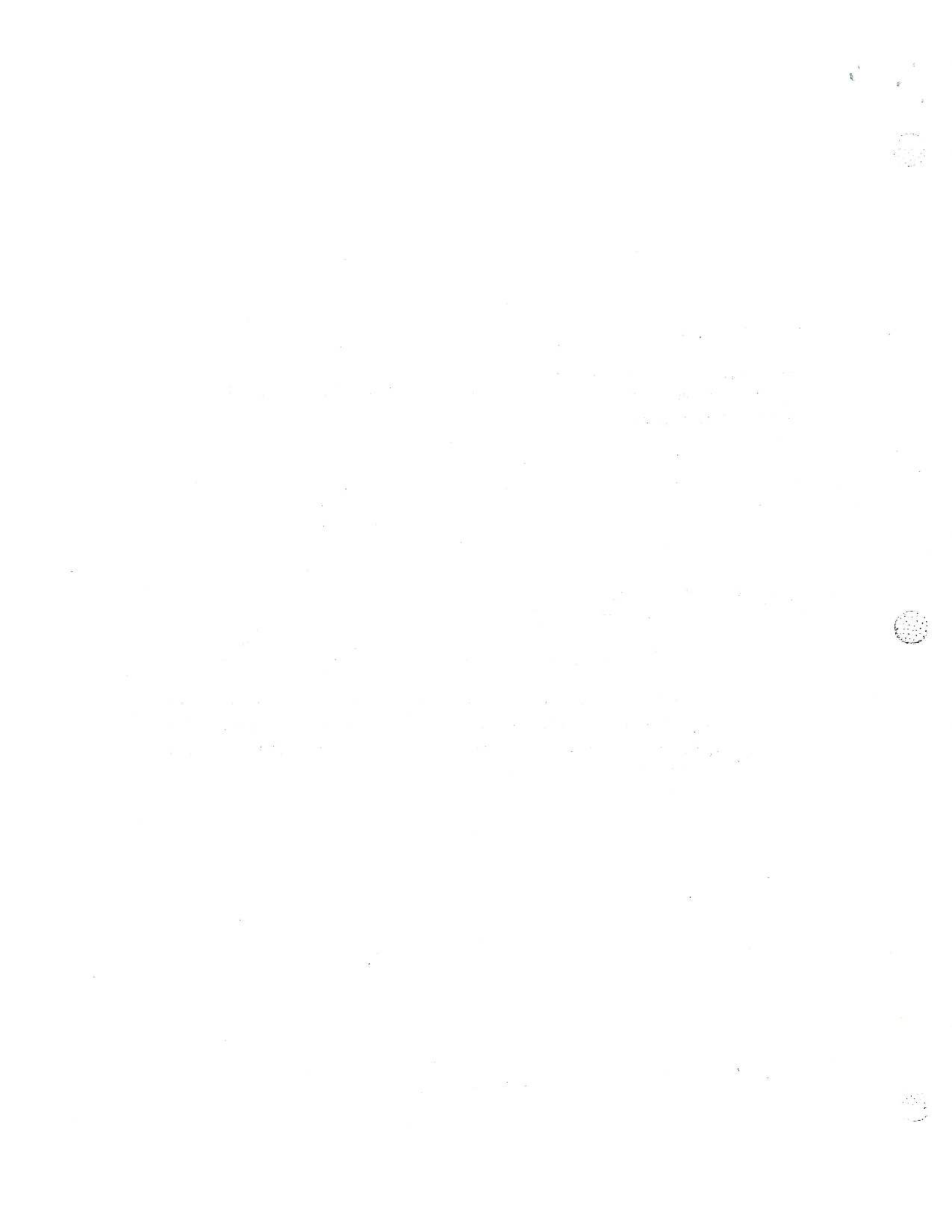


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The Strategic Planning Process

The strategic planning process for Blue Lake consisted of three distinct phases.

