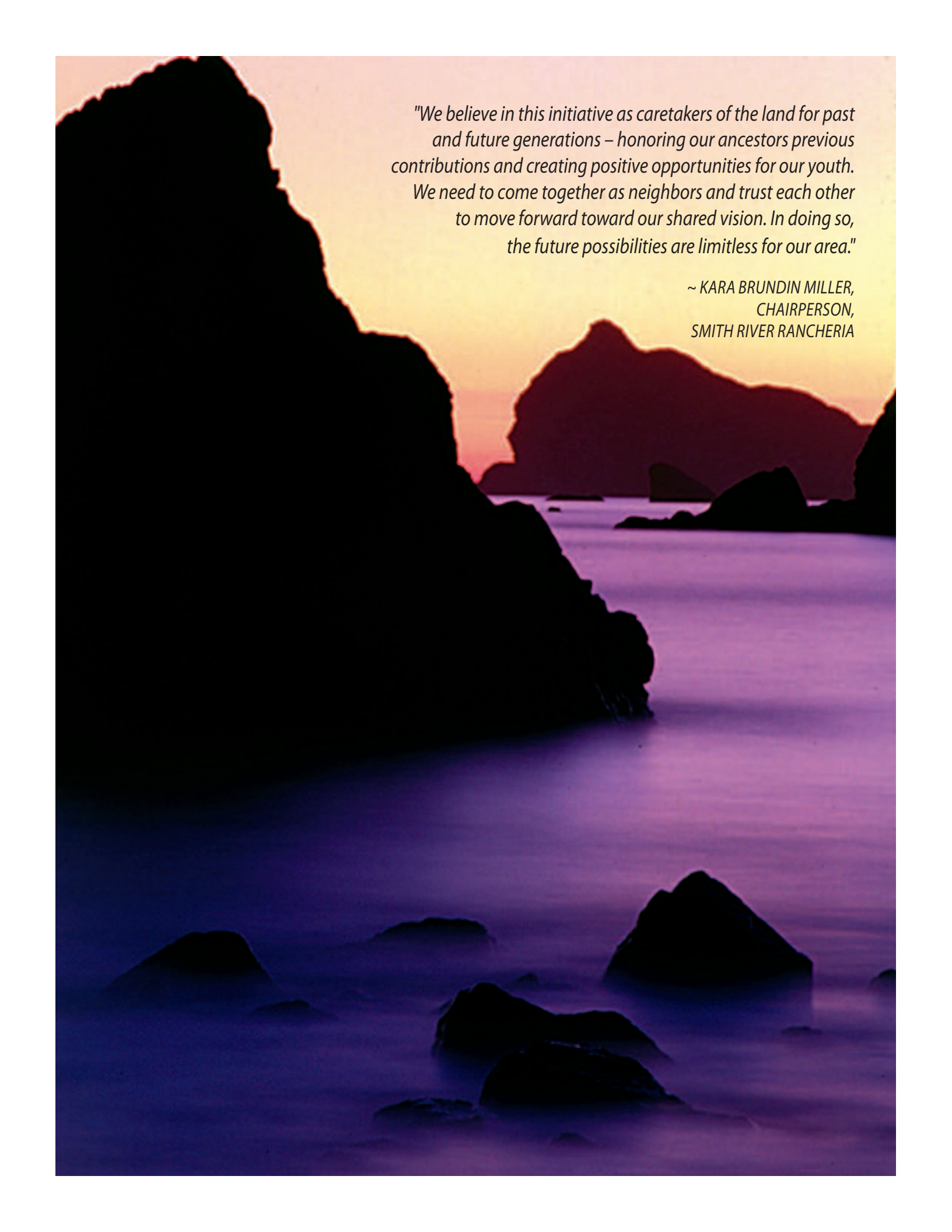


# DEL NORTE COUNTY

*A Blueprint for our* **FUTURE**





*"We believe in this initiative as caretakers of the land for past and future generations – honoring our ancestors previous contributions and creating positive opportunities for our youth. We need to come together as neighbors and trust each other to move forward toward our shared vision. In doing so, the future possibilities are limitless for our area."*

~ KARA BRUNDIN MILLER,  
CHAIRPERSON,  
SMITH RIVER RANCHERIA

Charting  
our future!



