

Lake County Comprehensive Economic Development Strategy (CEDS) 2016



To achieve a sustainable, resilient, and prosperous economy that provides opportunity for an economically and socially diverse labor force and entrepreneurs that are educated, trained and prepared for future changes while protecting our rural agriculture based quality of life and environment and providing a stable base for quality public services and programs.

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A. Executive Summary

Key Findings

The 2016 CEDS provides a snap shot of the economic situation in Lake County. Several conclusions listed here can provide a foundation for Initiatives that will expand economic opportunity and provide a more stable base for the provision of public services and infrastructure:

- ❑ Lake County's self-employment rate is four times the state and national average. This represents a vast loss of tax revenue due to the underground economy; but also may provide a reservoir of entrepreneurs for economic growth.
- ❑ Lake County enjoys a higher high school graduation rate than the state and the nation. However, there are fewer college graduates represented in the overall population of Lake County when compared to the state and the nation.
- ❑ The economy of Lake County is based on tourism and agriculture. It is therefore a seasonal economy with significant cyclical changes in income for businesses and their employees.
- ❑ Growth rates in population, labor force, and housing has been stagnating for the past 5 years. However, the unemployment rate has slowly declined.
- ❑ The wildfires of 2015 have had a very significant impact on the local economy through many levels and will affect businesses and residents for many years to come.
- ❑ The medical care employment sector has been healthy and continues to grow as a result of an aging population.
- ❑ Job growth, population growth, and income levels in Lake County have been static since 2010, indicating that we have not recovered from the recession of 2008.
- ❑ Economic development has been hindered by the lack of supporting public infrastructure. The wildfires of 2015 impacted several community infrastructure systems that now are struggling to rebuild.
- ❑ The loss of the Lake County Redevelopment Agency in February 2012, pursuant to state law, eliminated a significant planning, implementing, and funding tool for Lake County. There is a need to complete various economic and community development projects in the Northshore communities.

Opportunities

Several opportunities stand out in the evaluation of the economic status of the region. They provide the focus for action:

- ❑ The wildfires of 2015 have provided a stage from which local government can marshal resources not normally available to assist in revitalizing the economies of the affected areas. This includes opportunities for assistance to rebuild damaged infrastructure and expand economic development capacity.
- ❑ The establishment of a four-year college in Lucerne has just started to impact the workforce and the economy. Continued expansion of educational opportunities will help supply a needed higher educated work force and skilled entrepreneurs.
- ❑ The winegrape industry offers opportunities for additional growth in acreage and the number of wineries. This includes the expansion of secondary agricultural food processing opportunities.

- ❑ The hospitality industry is starting to come out of the recession and opportunities exist for new, high-end travel lodging facilities that can also reinforce the town centers of several communities.
- ❑ The wildfires of 2015 provide an opportunity for better coordination of economic development efforts of local governments and non-profit organizations that will provide a resilient sustainable base for future efforts.

Initiatives

The work plan is designed to provide three essential components for local economic development efforts: 1) assistance to local government, primarily with grant applications, for infrastructure projects and staff development work; 2) capacity building to the local economic development corporation to provide direct technical assistance and financial services to local businesses, and; 3) ensuring that the local investment climate is functional for local and outside business investments.

- ❑ Collect information from FEMA, SBA, Cal OES, and local sources regarding the damage done to the housing, commercial, socio-economic, labor and infrastructure components of the overall Lake County economy by the fire disasters. Establish a single source of access for this data and prepare a recovery plan to address this damage and build for the future.
- ❑ Prepare funding applications on behalf of Lake County Special Districts to Housing & Community Development, Water Resources Control Board, and the USDA for the purpose of preparing updated engineering and design and the construction of a waste water collection and treatment system to serve the community of Anderson Springs.
- ❑ Prepare a funding application on behalf of Lake County to the USDA and other sources for the purpose of developing an onsite waste water collector and treatment system, drinking water system, and the taxi lanes, aprons, access road, parking lot, hangers and utilities needed to facilitate public aviation use at Lampson Field. The goal of these improvements is to increase the use of Lampson Field, increase commercial activity and employment opportunities as well as to achieve economic self-sufficiency for Lampson Field.
- ❑ Prepare funding applications to USDA or other funding sources to install the necessary technology to establish reliable broadband capacity throughout Lake County.
- ❑ Prepare funding applications on behalf of Lake County to the USDA and other sources for sidewalk, curb, and gutter systems adjacent to the proposed Serve Pro Commercial Park in Kelseyville.
- ❑ Prepare funding applications on behalf of Lake County to update design/engineering and construction of water systems, curbs, gutters, sidewalks, and utilities necessary to support the commercial development within the South Main Street corridor in Lakeport.
- ❑ Provide adequate budget reserves within the work plan to accommodate funding applications for new commercial developments as needed.
- ❑ Provide monthly customer service training to retail, lodging and restaurant businesses on-site to upgrade customer service and provide training to new employees on an ongoing basis.
- ❑ Provide quarterly workshops to business owners addressing cash flow management practices and use of QuickBooks. Provide in depth one-on-one training as needed.
- ❑ Provide quarterly workshops to business owners addressing marketing and merchandising techniques. Provide one-on-one training as needed.

- ☐ Expand our local business financing capacity with additional USDA business loan program funds.
- ☐ Establish a local Lake County Community Development Financing Institution.
- ☐ Conduct annual public economic development planning meetings to update the economic development strategy as needed.
- ☐ Provide technical assistance to Crazy Creek Glider Properties for the purpose of developing highway frontage retail, wine tasting, lodging and other ag/tourism based enterprise.
- ☐ Facilitate the sale/reopening of the Konocti Harbor Resort & Spa.
- ☐ Prepare a market and land use analysis to determine the feasibility of a hotel and retail center in Kelseyville.
- ☐ Assist with the development of Holiday Harbor in Nice, 13th Avenue in Lucerne, and other projects within the former Northshore Redevelopment Project Area.
- ☐ Assist with the rebuilding of any commercial business damaged, destroyed, or otherwise adversely impacted by the fires.
- ☐ Provide direct business expansion, operations, and management services to self-employed entrepreneurs.

Resilience

Lake County residents have long demonstrated resilience utilizing limited resources in pursuit of prosperity. Farmers and ranchers have changed crops and livestock to meet the changing demands of local, regional and global markets. Pear and walnut orchards have been converted to wine grape vineyards. Lake County's most significant natural resource, Clear Lake, has been utilized in many ways over the decades to stimulate the economy, drawing tourism dollars into the county by hosting speed boat races, waterskiing, and wakeboarding competitions, leisure activities and more recently, world class bass fishing competitions. The fertile environment of Clear Lake sustains more fish per acre than any other lake in America; the Lake's fertility also generates a great deal of algae. We have continued to use Clear Lake as a tourism draw, in spite of the unattractive characteristics the lake experiences due to algae blooms in the mid to late summer months.

The recent fire disasters have tested that local resilience, and we acknowledge there is a need for outside financial resources to strengthen our local capacity to get the things done that are necessary to rebuild and then diversify our local economy. In order to be able to provide for immediate and long term economic growth, we will need funding to rebuild fundamental infrastructure, rebuild homes, provide flexible financing directly to local businesses, and provide technical assistance to emerging entrepreneurs.

The work plan initiatives above are integral components within a larger economic development and community framework designed to create a more resilient, responsive, and capable network of business service providers and financing mechanisms. With limited financing resources, businesses, local governments, community organizations, and individuals, have historically had to be flexible, persistent, and frugal in order to successfully achieve their goals. This way of doing business and getting things done has created a culture of resilient self-dependence and a very capable cross disciplined community oriented group of individuals who engage in problem solving and networking on a routine basis. Now we need help to recover, move forward, and become a healthier, more capable community.

B. Summary Background

Overview

[Lake County](#)'s economic history has always been based in agriculture and tourism. Early on in the middle of the 1800's, European immigrants established farming communities within the Clear Lake basin. Bartlett pears were first planted in 1911. The wine industry was an early part of the economy until it ended with the beginning of prohibition in the 1920's. The winegrape industry is now back to pre-Prohibition levels as far as the number of acres in grapes with almost as many wineries and tasting rooms.