- 1. Vision:** The community created a shared vision for the future of Blue Lake during community brainstorming sessions. The resulting "vision" describes both the changes community members would like to see in Blue Lake over the next fifteen years, as well as the characteristics of Blue Lake they would like to protect from change. The visioning process resulted in a descriptive statement outlining the future Blue Lake, as well as a list of ideas for new businesses, services, recreation opportunities, and other specific concepts which would support the Blue Lake vision. From this vision, an idea bank was created, and the brainstorms were categorized into major themes and theme components.
- 2. Prioritization:** At the second meeting the participants were asked to prioritize which component should receive immediate attention. Four components were chosen, reflecting the community's ability to concentrate on a workable number of projects. The components that were not chosen have been included in this document as part of the idea bank, to be revisited upon completion of the first projects or when community members or city staff choose to further develop the idea.
- 3. Action Plans:** The participants developed four initial component Action Plans which provide specific steps for moving toward the realization of community goals. Each Action Plans contained one or more strategies, measurable objectives, tasks to complete, responsibilities to implement, and timelines for completion.

The three phases are documented in this report, but they do not represent the completion of strategic planning. Strategic planning will be an ongoing process, where the results of the Action Plans are periodically evaluated to see if they were implemented, if they had the desired effects, and if the community is achieving its goals and moving closer to its vision or if the goals need to be modified based on information gathered during the community's work. Once an Action Plan achieves its goal, new Action Plans are created, and, if needed, the community vision is reevaluated and priorities are redetermined. To complete a cycle of strategic planning the participants elected to meet again (early 1997) to evaluate progress.

The ongoing steps of the strategic planning process are as follows:

- 4. Evaluate accomplishments of Action Plans;**
- 5. Revisit the Community Vision;**
- 6. Set new priorities; and**
- 7. Create new Action Plans.**

The same tools and techniques used in the initial strategic planning process may be used for each of these successive stages.

Vision

At the first meeting, Blue Lake community members brainstormed; the following picture of Blue Lake in 2010 was written from their creative ideas:

" Blue Lake is a beautiful hamlet nestled into a valley surrounded by farmlands and forested mountains. Even from far away you can see that it is clean and healthy, and treasures its 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 reflect the residents' appreciation of the past and 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, and 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.

The industrial park is built out with innovative, progressive smaller businesses offering local employment at family wages. There is a variety of businesses, manufacturing, corporate headquarters, artisans and wood workers. There is more to offer the businesses and employees in Blue Lake. Over their lunch hours you can see workers walking, running, and fishing along the paths near the river.

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 six months since 1996 to revisit the plan and celebrate the progress. A community partnership has been established between residents, small business owners, industrial businesses, and forest harvesting companies based on the long term commitment of the people involved. There's a commitment to a sustainable community and environmentally sustainable business practices, and where local challenges bring all parties to the table in the spirit of creative problem solving.

There are activities for all ages including youth and seniors, and many are involved in tournaments of soccer and bocce ball, and the 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 September.

The library is open all week and there are a number of other social gathering places both inside and outside where movies, lectures, and community gatherings take place.

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

Categorization

The vision evolved from the "idea bank" - the brainstormed ideas of the participants. These ideas were then categorized into Themes. Most of the Theme categories have Components as well, which are also listed. The full "idea bank" is on page fourteen and can be referred to in the future for the community's ideas. The major themes and components are:

- I. Recreation and Entertainment
 - A. Expanded Natural Resource Utilization
 - B. Sports Opportunities
 - C. Arts & Culture

- II. Employment Opportunities & Downtown Business Development
 - A. Plug the Leaks - Local Consumption
 - B. Business & Industrial Park Expansion
 - C. Tourism Attraction
 - D. Downtown Development

- III. Infrastructure / Land Use
 - A. Community Planning
 - B. Downtown Planning
 - C. Services
 - D. Physical

- IV. Community Pride & Awareness
 - A. Beautification
 - B. Community Activities

- V. Youth & Elders - Education and Recreation

- VI. Housing

There are numerous, logical overlaps and relationships among the six Theme categories. These categories emerged from all of the ideas because they each serve a different function in the City, and reflect upon how community members will most likely organize to work on projects.