# Action Del Norte

COMMUNITY PROGRESS INITIATIVE

## Charting our Future...

"I greatly appreciate our community coming together so that we may focus our limited resources on specific common goals. This process makes sense - it allows many diverse agencies to all focus on common goals. It allows us to point our resources in the same direction and in a way that will make meaningful change to our future. This process has brought, and will continue to bring, our community together."

~ Dennis Burns, Crescent City Mayor





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*Publication photos courtesy of The Daily Triplicate.*

# Introduction



When a community dreams, exciting things begin to happen. Ideas come together, innovation blossoms and old problems are looked at in new ways. Above all else, community unites with a single vision: to make a great place even greater.

Across Del Norte County dreaming is happening. From Klamath to Smith River a conversation is happening about how we can transform our community from a great place to be to the greatest place to be.

In May 2007, the Del Norte Chamber of Commerce brought together key stakeholders to participate in a scenario planning workshop with a simple mandate: let's talk about the future vision and aspirations of the people of Del Norte County.

## The workshop was designed to:

- » Identify and explore the trends and forces that affect our region and potentially define the future role of Del Norte county as a community in the world;
- » Define key drivers that directly impact the direction of our communities and the region in the future;
- » Develop a series of plausible future scenarios for the community and explore impacts and consequences of those scenarios; and
- » Identify key strategic actions to lead the community towards a preferred future scenario.

Taking a scenario based approach to community planning means participants can more fully explore "what if" situations. By looking at a number of "what if" situations - what if we were more entrepreneurial or what if we had better infrastructure - we can better understand what drivers are the most important to manipulate in order to collectively achieve our desired future.

Through group sessions, participants at the Del Norte Future Scenarios workshop were able to identify drivers and future scenarios that were unique to Del Norte county. Bringing together so many of our community's voices - from our largest businesses to our most humble citizens - meant that the preferred future scenario for Del Norte has been built on consensus and is a shared vision.

All that's left to do now is turn our dream into our reality.



# CREATING THE SCENARIOS

## Scenario Planning Process

In order to identify a preferred scenario for our future, the scenario planning workshop had to take a broad look at forces and factors that are affecting, or could affect, our community.

Once those forces were identified, the workshop could pick out key drivers that, if manipulated, would significantly impact the way Del Norte county would grow and prosper in the future.

## What are the emerging global drivers?

- » Increasing energy consumption and usage;
- » Wealth in the United States being distributed to fewer people;
- » Dramatic increase in wealth and workforce size in China and India - with expected continued growth;
- » Decline in United States economic power in the world;
- » Climate change emerging as a major global issue; and
- » Media power shifting to Internet and away from traditional media.

## Key forces (drivers) shaping the future of the local region

- » Sustainable renewable energy
- » Community cooperation / collaboration
- » Technology
- » Visual appeal
- » Community safety
- » Education (broader vocational)
- » Quality health care
- » Job development
- » Small business / entrepreneurial environment
- » Quality of life / lifestyles / outdoor recreation
- » Support for local businesses
- » Regional "image" reputation
- » Back country recreation
- » Affordable housing
- » Leadership transition / development
- » Cultural inclusiveness / diversity
- » Tourism
- » Collaboration with Tribes
- » Drug abuse
- » Transportation infrastructure

## SCENARIO SHAPING CLUSTERS OF DRIVERS

The scenario shaping clusters of drivers were ranked as to level of importance and degree of uncertainty, then charted. Four clusters of drivers emerged. The drivers carrying the strongest influence for causing change and positive impact in the direction of the future are those with a high degree of uncertainty and importance.