People from the San Francisco Bay Area found the summers in Lake County a welcome escape from the cold fog of the Bay. Visitors first came by stage coach and later by train, and then transferred to stage coach in order to travel over the rugged mountain terrain surrounding the Clear Lake basin. Many large resorts existed at Whitter Springs, Highland Springs, Harbin Hot Springs, Cobb Mountain, Bartlett Springs and other places with natural mineral springs. Vacation patterns changed after World War II and many of the old resorts burned or were converted to year-round low cost housing. Konocti Harbor Resort and Spa became the keystone of the visitor's introduction to Lake County during the 1960s until it closed in 2009.

The county's most prominent geographical feature is [Clear Lake](#), at 1,329 feet above sea level. Its 68 square miles of surface area qualify it as the largest natural freshwater lake totally within the state of California. Clear Lake's average depth is 27 feet. Its maximum depth is 60 feet. It has approximately 100 miles of shoreline and covers approximately five percent of the county's land area. Most of the communities within the county are along or near the shore of the lake.

In the months of July, August, and September of 2015, Lake County suffered three separate devastating wild fires; the cumulative damage of these fires includes 171,000 acres of wild land, forest, and residential properties being burned out, the loss of 1,329 homes and damage to over 70 commercial properties. In response, the Governor and the President have declared a major disaster here. Federal and State financial and staff resources, have been utilized on multiple levels in coordination with regional, community, and local government partners. Local county government and nonprofit and community based organizations organized and responded aggressively to the needs of those impacted by the fires. This work, exemplified by the leadership and efforts of the Valley Fire Long-Term Recovery Task Force will be ongoing for several years and will require increased long term capacity. County government acknowledges that it must be more proactive with economic development efforts in order to facilitate business recovery and then long term business growth.



Document Organization

The Lake County CEDS document is organized to allow updated information to be found by the reader. Dynamic links to sites on the Internet are embedded in the document to facilitate expanding the information available. The CEDS has been updated to follow the new format requirements of the [Economic Development Administration](#)'s new [CEDS Content Guidelines](#). For most figure and table captions, there is a link back to the source data or the agency that provides the data. This will allow the reader to reference the latest information.

Demographics and Socioeconomic Data

Employment in Lake County

The average total employment in 2014 was 15,970, excluding the self-employed. Self-employed individuals make up almost 38% of the total workforce and the single largest group. This compares with almost 7% self-employment in California and around 11% nationally. Educational and Health Services is the largest employment group and has had steady growth recently. Local government employment, which includes public schools, has been level over the past 5 years. Other sectors have been at about the same level since the "Great Recession" except for construction employment which expectedly declined with the severe deterioration of the housing market.

Average Employment by Industry

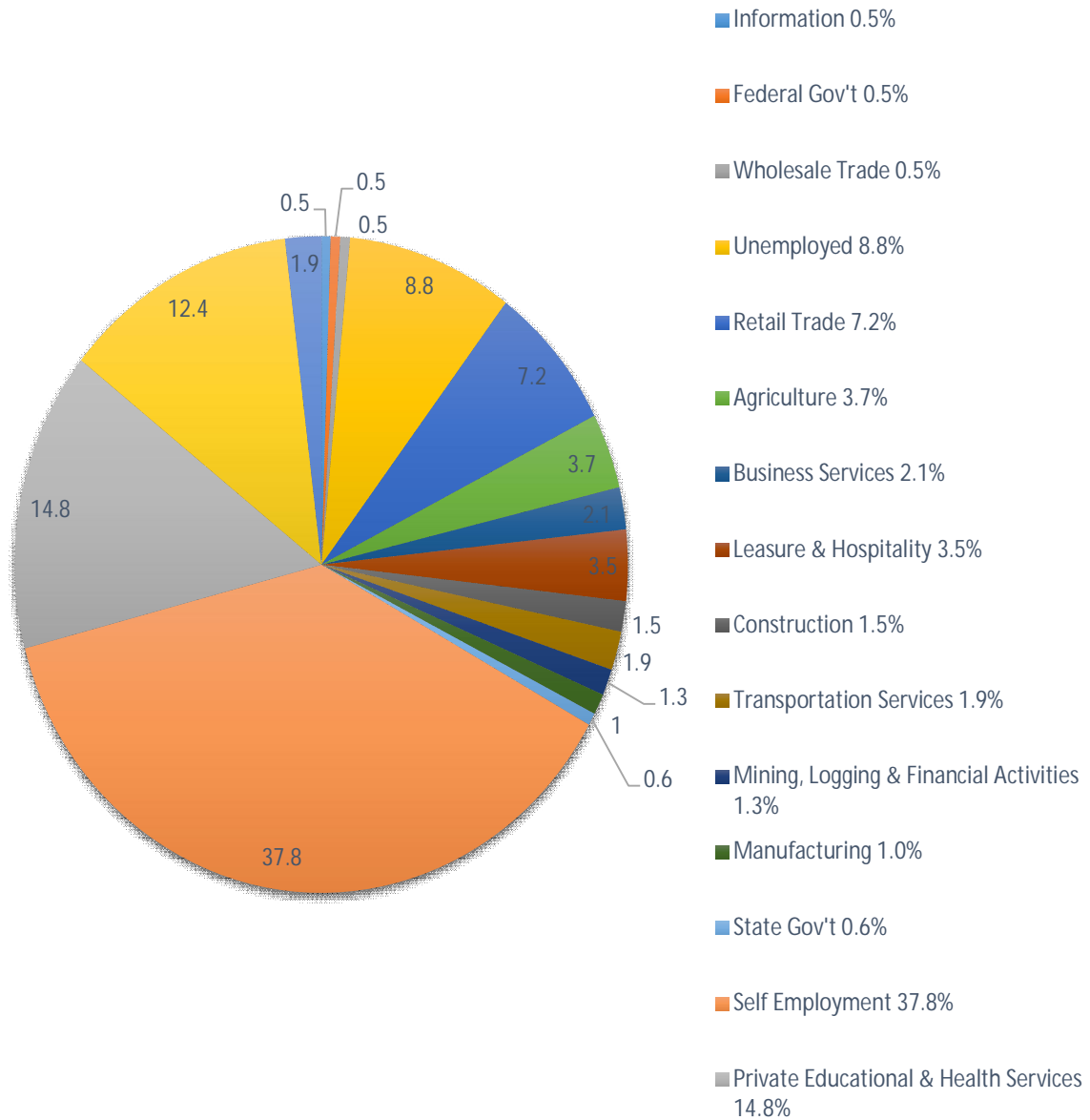
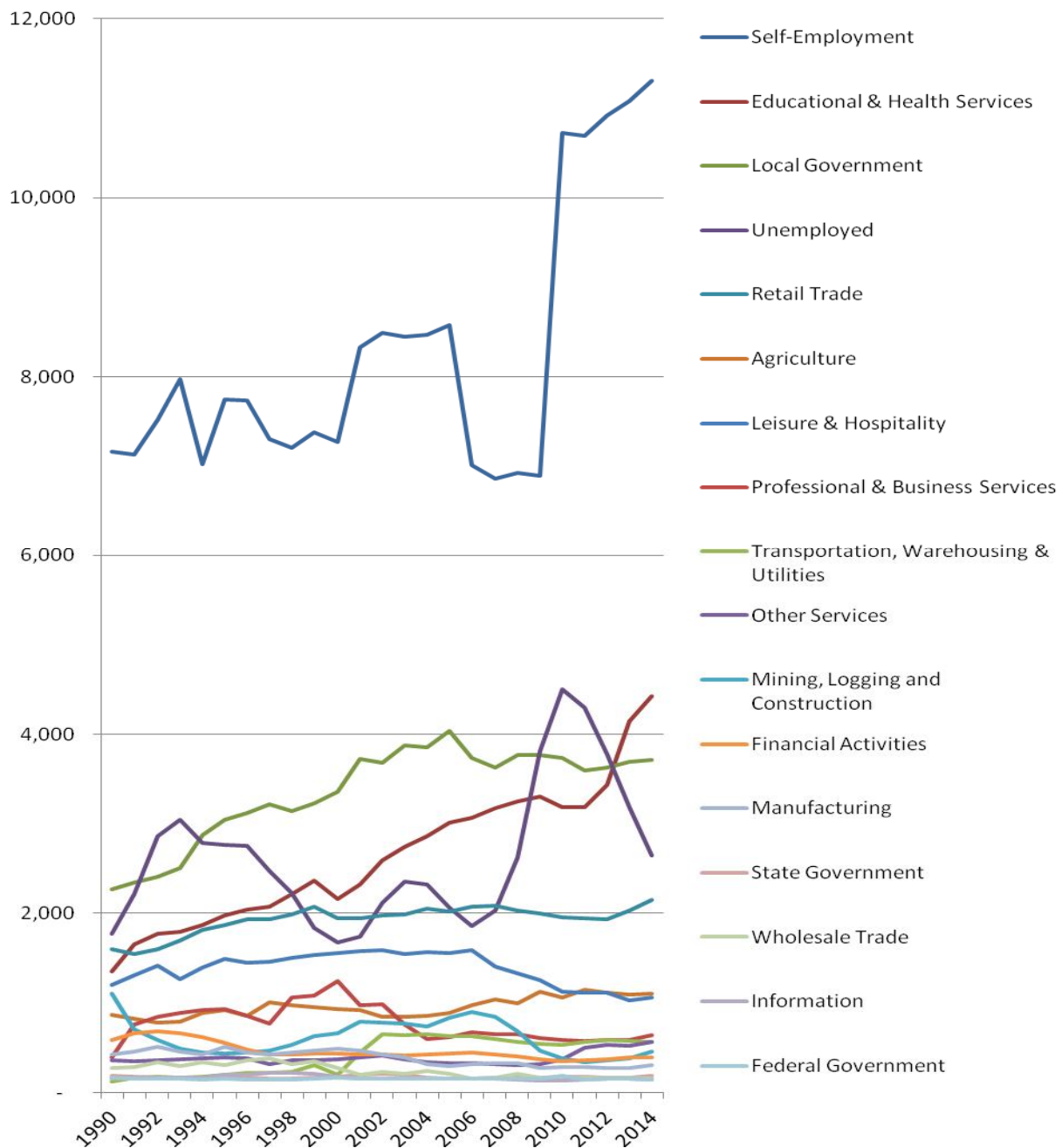