Prioritization

At the second meeting the participants reviewed their vision. Each community member was asked to vote on the project she/he felt needed the most immediate attention and that she/he was willing to commit to help successfully complete. Four Components were chosen by the community: Expanded Natural Resource Utilization; Arts & Culture; Plug the Leaks - Local Consumption; and Downtown Planning. The participants then chose the Component they wanted to concentrate on and organized into groups. Each component group reviewed the ideas that had been generated in the brainstorming session and new ideas were added to the lists.

Projects

Expanded Natural Resource Utilization

Many of the residents of Blue Lake are active in outdoor recreation activities, yet they find there are obstacles inhibiting their use of the natural resources in the immediate area: the forested land surrounding the town is privately owned - the community must receive permission to access these lands; there isn't a river access where boats can be launched; the roads and trails are not designed to support bicycle, automotive, *and* pedestrian use; there is potential for a marsh park with a visitor's center to view the many birds that visit; and there is interest in doing restoration of Power's Creek, creating a park near the waterway.

The Expanded Natural Resource Utilization Action Team identified the following as five priority projects: public access to private forests in the area; trail systems running through town; bird and wildlife sanctuary; bike paths (using old railroad tracks); Powers Creek restoration and park development. The group agreed that public access to privately owned forest lands was their first priority and that trails systems and a bird and wildlife sanctuary were tied as the second priority.

The Action Team reviewed the forest areas they want to access in the surrounding area. Four different areas were chosen and two different issues were identified. The primary objective is to legitimize what is ongoing de facto use of the privately owned lands in the surrounding area. This will involve cooperation between the landowners and the residents of Blue Lake. As a result of these discussions a secondary objective evolved: the relationship between natural resources use and community development, and the potential to publicize and attract outsiders/visitors. Because the team recognized the depth of the project they had undertaken and the length of time it will take to achieve the goal, they discussed also working on a project which would provide more immediate results.

Community Action Planning Form

Theme: Recreation and Entertainment
Team Leader: Adelene Jones

Component: Expanded Natural Resource Utilization
Community Access to Forest

Project 1	Tasks	Resources Available	Responsibility	Target Date for Completion
<p><u>Four Access Possibilities</u></p> <p>Water tower - access through private property</p> <p>Hatchery Road through Simpson - link to Arcata</p> <p>Buckley Road off of Blue Lake Blvd. Waterfall - private property</p> <p>Up River to Swayzee Dam, short river trails</p> <p><u>General Items</u></p>	<p>Contact land owners</p> <p>Contact Simpson</p> <p>Contact Waterfall Owners</p> <p>Forest Service</p> <p>Contact Simpson</p> <p>Grant Agreement</p> <p>Fund for the whole Blue Lake project</p> <p>Call another meeting</p> <p>Access Rights?</p> <p>Cooperative agreement</p> <p>Field Trips to locations - visiting sites</p> <p>Liability Insurance Waiver</p>	<p>Peter Bussman (landowner)</p> <p>City Council Letter of Support</p> <p>Letting Park Commission know involvement.</p> <p>Phone tree</p> <p>Bob Brown</p> <p>Aerial Photos</p> <p>Maps at City Hall</p> <p>2nd & J Street - County Road Dept.</p> <p>Topo Map at HSU - 1st Floor Library</p>	<p>Barbara Lane</p> <p>Bart contact Simpson</p> <p>Barbara Lane</p> <p>Kevin write sample for meeting</p> <p>Adelene Jones get on agenda</p> <p>Bart contact Simpson</p> <p>Kevin contact Dave Nakamura</p> <p>Margaret Hannett</p> <p>Christine Keil</p>	<p>12/4/86</p> <p>12/4/96</p> <p>12/4/96</p> <p>11/11/96</p> <p>11/12/96</p> <p>12/4/96</p> <p>11/12/96</p> <p>12/4/96</p>

Plug the Leaks - Local Consumption

Blue Lake residents easily understood the complexities of providing services within the community, both in concept of keeping the money in the local economy and also in the importance of supporting the potential businesses which establish themselves in town. To this end, they focused on stores and services that they believe will meet the needs of the community *and* that the community will use.