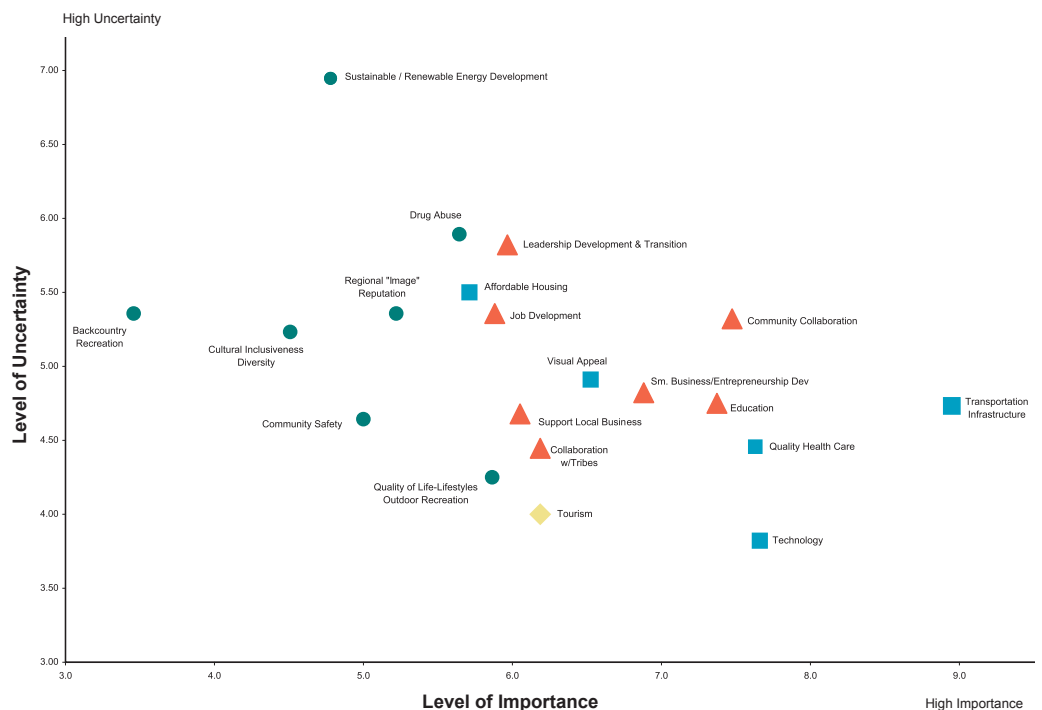
## The two main scenario drivers identified for our area are:

### ▲ Community cohesion & entrepreneurial environment

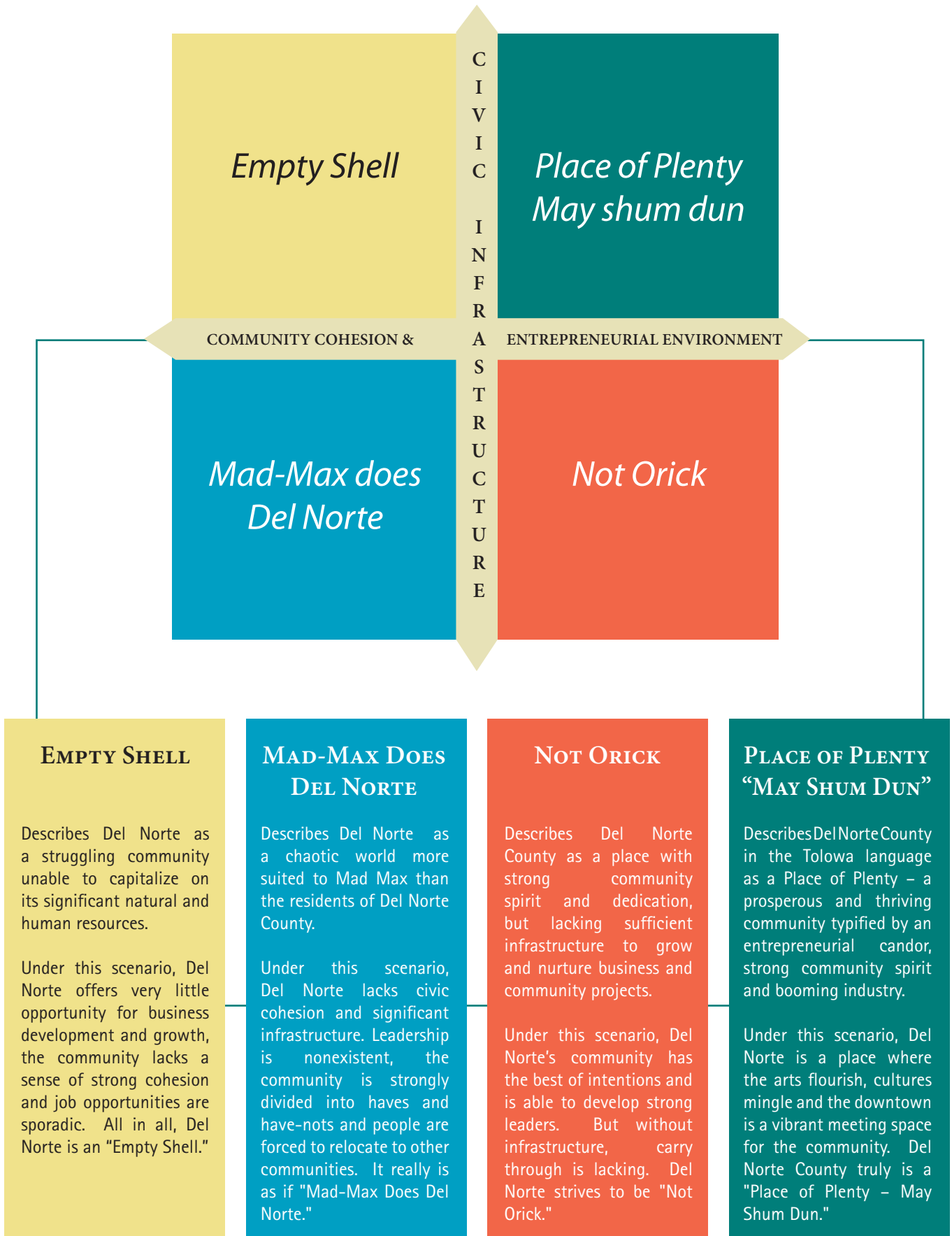
- » Job Development (professional)
- » Small Business / Entrepreneurial environment
- » Support for Local Businesses
- » Education
- » Community Collaboration
- » Collaboration with Tribes
- » Leadership Transition and Development