Figure 2 - Average Employment by Industry

Figure 3 shows the historical trends of employment by industry in Lake County. Important trends to note are the large increases in the self-employment sector, an ongoing resurgence in agricultural employment, steady increases in education and health services, and the slow but steady decline in leisure and hospitality services. Self-employment is composed of multiple vocational disciplines including agriculture, business, in home support services, building contractors, and others. Self-employment increased significantly in 2008 and continues to grow.

Employment History by Sector: 1990 -2014



[Figure 3 - Employment Trends by Sector](#)

Educational Attainment

There has been steady improvement in educational attainment levels over the past several decades. Much of the improvement is due to the presence of two community colleges allowing local residents to attain some college education.

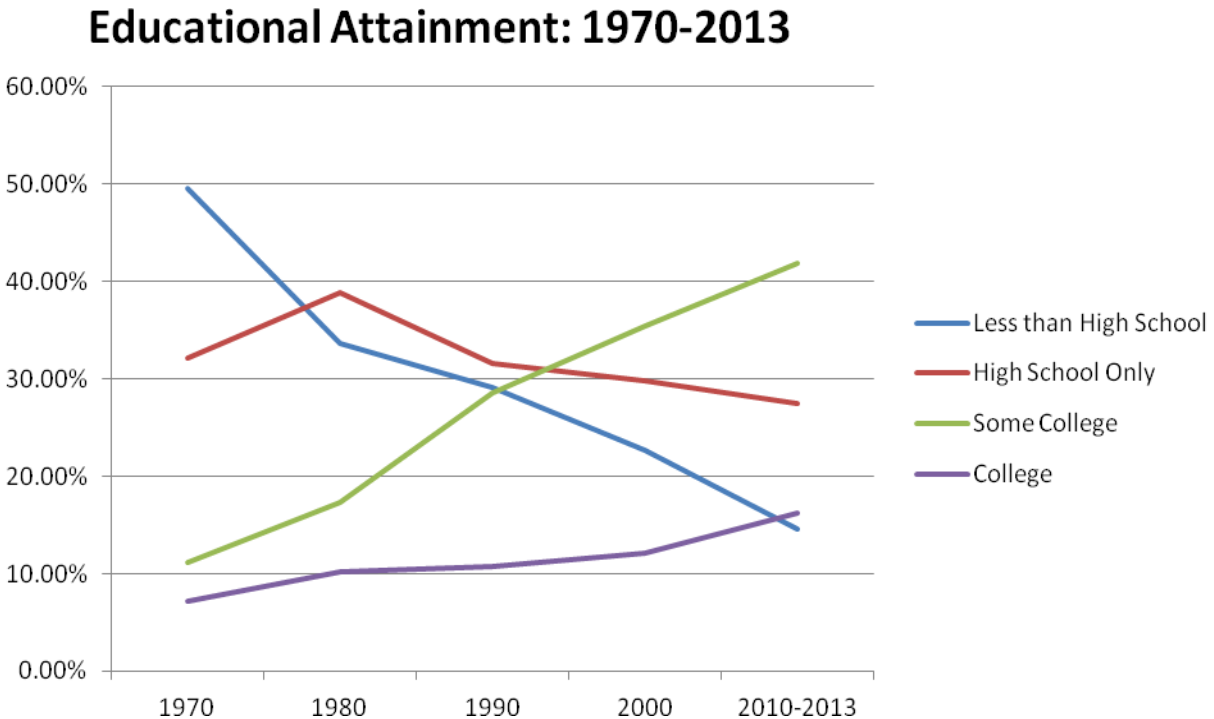


Figure 4 - Educational Attainment

An analysis of the educational attainment numbers when compared to California and the United States at large, show some interesting trends. Data on educational attainment numbers from [US Department of Agriculture \(USDA\) Economic Research Service \(ERS\)](#), which now maintains the data rather than the Census Bureau, shows that while the attainment levels in Lake County have been improving, it still lags behind the state and the nation. A greater portion of Lake County residents have stopped their educational levels at high school or less (42%) while in California 40% stopped at that level and nationally that level is 28%. For those who attained some college, Lake County residents are at a 42% attainment with the state at 30% and the nation at 29%. This is most likely because of the availability of two community colleges within the county. Where Lake County is seriously behind the state and nation is for those that attained a college degree at 16% compared to 31% for California and 29% nationally.

The lack of a local four-year university or campus has undoubtedly created substantial difficulty for Lake County residents to expand their education beyond what is available at the local community colleges. This discrepancy makes it difficult to educate and attract a local skilled workforce. With Marymount California University now offering classes, local access to an accredited university presents an excellent opportunity for students to further their educational goals.

Population, Housing & Unemployment

According to the U.S. Census Bureau, after increasing by 15% during the 1990s (from 50,631 in 1990, to 58,309 in 2000), the total population of Lake County increased by nearly 10 percent from 2000 to 2010 (from 58,309 to about 64,665). The Hispanic population grew from 6,639 (11.4% of the total) in 2000 to 11,088 (17.1% of the total) in 2010. The Native American population grew from 1,772 (3% of the total) in 2000 to 3,654 (5.7% of the total) in 2010. The percentage of population age 65 and over was 19.5 percent in 2000 and 17.7% in 2010 compared with 11.4% state wide average in 2010. Lake County's median age in 2010 was 45 years compared to the California median age of 35 years. The County saw a sharp increase in housing units in 2007 and 2008, with housing unit growth outpacing population growth by a wide margin. Lake County's population growth has been minimal over the past few years, with a slight decline in 2010 (-.03%) and in 2013 (-.18%). An additional decline is projected for 2015 due to the 1,200 housing units destroyed during the Valley Fire and the resulting relocation of many families. This decline appears to be temporary as most residents who lost their homes plan to rebuild based on informal interviews with fire victims during public meetings.