The Action Team for the Blue Lake General Store was able to combine all the services that had been identified in the brainstorming sessions. They created five "combo" stores, which are listed in the Action Team's priority order: general store; social/food service combo; combo recreation center; business center; health combo. Because these are all large projects, the team decided to focus on the first one, hoping that success in one area will help create a model from which to work in the future.

This Action Team focused on the General Store as a first priority because it is the most obvious in meeting the local needs. The group believes that it will capture the largest amount of local discretionary spending, and the participating residents understand the level of commitment needed from the community is an integral part of its success. If this project is successful it will provide a model for other projects defined by the committee.

Community Action Planning Form

Theme: Plug the Leaks
Team Leader: Mike Foget and Beth Leach

Component: Combo Store - Grocery, Hardware, Sporting Center, Gardening, Espresso
Blue Lake General Store

Project 1	Tasks	Resources Available	Responsibility	Target Date for Completion
The Blue Lake General Store	Identify Locations	Chuck Carlsen	Terry Gray Mike Foget	1/20/97
	Find Models	Fieldbrook Market Co-op Wildberries "Your Store"	Rebecca Collins Sherman Shapiro	1/15/97
	Funding and Financing	RREDC AEDC SBDC USFS Pre-App	Peace Gardiner Duane Rigge Sherman Shapiro	12/15/96
	Contact potential owners/operators	George Cisneros City Hall	Terry Gray Duane Rigge	11/15/96 11/7/96
	Survey 1. Assess community demand & commitment 2. Find examples 3. Coordinate with others	HSU	Rick Platz Terry Bayles Beth Leach	12/1/96 First Meeting
	Marketing Blue Lake 1. Inform citizens of purpose & commitment 2. Commitment from City Council 3. Educating Local Consumers (Buy Locally)	Kevin Hoover, <i>Arcata Eye Times-Standard</i> Channel 6 Occasional updates at City Council Meetings <i>The Advocate</i>	Duane Rigge Mike Foget Beth Leach Dean Qualls Sherman Shapiro	11/15/96 Tuesdays in November and December

Recreation & Entertainment - Arts & Culture

With numerous local artists and Dell'Arte, Blue Lake has a strong foundation in Arts and Culture from which to build. Helping those entities expand their audiences and provide additional opportunities to sell goods and services was the focus of this working group. Due to the fact that Blue Lake does not, at this time, have significant foot traffic led the participants to examine opportunities that were either passive, (phantom galleries) or tied closely into other events happening in Blue Lake which draw visitors to town. Dell'Arte occupies several downtown buildings, providing windows to be converted into phantom galleries. The long-term vision of the committee is to create gallery space for local artists and craftspeople and featuring other locally manufactured goods. Stepping stones to this vision include the phantom galleries; galleries/stores set up in available space coinciding with Mad River Festival, Annie and Mary Days and Hoptoberfest; gallery/store space set up permanently but only open for limited times; and, eventually galleries/stores integrated into a vibrant downtown helping to draw visitors to Blue Lake and providing a living for local artists and manufacturers.