### ● Civic infrastructure

- » Transportation Infrastructure
- » Technology
- » Visual Appeal
- » Quality Health Care
- » Affordable Housing



# SCENARIO SNAPSHOTS





# EMPTY SHELL

## SOCIAL AND CULTURAL CHARACTERISTICS

- » Aging society, schools shutting down – families split while kids go to school.
- » Community operates in small groups and the Tribe have independent cultural visions.
- » Leadership infighting and misunderstanding.
- » Visual appearances better.
- » Health care available locally.
- » Absentee ownership increases and philanthropy decreases.



## ECONOMIC CHARACTERISTICS

- » Business start up then close.
- » Home prices increase.
- » One man shops exporting services with few entrepreneurs.
- » Decreasing government services.
- » Spotty areas of development.
- » Lower cost of product, more local shopping.



## ENVIRONMENTAL CHARACTERISTICS

- » Harbor in redevelopment zone.
- » More regulations on natural resource, but fewer fish in rivers.
- » Increased housing needs.
- » Increased pollution.
- » Increased high-end and entry level jobs, but no middle of the road jobs.





# PLACE OF PLENTY

## SOCIAL AND CULTURAL CHARACTERISTICS

- » Downtown Vibrant that welcomes visitors – places for people to meet.
- » Coffee shops – places to meet.
- » Cultures mix; Lots of things to do.
- » Everyone wants to visit Del Norte.
- » Cultural opportunities – opera – theatre.
- » Old wounds are healed – government comes together.
- » Youth retained and attracted to community.



## ECONOMIC CHARACTERISTICS

- » Education including non-college bound tracks, health care.
- » Entrepreneurial economy – attractive to start business.
- » On shore and off-shore agriculture embraced and supported.
- » Airport transportation system – easily coming and going north & south.



## ENVIRONMENTAL CHARACTERISTICS

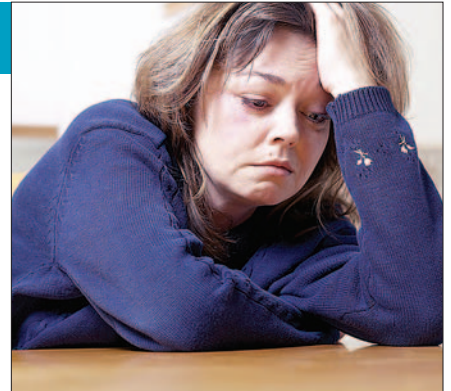
- » More tourism, with farmers markets, diverse agriculture and green resort.
- » Sustain clean air and water and walkable community.
- » Harbor dredging.
- » Cost of land and housing increases dramatically.
- » By-pass on 101 and increased traffic.