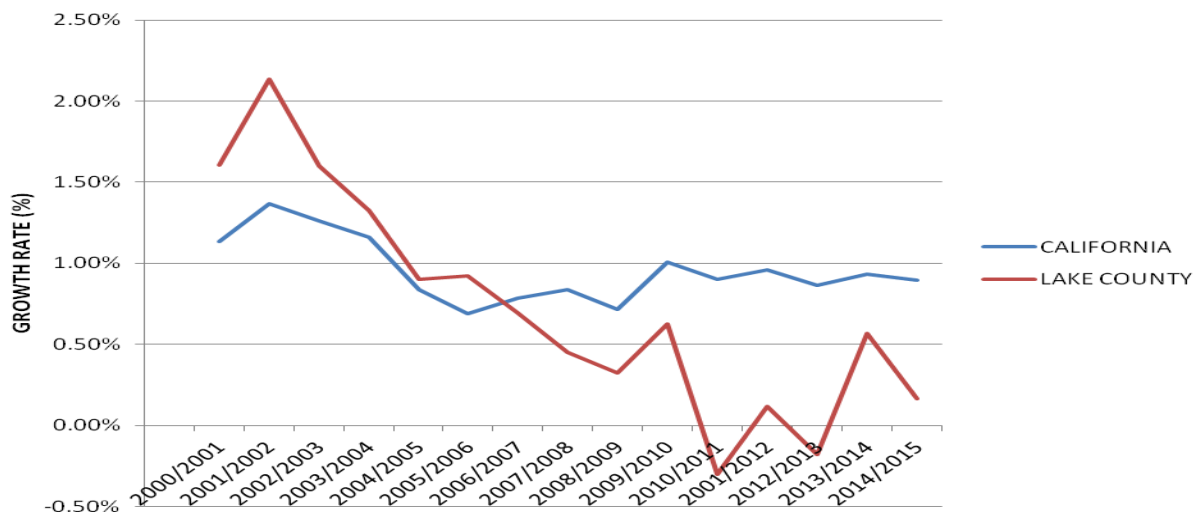


Figure 5 - Lake County Population Growth

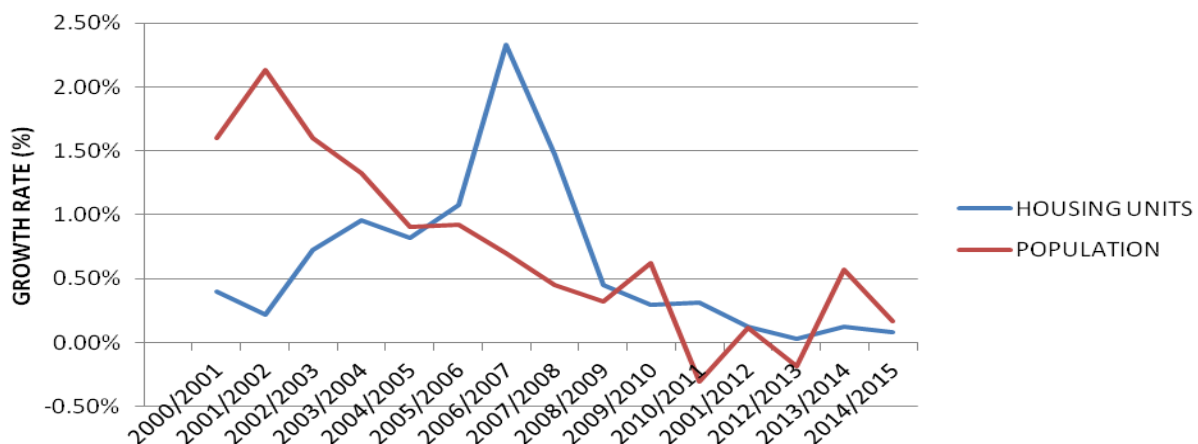


Figure 6 - Lake County Population and Housing Units

Lake County's unemployment rate experienced a dramatic increase at the onset of 2008 and exceeded the state rate, which averaged 12.4 percent in 2010. Since its peak in 2010, the rate has steadily declined, although it continues to exceed the state unemployment rate.

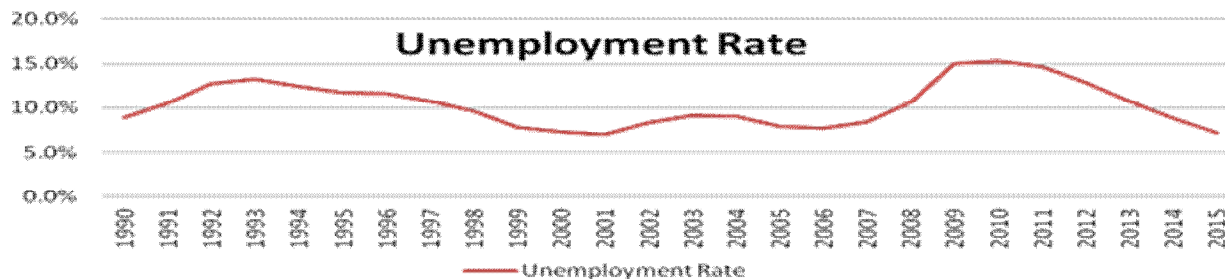


Figure 7 - Lake County Unemployment

A major contributor to the county's high unemployment rate is the seasonal fluctuation inherent in the tourism and agricultural sectors of the economy. A large portion of the county's labor workforce is in one of these two sectors, which invariably results in many residents being able to obtain work for only four to six months of the year. The rates between the lows and highs average about 2 percentage points during the year.

A comparison with the average annual unemployment rate of California shows that Lake County's rate historically, follows a similar path, but is generally affected after a change in the state overall, and on average is approximately 3.3 percent higher.

The income repercussions of such seasonal labor are further compounded by the relatively low average pay scale rates of both the tourism and agriculture sectors. The workforce is semi-skilled in nature, and prevailing wage rates are generally lower than the state average. There is a definite need to develop year-round employment opportunities in Lake County and to develop a skilled labor force capable of working in an economy that demands both basic work skills and specialized skills.

Per Capita Income

According to the [Department of Commerce's Bureau of Economic Analysis](#), Lake County's per capita personal income in 2013 was \$37,460, an increase of 4.45% from the year. In comparison, California's per capita personal income was \$48,434, an increase of 1.96% over the same time period. Although this annual comparison seems to show per capita income is growing faster than the state, a review of per capita data from 2000 through 2013 shows that Lake County per capita personal income is an average of almost 27% lower than the state average.

Table 1 - Per Capita Personal Income

Per capita personal income				Percent change from preceding period		
Dollars			Rank in State	Percent change		Rank in State
2012	2013	2014	2014	2013	2014	2014
32,843	34,134	35,259	46	3.9	3.3	39