Community Action Planning Form

Theme: Recreation & Entertainment
Team Leader: Marty Schwartz

Component: Arts & Culture
Made in Blue Lake

Project 1	Tasks	Resources Available	Responsibility	Target Date for Completion
Phantom Gallery Space	Contact Owners	Dell'Arte Carlson Blue Lake Emporium	Bobbi Ricca	November
Artists	Contact Artists	Garbage bills for flyers Ad in New Advocate	Marty Schwartz Bobbi Ricca	December
Crafters	Mailing List Development	Joan Barnes	Marty Schwartz	By January
Woodworkers	Meeting of the artists	Grange Hall-place	Ron Brunson	January
	Contact Chamber	Mailing invites Event promotion Calendar of events Personnel for galleries	Ted Jones Ron Brunson	By end of November
	Open 1st Gallery	Local artists	Marty Schwartz	By February 1st
Year Long Planning: For gallery and retail space to be open in conjunction with other local events	Meeting of artists Develop Calendar Choose site	Mailing list from Phantom Gallery Chamber of Commerce	Marty will call meeting Ron Brunson	January January
	Spring color/art show	Research city owned property Gallery organization Bulb location - Miller Farms -Sun Valley Floral -Randy Scherer		
	Planting of bulbs			
	Fall color/art-craft show			
	Planting of trees			

Infrastructure - Downtown Planning

The Downtown Planning working group identified the need for a center of town as its top priority, understanding that a central hub could provide the town with an increased sense of community. They decided that the creation of a physical area where residents and visitors could gather informally would give the town vitality and the residents a higher quality of life.

The group also saw the preservation of Blue Lake's architectural look of an old western town as a priority. They decided that they wanted to improve existing buildings and ensure that any new buildings have a consistent style. At the same time, the residents felt that in order to preserve the rural atmosphere of Blue Lake, the agricultural and forested lands which surround the city must be maintained.

Dell'Arte was identified as the center of town. During the Mad River Festival the street in front of Dell'Arte was closed off, creating a village square. This experience, and the already stated desire for this type of improvement by landowners on this street, gave birth to the Village Green 2000 project. The group decided on this name because they are committed to complete the project before the year 2000. A charrette, created without restrictions or limitations, would be the first step in realizing their goal. The next step would be to assign the research of regulations and possible restrictions among the group members and make modifications to the charrette as needed.

Facilitator's Observations and Suggestions

- Committee heads need to meet and discuss the different projects so that they can coordinate the overlapping and complementary areas.
- There needs to be a deeper level of understanding so each person has the ability to promote it.
- Independent action has been taken without the support and understanding from the group. These actions must be representative of the community, not only one person's interpretation of the meetings.
- More research is done before action is taken; it builds confidence and commitment.
- Communicate with Simpson Timber Company so that an ongoing relationship/coordinated partnership can be established. There are many issues within the community that would benefit from a cordial relationship and if businesses integral to the community are involved in the planning process they will understand their role in the future of Blue Lake.
- New maps of the Blue Lake area which reflect ownership and topography need to be located or created and easily accessible for community use.
- Expand Arts and Culture committee with other interested community members.
- Additional linkages could be made with Blue Lake Rancheria making their history and heritage an integral part of Blue Lake's culture and entertainment.
- Be sure to carry out the idea of creating a calendar of opportunities for artists, craftspeople, and manufacturers to display and sell their goods. It is important to get widespread participation and for everyone to be looking ahead to the next event.
- Meet jointly with a beautification committee (which needs to be identified) to work on spring and fall color bursts to attract visitors to Blue Lake in the quieter seasons.
- Think of the Blue Lake Grange as an integral part of the community; this group has a lot to offer and community service is its mission. Citizens might consider making that organization the Blue Lake Community Service Club in which to belong, revitalizing the organization and creating structure to community activities.
- The Blue Lake Economic Development Corporation is also an asset which should be used. If reactivated, it would be a great vehicle for attracting resources to the community.
- Maintain a working relationship with the City, give them viable alternatives so they can make informed decisions. Keep members of City staff, elected officials and the planning commission involved. They can also help you craft projects and ideas which will work within the city government structure.
- Beware of the pitfalls of ZERO TOLERANCE, look for win-win solutions, not an exclusionary utopia.
- Look for ways of working with Ultrapower, they may also be a great asset.
- Think about what you want the industrial/business park to look like in the future, build visual aspects into the planning and permitting process.
- Look actively for leads to businesses which might be interested in relocating to Blue Lake, friends and business acquaintances are your most viable leads. Filling the industrial park can and should be a community project.
- SUPPORT LOCAL BUSINESS; do whatever shopping you can in town. Your businesses depend on you.
- Remember that all citizens in Blue Lake are community members, you will make more progress bringing them into the community development process than you will sitting back and hoping they will go away.
- Recognize and celebrate small successes. They may seem insignificant at the time, but they add up. A series of small successes is the process of Community Development.