# MAD-MAX DOES DEL NORTE

## SOCIAL AND CULTURAL CHARACTERISTICS

- » Increase drug abuse.
- » Declining population – not a place where people want to retire.
- » Increased gap between those that have and have not.
- » No art scene – Declining money for extras.
- » Increased difficulty to make change.
- » No community pride.
- » Hope is gone.



## ECONOMIC CHARACTERISTICS

- » Loss of resources.
- » School district collapses.
- » Decreased jobs.
- » Decreased tribal jobs.
- » Increased crime.
- » Everyone for themselves.
- » People forced to go to other communities.



## ENVIRONMENTAL CHARACTERISTICS

- » Deterioration of all of the environment.
- » Resources unusable.
- » Decline of natural resources.
- » Wider gap of haves and have-nots.
- » Growing organic.
- » Re-order of the social order.





# NOT ORICK

## SOCIAL AND CULTURAL CHARACTERISTICS

- » Community cohesion bringing up standard.
- » Integration.
- » High expectations and standards.
- » Keep young people.
- » Teach leadership.



## ECONOMIC CHARACTERISTICS

- » Creative thinkers.
- » More businesses – but they fail – don't reach potential.
- » Lack of technology.
- » No new money coming in.
- » Job development initially, but drops off as businesses close.
- » Aging community – youth leave for jobs.
- » Isolate socially and culturally.
- » Potholes in the street.