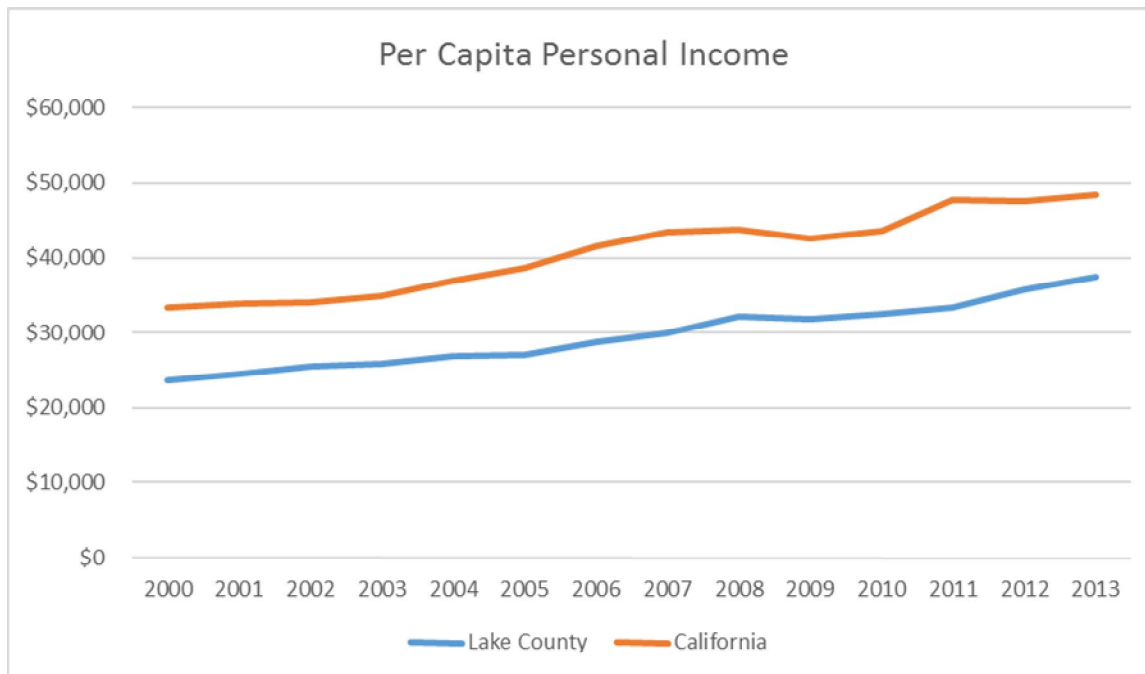


Figure 8 - Per Capita Personal Income Comparison Lake County vs. California

Taxable sales in Lake County increased every year from 1997 through 2008, although the increases were negligible in 2007 and 2008 (0.7 percent and 0.4 percent respectively). However, the taxable sales from 2009 were a 23.5 percent drop from 2008 levels, effectively rolling back the numbers to levels from 2003. Recovery from this drop is seen in 2010 through 2015, but taxable sales remain well below pre-2009 levels.

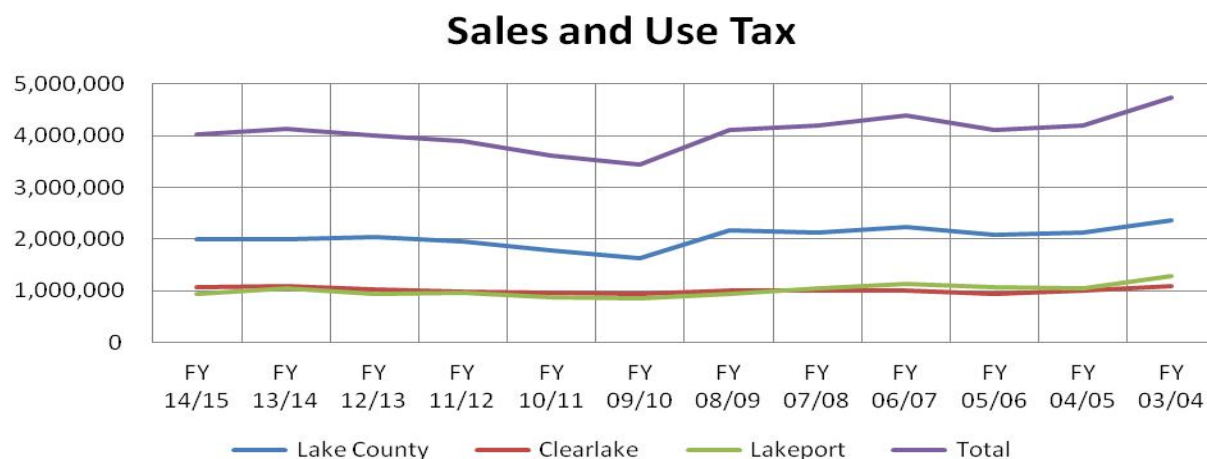


Figure 9 - Sales and Use Taxes

Environmental Resources

Mining

Aggregate mining has been an important industry in Lake County since the early 1930s. In addition to direct employment, the industry provides basic building materials (sand and gravel) for the housing industry and for the construction and maintenance of roads and bridges. Lake County produces over 90

percent of the volcanic cinder used in cinder block production in northern California. Presently, the cinder is transported in bulk to other counties for cinder block manufacturing, and Lake County does not benefit from the jobs and revenue of this value-added manufacturing industry.

Aggregate mining in streams and channels has been reduced due to the adverse effects on the environment. Currently terrace and side hill mining occurs at DNA Ridge Rock, near Lower Lake; Point Lakeview Quarries, near Lower Lake; the S Bar S Quarry, outside of Kelseyville; and at Clear Lake Lava and Aggrellite Rock cinder quarries, both near Clearlake Oaks.

A significant hard rock aggregate site exists at the Keithly Ranch site west of Lakeport. Granite Construction operates this quarry, a major source of aggregate for asphalt and concrete for both Lake and Mendocino counties. The aggregate supply from this important site should provide enough resource for Lake County's development needs for 15 years.

Agriculture

Agriculture is a critical component of Lake County's economy. Lake County has a diversity of agriculture-related industries, from growing pears, walnuts, and grapes to cattle ranching and farm labor contracting. The industry is affected by the seasons, and employment ranges between 600 jobs in the winter months to more than 1,700 at harvest. Agricultural production, or farming and ranching, has long been a mainstay of the county's economy and lifestyle. Once a labor-intensive industry, both agricultural employment and the number of farms have dropped significantly in recent decades because of mechanization, technological improvements, and market forces.

Over the last decade Lake County's agricultural industry has undergone a shift that includes structural changes, an increase in winegrape production, and a drastic reduction in pear acreage due to downward price pressure from Lake County's relatively late pear harvest and year-round availability of imported pears. This shift forced many local pear farmers to sell, plow under, or abandon acres of Lake County pear orchards while others have converted to other crops, including winegrapes, walnuts, and a variety of other fruit, vegetables, and grain. Unfortunately, some agricultural land has been divided into smaller less productive parcels.

Approximately 100,000 acres of land within the county contain soils considered to be potentially usable for agriculture. The unique soil requirements of wine grape horticulture, however, expand the potential acreage available in Lake County by as much as 75,000 acres. Many upland hillside chaparral areas that have been used historically for dry farm walnuts or cattle grazing, have successfully been converted to wine grape cultivation. Lake County currently encompasses six appellations: Benmore Valley, Big Valley District-Lake County, Clearlake, Guenoc Valley, High Valley, Kelsey Bench-Lake County and Red Hills-Lake County. The quality of wine grapes grown in Lake County is excellent.

The gross value of Lake County's agricultural production for 2014 was \$93,096,266; a slight decrease from \$96,173,111 in 2013, which was a bumper crop year. The gross value of Lake County agricultural products continues to steadily increase, yet the gross production and the bearing acres have remained fairly stable over the past five years. The county produces a diversity of agricultural products, although winegrapes, pears and walnuts make up nearly 90 percent of total agricultural production, by gross value. See the latest [Crop Report](#) from the [Lake County Department of Agriculture](#) for the best information about trends and production.

The Lake County Agricultural Commissioner, who tracks agricultural data in the county, reports that production of the three largest crops by value (winegrapes, pears, and walnuts) are showing stability and growth over the last three years in both value and bearing acres. Contrary to general public opinion, walnut production has shown an increase in both bearing acres and gross value over the past five years.

Additionally, gross values far surpassed the previous record levels of 2007 and Pear production has shown a healthy increase in gross value recently as well.

In terms of total farm acreage within the county, growers changing crops from one to another may not require a permit from the county unless some improvement is sought, like drilling a well or building a reservoir to serve the new planting. The first time these acreages are counted is in the county crop report issued annually.

The secondary processing of crops within the county, aside from pears and wine grapes, is very limited. Secondary processing could be a viable method of increasing the multiplier of the county's agricultural dollars through value added processing. This avenue could be especially profitable for those crops with a high mark-up potential, such as livestock, wool production, and fruit and nut crops. In recent years, a few local entrepreneurs have developed value-added agricultural processing methods for olives, walnuts, and lavender (for lavender oil).

Cultural Resources

Governance

Government is one of Lake County's largest industry divisions. Employment totaled over 3,600 in 2014. State and local governments provide vital services to their constituents, such as transportation, public safety, health care, education, utilities, and courts. More than 90% of these employees work for local governments, such as counties, cities, tribes, school districts, and special districts.

County Government

Lake County was incorporated as a general law county in 1861. It is governed by a five-member Board of Supervisors, with one supervisor elected from each of the five supervisorial districts. Other elected officials include County Clerk/Auditor-Controller, Assessor-Recorder, District Attorney, Sheriff-Coroner, and Treasurer-Tax Collector.

The County provides a wide range of services to its residents, including transportation, libraries, law enforcement, parks, health services, social services, and air quality control. The Board of Supervisors also governs numerous special districts, which provide street lighting, water and sewer, and flood control to county residents. The demand for services is expected to increase as the population increases.