How Income "Ripples" Through Your Community.

Your decision to go to dinner and a live theater performance on Friday night rather than stay at home and watch TV has a more powerful impact on your community than you might think. Suppose dinner costs \$25 and theater tickets costs \$10. Your \$35 splurge on the town carries on even after the performance is long over. Why?

The restaurant and theater brought in \$35 more in revenue than they otherwise would have. This \$35 becomes income to the employees and/or owners of those businesses. When people earn more income, they spend more income. Mary, who waited on your table on Friday and took home a generous tip, went to a local store to buy the clothes she wanted for a long time. The local theater company now has the extra income that will go toward increasing the seating capacity of the building they are leasing. Because of their purchases, local businesses have more income than before. The process continues though the cumulative effects get smaller and smaller over time.

The process is analogous to a rock being thrown into the center of a calm lake. The initial impact not only disturbs the water where the rock entered, but the impact "ripples" through the water, creating a series of smaller and smaller waves until the effect is no longer noticeable. The decision to go to dinner and the theater on Friday night began the ripple effect in the community. The initial \$35 expenditure may mean \$70 (or more) of new income in the local economy!

What if you had gone to dinner and a movie in a community other than in your own? The ripple effect is still generated, but in the community in which you spent the money. Your own town will not feel much or any of the impact from your spending. This is why tourism can be more beneficial to a community than it seems. When tourists visit your community, they are dropping the rock into your lake and generating the ripple effect.

- Tim Yeager, Humboldt State University

Idea Bank

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

- Boccie Ball
- Cricket
- Softball tournaments
- Runs/Mountain Bike Races/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 LEAKS - LOCAL CONSUMPTION

- Fitness center
- Tub & Sauna place
- 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
- Local jobs created

- Keep current industry - retention
- 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, properties
- Sidewalks
- Commuter/tourist rail facility /museum
- Rail to Trail
- Bus Stop in town

C. PHYSICAL

- 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 clearcut 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 - Hoptoberfest, 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 them 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

Participant List

Donna Acosta
Eric Almquist
John Bartholemew
Terri Bayles
Kash Boodjeh
Bob Brown
Ron Brunson
Joel Canzoneri
Charles Carlson
Alan Clark
Carlotta Clark
Rebecca Collins
Stephanie Dickinson
Bettina Eipper
Brett Fabian
Michael Foget
Peace Gardiner
Richard Goleblowski
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Rachel Tomini
Janet Wolfe Sarides
Stasia Walters
Nancy Woodward

Community Action Planning Form

Theme:

Team Leader:

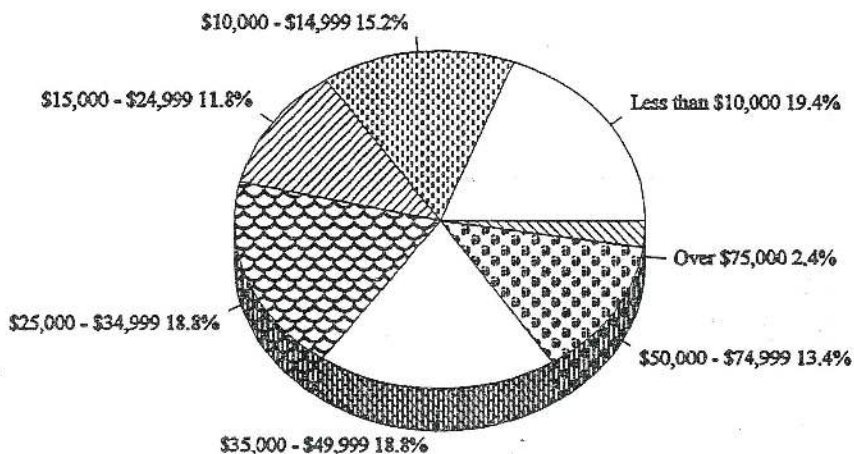
Component:

Project 1	Tasks	Resources Available	Responsibility	Target Date for Completion

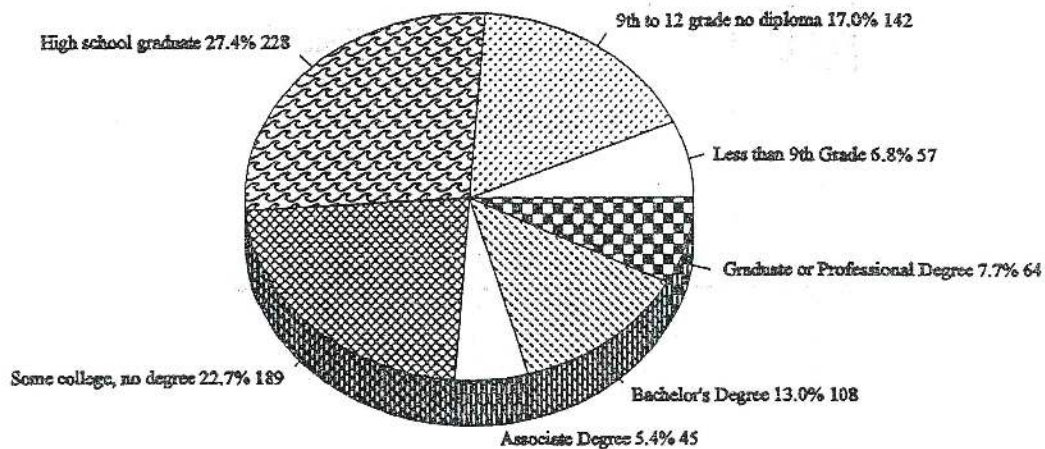
Blue Lake Statistics

Source: 1990 US Census of Population and Housing

Household Income - Blue Lake



Educational Attainment - Blue Lake

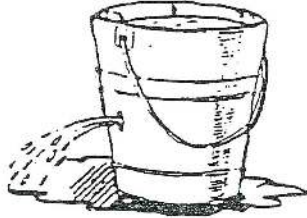


Plug the Leaks

Principle #1 Plug the Leaks

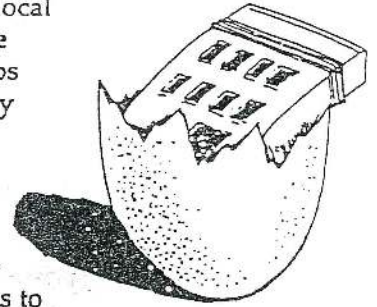
Prevent the unnecessary leakage of dollars from your community. Your community may be spending money elsewhere for goods and services that are, or could be, produced at home. There may be money leaking from your community because of the inefficient use of some resources.

By investigating ways to use your community's own resources more effectively, you can save money and create business opportunities.



Principle #3 Encourage New Enterprise

Promote the start-up of local businesses. Studies have shown that most new jobs in America are created by small, independent companies. However, a new business' first five years of life are risky. This Workbook will help you develop project ideas to fully use the community's skills and resources and keep promising new ventures alive.



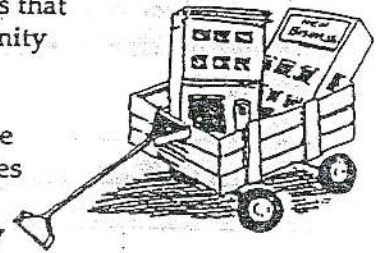
Principle #2 Support Existing Business

Strengthen the local economy by supporting, encouraging, and investing in existing businesses. The largest share of all commercial and industrial growth is generated by existing enterprise. Helping local businesses stay in the community, and perhaps even expand, can generate a high return. In addition, the community's culture is largely defined by the businesses already in place. The local economy is based upon the existing labor force, resource supply, infrastructure, expertise, and other ingredients. Supporting this existing economic base preserves and creates jobs, generates greater prosperity, and preserves your way of life.