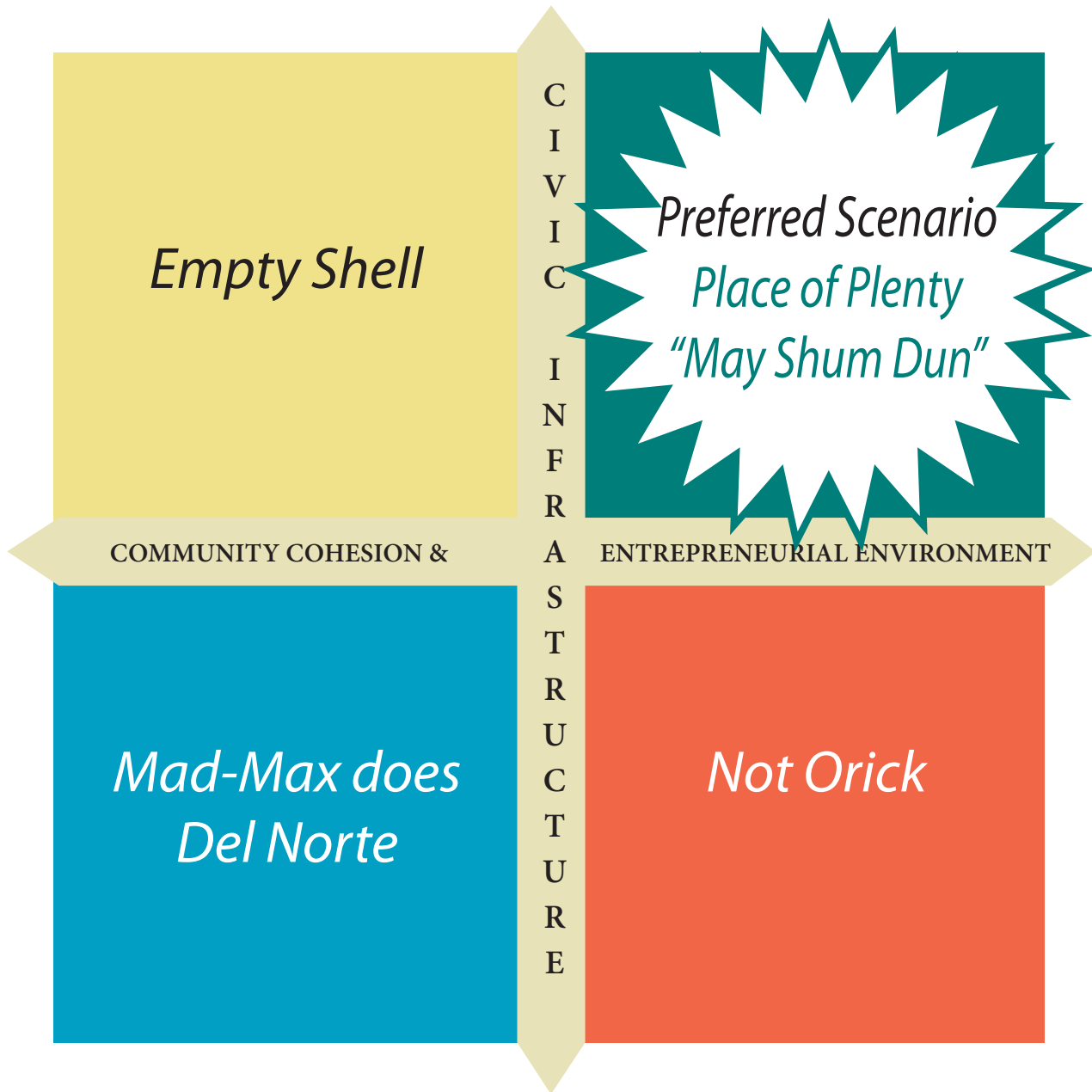


## ENVIRONMENTAL CHARACTERISTICS

- » No invested interest in the land – greater impact on the land.
- » Unusable land and no infrastructure available.
- » Transient economy.
- » No land available, no people come in, no businesses supported.



# THE PREFERRED SCENARIO...



## A Blueprint for our Future...

"It is clear this "community" of Del Norte wishes to grow to realize our Place of Plenty. While it is mandatory for our leaders to lead, we realize it is also our task to create opportunities for involvement of an entire community, for possibilities of successful businesses and plot a course for the sustainable health of our children, ourselves and our environment."

~ David Finigan - Board of Supervisors' Chair

# Thoughts on the scenario...

“Place of plenty truly describes what we know Del Norte County can be. By working together this community can make a great place even greater – and do so in a way that is true to our vision for our region.”

*CHRIS HOWARD, PRESIDENT, CHAMBER OF COMMERCE*



## TRIPLE BOTTOM LINE POSSIBILITIES

### SOCIAL

#### 2010

- Focusing on drug awareness and education.
- Insurance for families.
- Community center - to teach life skills.
- Community pride stronger.
- Entertainment into the community.
- Full time - full service library.
- Increased community activities and events.
- Community Youth Center with activities.

#### 2020

- Local Community Based Drug Rehabilitation – bond issue.
- Affordable options for schooling.
- Work skills for employability.
- Fair Grounds.
- Voc-ed program – high school and college working together.
- Cohesive Government.
- 50% reduction of people on public assistance.

#### 2030

- Quaint feeling downtown.

### ECONOMIC

#### 2010

- Small businesses can be successful and thrive.
- Entrepreneurial education – including the entire community.
- Technology plan from smallest to largest.
- Specialty health care offerings.
- Community support for events, such as: Surf Tournament, Jefferson State Bike Tour.
- Program to assist existing businesses.
- Group with mandate and funding to initiate the outcomes of the scenario workshop – point us and keep us moving in the right direction.

#### 2020

- 20 new technology-based businesses.
- Be a leader in health care.
- Tribal collaborative – joint powers and issue specific.
- Airport expansion.
- Programs for resource based businesses.
- Enhance 1-199.
- Full medical providers in place.
- Established college.
- Full RN program locally.
- Tele-medicine.

#### 2030

- Green Resort adding 400 jobs.
- Prominent tourism industry.
- Entrepreneur Program youth-focused.
- Destination vacation area.
- Reduction of Del Norte Co being dependent on government assistance.
- College draws people.

### ENVIRONMENTAL

#### 2010

- Beautify the area – use color schemes.
- Feasibility studies for housing transportation and land use.
- Increase of eco-tourism.
- Achieve non-governmental funding for landscaping along 101.
- Redundant broadband in place.
- Bring the green and landscaping into the community.
- More murals to develop tours.

#### 2020

- Walkable community.
- Excellent trail system.
- Pride for National Parks.

#### 2030

- Diverse transportation systems.
- Sustained forest, water and air quality.
- Quality of life maintained and sustained.

# What's Next?

The Chamber of Commerce utilizes the vision of the preferred scenario "Place of Plenty" created by community participants to guide the organization and stakeholders towards making this blueprint for our future an actuality.