City of Lakeport

The City of Lakeport is a general law city with an elected council, appointed department heads, and various commissions and advisory groups. Services provided by the city under the heading of general government include community development (planning, building inspection), public works, water and sewer service, and police. The City of Lakeport is located on the northwest shore of Clear Lake. Lakeport, which serves as the county seat, is the regional center of commerce and governmental activity in Lake County. As of 2015, Lakeport's population was estimated to be 4,699.

City of Clearlake

The City of Clearlake is a general law city incorporated in 1980. The City encompasses an area of 10.5 square miles and includes the southeast shore of Clear Lake in Lake County. Services provided by the city under the heading of general government include community development (planning, building

inspection), public works, and police. Water services are provided by a combination of independent special districts and private water systems. Sewer services are provided by the Lake County Sanitation District. As of 2015, Clearlake's population was estimated to be 14,977.

Tribal Governments

Lake County is the home of the Pomo and Lake Miwok tribes; whose members belong to federally recognized Indian Tribes with special government-to-government relationships under the U.S. Secretary of the Interior. Under these special government-to-government relationships, tribes are eligible for federal grants to promote the well-being of their tribal members and enhance community relationships with state and local governments. The Pomo tribes of Lake County are part of a very large Pomo Nation covering Lake, Mendocino, and Sonoma Counties. Some of Lake County's tribes are experiencing economic growth and job creation due to the success of the gaming industry. The tribal governments in Lake County, each governed by a tribal council, are as follows:

- The [Scotts Valley Band of Pomo Indians](#) is involved in land acquisition for housing and economic development ventures.
- [Habematolel Pomo of Upper Lake](#) operates [Running Creek Casino](#) built in 2012.
- [Robinson Rancheria](#) lies between Nice and Upper Lake and operates one of the first gaming facilities as the [Robinson Rancheria Resort & Casino](#) and opened a gas station in 2011.
- [Middletown Rancheria](#), southwest of Middletown off of Highway 29, operates [Twin Pine Casino & Hotel](#), and has been a major partner in the community and economic development fire recovery efforts
- [Elem Indian Colony](#) lies between Clearlake Oaks and Clearlake. It operated a casino until the mid-1990's.
- [Big Valley Rancheria](#), between Lakeport and Finley, operates [Konocti Vista Casino Resort & Marina](#).
- [The Mishewal Wappo](#) tribe also has historical ties to the Southwestern region of the county, from Middletown to the base of Mount Konocti, and is awaiting a federal court decision regarding the re-establishment of their tribal recognition.

Leisure & Hospitality Services (Tourism)

Tourism and the recreation industry are major contributors to the county's economy. Lake County has enjoyed a long history as a tourist and resort area. Clear Lake, Blue Lakes, Lake Pillsbury, and Indian Valley Reservoir are popular spots for fishing and boating. The Cow Mountain and Knoxville recreation areas are a place for such outdoor sports as hunting, fishing, and off highway vehicle (OHV) trails. North Cow Mountain has undeveloped trails for hiking, horseback riding and mountain bike riding; trails have been developed for OHVs in the South Cow Mountain area, Knoxville OHV area, and in the Mendocino National Forest. Indian Valley Reservoir continues to offer opportunities for camping and outdoor activities although these opportunities have been greatly diminished due to the Valley Fire burning 97% of Boggs Mountain Demonstration State Forest, resulting in its closure.

The closure of Konocti Harbor Resort and Spa in the fall of 2009 was a significant loss to the county's economy. It was the county's largest destination resort with convention facilities, a 1,000-seat indoor concert venue, and a 5,000-seat amphitheater, which in total hosted over 50 concerts annually. The resort employed more than 500 on a seasonal basis and approximately 100 on a year-round basis. The closure of Konocti Harbor Resort & Spa significantly reduced the number of visitors coming to Lake County, reducing occupancy levels at other hotels and patronage at restaurants, wineries, watercraft rentals and other recreation based businesses.

Other tourist facilities throughout the county include 32 wineries with tasting rooms or multi-winery tasting rooms, one 18-hole golf course in the Hidden Valley Lake area, and four nine-hole golf courses.

The dollars generated by services provided to visitors to Lake County are an important economic resource to the county. The recreational economic potential of Lake County is centered on the lakes, the outdoors, fine wines, good customer service, good food, and decent lodging.

One of the fastest growing segments of the tourist industry is nature tourism and Lake County has made two significant steps to capture a portion of that market.

In 2009 the County purchased 1,520 acres at the top of Mount Konocti for public use. The County installed improvements including signage, restrooms, benches and tables and interpretive signage is under development. The park is currently open for day use hiking only, with limited docent-led trips offered during the year. Other uses, including equestrian, non-motorized mountain bikes, and dog walking will be considered. Such improvements and the prospect of hiking to the top of the County's most significant geographical feature, and the spectacular view it affords, has already shown to be a draw to additional visitors to the county and persuades other tourists to extend their stay. Plans also are being pursued to link Mount Konocti Park to nearby Clear Lake State Park with a non-motorized multi-use path.

The other significant step is the development of the Konocti Regional Trails System. The Konocti Regional Trails Master Plan was adopted in January 2011. This system of trails is envisioned as a network of interlinking, non-motorized trails and "blueway" water trails that will provide connections between the established communities on all sides of Clear Lake, and between recreational destinations throughout Lake County. It also will identify trail links to outlying Mendocino National Forest and Bureau of Land Management (BLM) lands, major recreation destinations, and outlying communities to create the future countywide trails network, with connections to trail systems in adjacent counties.

In 2015, recognizing the importance of customer service to a healthy tourism economy, the County implemented the Certified Tourism Ambassadors program. The Certified Tourism Ambassador™ (CTA) program is an industry-recognized certification where public and private sector people learn about the history of their community, the places of interest, and fundamental customer service skills which empowers them to talk positively about their community.

With over 15,000 current CTAs, the program has proven success in aligning the destination's people infrastructure - its stakeholder businesses and front-line - to build tourism by Enhancing the Visitor Experience™. Through its locally-customized curriculum, the CTA program focuses on the experience given to visitors, whether they are leisure travelers, business travelers, or attendees."

In summation, Lake County recreation and tourism is based on the lakes, the outdoors, fine wines and good food, good customer service, and a lifestyle still grounded in agriculture.

Educational & Health Services

Employment from Educational & Health Services was 4,430 in 2014. This sector makes up approximately 17% of the employment in the county. The greatest number of job openings should arise in large occupations with easy entry, relatively low pay, and high turnover, such as home health and personal care aides. The expected rapid growth is due to expanding services for the elderly, the mentally and physically disabled, and families in crisis.

The elderly population, a group with much greater than average health care needs likely will continue to grow faster than the total population, increasing the demand for health services, especially for home health care and nursing and personal care. The fastest growth is expected for workers in occupations concentrated outside the inpatient hospital sector, such as medical assistants and personal care and home health aides. Besides job openings due to employment growth, additional openings will result as workers leave the labor force or transfer to other occupations.

Wholesale and Retail Trade

Trade is Lake County's third largest industry sector, with a total of 2,300 employees in 2014. Wholesale trade businesses supply goods and equipment to local retailers, contractors, manufacturers, and transportation services. Employment in Lake County's wholesale trade sector is concentrated in establishments that supply products such as fresh fruits and vegetables, groceries, motor vehicle supplies, building materials, commercial equipment and machinery, and petroleum.

Transportation and Public Utilities

Transportation and public utilities continues to grow. Population growth and infrastructure improvements are increasing the demand for communications, electricity, water, and sanitary services.

Water supply and sanitation services are projected to be the fastest growing sector of public utilities. This industry is expected to grow due to an increase in the amount of waste generated per person, an increase in population, increasing disposal requirements for different materials, and an increase in the percentage of refuse that is recycled. Also, newly constructed housing developments are more likely to have community water supplies and wastewater treatment facilities, increasing demand for these services.

Geothermal

Much of the geothermal activity is concentrated in the southwest portion of the county, in the Geysers-Calistoga Known Geothermal Resource Area (KGRA). A supply of high-temperature steam in that area has been tapped to power electrical turbines that provide power to PG&E residents throughout the state. These geothermal power plants currently produce less expensive and more dependable power which is considered environmentally superior to other sources of power generation in California.