Principle #4 Recruit Compatible Business

Recruit new businesses that will help your community attain its goals. Find those firms capable of taking advantage of the needs and opportunities you have identified, opportunities that may have been overlooked by either existing or new local businesses. Recruitment can also help your community expand its export capacity by bringing in a business that has access to a wide variety of markets.



Plug the Leaks Worksheet

Consider the reservoir and flow of income and resources around and through your economy. Are vital inputs, skills, and assets leaking out of your economy? Do local paychecks pay distant merchants for daily bread? Does the education you have your children go to the big city with them? Do non-locally owned banks invest your deposits elsewhere? Plugging such leaks not only preserves valuable resources, it also presents new opportunities.

Look at your checkbook

In the last three months, how many checks have you written to establishments outside of your community (mail order catalogs, utility bills, car payments)? Where to?

In the last three months, how many checks have you written to establishments outside of the state?

Does the bank where you do business contribute to your community's well being? How?

What actions have you taken, either at home or at work, that allowed money or resources to leak from your Community?

In the past week, can you think of any actions that you, your family, or co-workers have undertaken that have prevented the unnecessary leakage of dollars from your community?

Community businesses rely on your patronage for survival.

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

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 and 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.

This program is made possible by a Rural Community Assistance Grant by the United States Department of Agriculture (USDA) Forest Service. The USDA Forest Service is a diverse organization committed to equal opportunity in employment and program delivery. USDA prohibits discrimination on the basis of race, color, national origin, sex, religion, age, disability, political affiliation and familial status. Persons believing they have been discriminated against should contact the Secretary, US Department of Agriculture, Washington, D.C. 20250, or call (202) 720-7327 (voice), or (202) 720-1127 (TTD).





March 20, 2006

Dear Blue Lake Resident,

The Blue Lake City Council is interested in your opinions. They have selected a group of local residents, as an advisory committee, to create a community survey about the public services provided by the city.

The enclosed survey focuses on the many business operations of the city – City Hall Business Office, Public Works, Parks and Recreation, Building and Planning, Police, City Manager and City Council. Included are brief descriptions about these various departments throughout the survey. Currently, the city employs 11 full-time staff and some additional part-time employees, largely to assist in our Parks and Recreation program.

The advisory committee has been working with a group of graduate students in Humboldt State University's Sociology Department. As a joint effort, the committee gathered information from City Council, staff and community members and then gave that information to the students so they could design the survey questions. As part of their studies, they have created the survey and will be tabulating your responses. After all surveys are returned, the results will be given to the council to share with the advisory committee, City Manager, staff and the community. Your participation is purely voluntary and you can be assured that your responses will remain anonymous.

Unlike previous surveys that you may have filled out, the purpose of this survey is to reach out to the local community and ask the question – "How are we doing?" Your participation will allow us to take a look at the many services we provide and aid us in planning for the future. The business of running a city is, after all, still a business- and we would like your assistance in helping us to provide you with the best service possible. We hope you will choose to participate.

The survey is addressed to the person in your household whose name appears on the water bill; however any person in your household over the age of 18 years of age may participate. Additional copies are available at City Hall for others in your household interested in completing the survey.

Please return your completed survey by Friday, April 7, 2006 in the self-addressed stamped envelope provided. In the interest of gathering accurate and anonymous information the processing of the survey will also be done by the graduate students at HSU. If you have further questions about the survey please contact Dr. Judith Little, the Chair of the Sociology Department, she will be more than happy to talk with you. She can be reached at (707) 826-4561 or by email at jk11@humboldt.edu.

Thank you