The participants of the scenario planning workshop, with the Chamber of Commerce as the coordinating organization, are communicating the vision to groups throughout the area in an effort to build collaboration and partnerships around the common vision for the future.

This guide is a key step so that we may develop a unified message about our vision and direction for the future. It allows us to accomplish our desired outcomes and create a viable community for future generations.

As a member of the community, you can make this happen and we want you to be actively involved in turning Del Norte into a Place of Plenty. Looking at the goals and outcomes for our preferred scenario, start to think how you can personally start this transformation.

For more information on how to be involved in the efforts, contact:

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## Community economic development programming, now happening in the community which you are invited to be involved with:

Action Del Norte Community Progress Initiative is a bold multi-year program in Del Norte County to create a vibrant community and economies.

### THE PROGRAM AIMS TO:

- » Shape a shared vision for people throughout the region.
- » Stimulate new enterprises, resulting in new job opportunities.
- » Motivate and grow new leaders across the community.
- » Inspire community spirit and pride.

### Build a strong and positive community:

- **"New Ideas!" Speaker Series** – A rotation of the brightest minds will inspire "New Ideas!" into the communities through open public presentations on current topics. Inspiring and creative messages for all to enjoy.
- **Community Leadership Programs** –
  - » **How To Get Involved in Your Community** – Community Building and Introductory Leadership Course designed to inspire and engage new people into active involvement in the community initiative programs and community leadership roles.
  - » **Del Norte Foundations for Leadership Program** – Developing new leadership is essential to creating a strong and vibrant community. Three module course provides fun and creative ways for new people to get involved in "taking action" to make Del Norte a better place for all.
  - » **Del Norte Community Leadership Program** – Designed for emerging leaders to build their leadership skills and understanding of the community. The course is experiential and engages participants with current leaders and industry in the community.
  - » **Advanced Leadership Program** – Designed for existing leaders to hone their leadership skills and resolve difficult issues through a leadership network skilled to adapt to the various leadership challenges that occur in communities and change initiatives.
  - » **Youth Leadership Development** – The project engages youth to identify how they would like to participate in creating the future of the community. It encourages youth getting involved and contributing fresh ideas to foster innovative paths to success.
  - » **Local Government Institute** – Working with Local Government officials to expand their leadership skills, and create networks and collaboration across boundaries.

- **Circles of Support and Community Care Days** – Support networks to assist families and individuals in the pathway to prosperity and leadership – creating cultural change and transformation. These unique programs work to inspire and encourage prosperity.

### Creating a Business-friendly culture:

- **Industry Cluster Networks** – Industry clusters networks examine industry segments in search of local opportunities, business impediments and key issues. Cluster findings will be instrumental in shaping the region's future business opportunities.
- **Study Tours** – Exposure to new ideas can often produce powerful local results. By visiting areas that have applied innovative thinking and leadership, the best ideas and successes can be brought back and applied in our own community.
- **Entrepreneur Assistance Programs** – An arsenal of tools available to assist entrepreneurs in start-up and existing businesses to be more successful.
  - » **Entrepreneurial Boot Camps** – Intense "camps" featuring case studies of successful enterprises. Participants receive action oriented training in business start-ups and operations, and how to think innovatively to generate success.
  - » **Entrepreneurial Technical Support** – One on one counseling and business development assistance linking available resources for start-up and expanding businesses.
  - » **Breakfast Club and Mentoring Network for Businesses and Entrepreneurs** – Breakfast Club mentoring network to provide learning curriculum and discussion topics for businesses looking for new ideas to become more innovative, improving their marketing and operations.
  - » **Business Retention and Expansion / Business Seminar Series** – Seminars and workshops to better understand the multiple facets of creating progress. These community educational offerings will focus on the stimulation of local businesses, creating regional recognition.
  - » **Youth Entrepreneurship & Career Exploration** – Programming to advance youth interest in being entrepreneurial and starting businesses and to assist youth in exploring the many varied career opportunities that exist in today's marketplace.

***Get involved. There is something for EVERYBODY.***



*"One does not discover new lands  
without consenting to lose sight of  
the shore for a very long time."*

*~ ANDRE GIDÉ*

*Charting  
our future!*



# **Action Del Norte**

COMMUNITY PROGRESS INITIATIVE

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