The County receives a portion of the revenues created from development of geothermal resources on federal land in the Geysers Area. The economic benefits to Lake County from steam field development at the Geysers are primarily from federal royalties, property tax revenue, and contributions to the local economy through jobs and support industries. However, businesses in Lake County do not directly result from the production of the Geyser's inexpensive electrical energy. Lake County does proactively support the recharging of the KGRA through a public private partnership with the energy producers whereby treated waste water is piped to the KGRA and injected into the steam field. This is a significant sustainability project that is successfully extending the geysers productivity.

Infrastructure

Water

Water systems are provided by a large number of organizations including a city, numerous special districts, and private companies.

- ☐ [Lake County Special Districts](#) administers a number of water systems around the county
- ☐ The Public Works Department includes the [Water Resources Division](#) that monitors a number of water related issues including the status of Clear Lake

- ❑ The [City of Lakeport](#) provides water services within the city limits of Lakeport

Several other options are available for water services. They include but are not limited to:

- ❑ [Clearlake Oaks County Water District](#)
- ❑ [Lower Lake County Water District](#)
- ❑ [Hidden Valley Lake Community Services District](#) provides water to Hidden Valley Lake community
- ❑ [Callayomi Water District](#) serves Middletown
- ❑ Highlands Mutual Water Company serves the central portion of the City of Clearlake
- ❑ [Golden State Water](#) (private) serves western portion of the City of Clearlake
- ❑ [Konociti County Water District](#) serves eastern portion of the City of Clearlake
- ❑ [Nice Mutual Water Company](#) serves the community of Nice
- ❑ [California Water Services \(CalWater\) Lucerne](#) serves the community of Lucerne

Sewer

- ❑ [Lake County Special Districts](#) administers a number of wastewater systems around the county
- ❑ The [City of Lakeport](#) provides wastewater treatment services within the city limits
- ❑ The [Hidden Valley Lake Community Services District](#) provides sewer services to Hidden Valley Lake
- ❑ The [Clearlake Oaks County Water District](#) provides wastewater services to Clearlake Oaks

Telecommunications/Broadband

The region, like many rural areas, lacks some consistent and reliable broadband services in the more remote areas of the county. In spite of this, Lake County is ranked fairly high relative to broadband access when compared to other rural areas. The Status of services can be reviewed at <http://www.broadbandmap.gov/technology>

Table 2 - Broadband Ranking

Rank (out of 3,234)	Name	Speed Download DL>25	Provider Wireline	Demographics Population	Demographics Age under5	Demographics Age 5-19
782	Lake, CA	89.0% ± 0.0	80.7%	62,411	5.2%	18.8%

Source: <http://www.broadbandmap.gov/summarize/state/california/county/lake>

Energy Distribution Systems

http://www.co.lake.ca.us/Government/Directory/Special_Districts/Solar_Power_Facilities.htm

<http://www.caiso.com/outlook/SystemStatus.html>

Geothermal Activity & Other Sources of Alternative Energy Production

Geothermal activity, specifically the vapor dominated reservoir system, referred to as The Geysers, extends along the Lake County/Sonoma County line into the southwest portion of Lake County. Superheated steam is generated by a body of magma centered 4 to 5 miles beneath Mount Hannah. Modern development of The Geysers steam resource began in the late 1950s culminating with the completion in 1960 of PG&E's first plant, Unit 1 in Sonoma County. The Geysers, comprising 45 square miles along the Sonoma and Lake County border, is the largest complex of geothermal power plants in the world. Fueled by more than 350 steam wells, The Geysers' geothermal field has an output of approximately 800 megawatts, approximately one-third of which is generated in Lake County. The

Geysers meet the typical power needs of Sonoma, Lake, and Mendocino counties, as well as a portion of the power needs of Marin and Napa counties. In fact, The Geysers satisfies nearly 60 percent of the average electricity demand in the North Coast region from the Golden Gate Bridge to the Oregon border. The Geysers is one of the most reliable energy sources in California, delivering extremely high availability and on-line performance and accounts for one-fifth of the green power produced in California. Lake County is a net energy producer, meaning that more energy is produced in Lake County than is consumed in Lake County.

In 2009, the County of Lake and Lake County Sanitation District went online with a 3.2 megawatt solar installation consisting of five solar arrays (a total of 22.5 acres), making it the largest solar installation on County facilities in California. Today, it remains one of the largest installations on public facilities in the Western United States. With the installation of these solar facilities, Lake County is using one alternative energy source (solar) as part of its efforts to treat, transport, and recycle wastewater that is then used to recharge and sustain another alternative energy source (geothermal) at The Geysers to generate power for homes and businesses.

Transportation Modes

Transit system is provided by Lake Transit - <http://laketransit.org/> The State Highway system is managed and maintained by CalTrans - <http://www.dot.ca.gov/dist1/> The [County of Lake](#) manages the County Road System, Within the two incorporated cities, [Lakeport](#) and [Clearlake](#) each manage and maintain their own system. Transportation planning and coordination is done by the [Lake County Area Planning Council](#) that manages the [Regional Transportation Plan](#) and other documents.

C. SWOT Analysis

Introduction

A SWOT (Strength/Weakness/Opportunities/Threat) analysis of the regional economy should answer the question, “Where are we now?” by using the relevant data (see above) and background information to help identify the critical internal and external factors that speak to the region’s unique assets and competitive positioning.

The SWOT is a strategic planning tool used by organizations to ensure that there is a clear objective informed by a comprehensive understanding of a region’s capabilities and capacity. A SWOT analysis identifies the region’s competitive advantages—those indigenous assets that make the region special or competitive in the national and global economies—juxtaposed against those internal or external factors that can keep a region from realizing its potential. Determining and analyzing what the region already possesses that could be leveraged better to build the capacity for growth, including competitive cultural, economic, technological, intellectual and physical assets, is critical to developing the strategic direction and implementation plan to promote regional economic vitality. Leveraging assets refers to using the activities and engagement of business, government leaders and other stakeholders to maximize the economic potential of a region.

In addition, the SWOT analysis should consider economic resiliency. Specifically, what factors and/or elements are in place (or need to be put in place) to ensure the long-term success, viability, and durability of the regional economy.

The following is an analysis of the strengths, weaknesses, opportunities and threats (SWOT) related to human and economic assets as posted by external and internal forces impacting the regional economy.

Strengths

Strengths are a region’s relative competitive advantages (e.g., industry supply chains and clusters, transportation, and broadband assets, specialized workforce skills, higher education levels, collaboration among stakeholders) and often are **internal** in nature;

- ☐ Country charm and lifestyle, yet close to metropolitan areas
- ☐ Abundant natural resources
- ☐ Clear Lake, and other lakes
- ☐ Geothermal resources
- ☐ Volcanic soils
- ☐ Climate/weather
- ☐ Cleanest air in California
- ☐ Diverse agricultural production
- ☐ Multiplicity of outdoor recreational opportunities
- ☐ Thriving wine industry
- ☐ Engaged citizenry and community leaders
- ☐ Broad political support and leadership
- ☐ Engaged community colleges and the new four-year university
- ☐ Low cost labor force
- ☐ Reasonably priced real estate
- ☐ Local airport
- ☐ Attitude of local and regional cooperation and collaboration

Weaknesses

Weaknesses are a region's relative competitive disadvantages (e.g., a risk-averse or change-resistant regional culture), also often **internal** in nature;

- ☐ Social image/perception
- ☐ Blight
- ☐ Limited public infrastructure (e.g. Lampson Field)
- ☐ Limited high-quality accommodations exacerbated by a perception that there are *no* high quality lodging, entertainment, and dining services in the area
- ☐ Employment and retail leakage
- ☐ Transportation (no rail service, winding roads)
- ☐ Access to fueling locations on the lake
- ☐ Transit connectivity gaps and non-continuous bike lanes
- ☐ Limited customer service training for hospitality industry
- ☐ Limited business training services (i.e. finance, marketing, management)
- ☐ Drug and alcohol abuse issues
- ☐ High poverty levels
- ☐ Reliable broadband networks outside of major communities
- ☐ Fragmented economic development structure

Opportunities

Opportunities are chances or occasions for regional improvement or progress (e.g., expansion of a biosciences research lab in the region), often **external** in nature; and

- ☐ Eco, heritage, and agri- tourism activities
- ☐ Diversify and improve tourist/visitor attractions and experiences
- ☐ Expand alternative energy systems (i.e. closed loop geothermal system at Tallman Hotel)
- ☐ Expand on success in the Northshore Redevelopment Area with alternate funding and implementation methods
- ☐ Expand niche markets and assist all businesses engaged in value-added processes for agricultural products
- ☐ Develop a flexible County/Cities regional economic development plan
- ☐ Promote sustainable agricultural practices and ag tourism attraction activities
- ☐ Facilitate the expansion of wineries and tasting rooms, including winery storage and wine production facilities
- ☐ Continue support of grass-roots initiatives (Healthy Food Network, Energy Policy Council)
- ☐ Increase local business private and public financing capacity by creating a Community Development Financing Institution
- ☐ Leverage local resources and staff and consultant capacity between all local government and non-profit entities

Threats

Threats are chances or occasions for negative impacts on the region or regional decline (e.g., several companies in the region considering moving to lower-cost areas of the state), also often are **external** in nature.

- ☐ Volatile agricultural markets
- ☐ Visitor lodging conversion to permanent housing

- ☐ More intensive algae blooms/weed growth in Clear Lake
- ☐ Historically elevated unemployment and poverty rates
- ☐ Illegal marijuana cultivation on public lands and private property
- ☐ Deteriorating road conditions
- ☐ Lack of diversified economy
- ☐ Lack of capacity to implement a long term economic development strategy
- ☐ Fragile local economy with historically low margins for businesses

D. Strategic Direction/Action Plan

The action plan below is focused to provide those things that can reasonably be done within a two-year timeline with an understanding that some flexibility is needed to pursue opportunities as they arise. The action plan flows from the internal and external factors that speak to the region's assets and limitations and its role in capacity building described above in the SWOT analysis.

Strategic Direction: Vision Statement and Goals/Objectives

The vision statement, goals, and action plan, reflect the desires of most of local stakeholders as defined during interviews and public meetings, including the Economic Forecast Event held in Middletown in December 2015.

VISION

To achieve a sustainable, resilient, and prosperous economy that provides opportunity for an economically and socially diverse labor force and entrepreneurs that are educated, trained and prepared for future changes while protecting our rural agriculture based quality of life and environment and providing a stable base for quality public services and programs.

GOALS/OBJECTIVES/ACTION

The following Table 3 shows the Goals with their accompanying Objectives and Work plan Action items. Also shown are the performance measures and evaluation of each item.

E. Evaluation Framework

The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the overall CEDS while providing information for the CEDS annual performance review and update. These regular updates keep the strategic direction and action plan outlined in the CEDS current and the plan as a whole relevant. The evaluation framework is an important element of the ongoing planning process. The evaluation framework, with its associated measures and timelines, cascades from the strategic direction and action plan, which, in turn, flow from the SWOT analysis.

Performance measures identify ways to evaluate the progress of activities in achieving the vision, goals and objectives. The measures selected are based upon what is important to the county, what conditions the county needs to address or create, and what assets can be leveraged. The measures are a way of determining if what we are doing is working.

Performance Measures

The effectiveness of the CEDS will be determined by the performance measures shown in Table 3. It provides multiple goals and objectives in the chart understanding that there is a great deal of work to be done. The priority items that must be done as soon as possible and require focus and determination to complete are in **boldface print** to differentiate these action items from the other ongoing tasks.

Table 3- Goals, Objectives, Action & Performance Measures

GOAL	OBJECTIVE	STRATEGY/ PROGRAM (boldface items in current work plan)	FIRST STEPS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	TIME FRAME	PERFORMANCE MEASURE	EVALUATION
Retain, strengthen and expand the existing business base in the region.									
	Commercial Façade Improvement Program: Support of a Commercial Façade Improvement Program through various funding sources, such as CDBG grants and other funding								
		Develop a sustainable program for façade improvements that will allow businesses within the community/town centers to apply without job creation requirements	Research available programs and statutes to determine most likely solutions	EDC, Local government	\$5,000	General Fund	Intermediate Term	Number of improved facades	
	Old Resort Revitalization: Encourage the revitalization of old resorts in order to attract more visitors. Restoration, instead of replacement of unique and historic resorts and facilities shall be encouraged when practical.								
		Develop criteria for assistance and determine barriers to revitalization	Identify most vulnerable sites with willing owners	Local government	\$10,000	TOT	Intermediate Term	Number of older resorts revitalized & paying TOT	
	Lodging development: Continue working with many other organizations to expand the choices of visitor lodging.								
		Prepare a market and land use analysis to determine the feasibility of a hotel and retail center in Kelseyville.	Work with property owner on determining scope of project	County and private developer	\$35,000 site plan and initial market study	CDBG USDA/RD	Short Term	Property owner commitment to proceed	Site plan developed and owner considering project involvement
		Construct new hotel at Holiday Harbor in Nice	Implement plan adopted by County	County and private developer	\$10,000 for marketing	CDBG USDA/RD	Intermediate Term	Interest shown by potential developer	Feasibility study conducted in 2010
		Construct new hotel at 15th Avenue and Highway 20 in Lucerne	Identify potential site plan	County and private developer	\$10,000 for site evaluation	CDBG USDA/RD	Intermediate Term	Site plan developed	
		Facilitate the sale/reopening of the Konocti Harbor Resort & Spa.	Public policy on support	County and private developer	\$10,000 for marketing	CDBG USDA/RD	Short Term	Interest shown by potential developer	

GOAL	OBJECTIVE	STRATEGY/ PROGRAM (boldface items in current work plan)	FIRST STEPS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	TIME FRAME	PERFORMANCE MEASURE	EVALUATION
		Attract redevelopment of the Will-O-Point Resort property to include waterfront lodging and conference facilities	Develop more detailed strategy and work with property owner for financing	City and private developer	\$35,000 site plan and initial market study	CDBG USDA/RD	Intermediate Term	Property owner commitment to proceed	
		Attract developers to the old Austin Resort site to include lodging	Develop detailed strategy to work with owner for financing	City and private developer	\$35,000 site plan & market study	CDBG USDA/RD	Intermediate Term	Interest shown by potential developer	
	Agricultural Tourism: Provide opportunities for agri-tourism that are beneficial to the region and its agricultural industry and are compatible with the long-term viability of agriculture.								
		Encourage and support the development of wineries and wine tasting rooms.	Identify grape grower who have an interest in creating a winery or opening a tasting room	Winegrape commission and local government	\$5,000 for marketing out reach	Winegrape commission/ grape growers	On-going	Interest shown by grape grower or winery	
	Self Employed Entrepreneurial Assistance: Provide technical assistance to self employed and entrepreneurs to start and expand businesses.								
		Provide direct business expansion, operations, & management services to self-employed entrepreneurs	Identify long term funding sources	Local government	TBD	CDBG USDA/RD	Short Term	Number of businesses assisted	
Business Loans: Provide loans to businesses through the CDBG funds, the Intermediary Relending Program (IRP) program and other funding sources. See under TECHNICAL ASSISTANCE									
Recruit and encourage businesses that will complement and improve the existing commercial mix									
	Agricultural Enhancement: Promote a diverse, healthy, and competitive agricultural industry within the County, including seeking opportunities for agricultural value-added businesses.								
		Marketing programs: Financially support marketing programs designed to promote the region's agricultural products and agri-tourism venues to markets outside of region.	Identify potential funding sources	Local government, agricultural NGO's	TBD	TBD	On-going	Number of businesses assisted	

GOAL	OBJECTIVE	STRATEGY/ PROGRAM (boldface items in current work plan)	FIRST STEPS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	TIME FRAME	PERFORMANCE MEASURE	EVALUATION
		Business incubator: Seek grants and other funding sources to determine the feasibility of operating a business incubator for agricultural value added businesses.	Identify potential funding sources	Local government, agricultural NGO's	TBD	TBD	Intermediate term	Number of businesses started	
	Industrial Park Developments: Encourage the development of visually attractive, carefully planned, industrial parks and planned developments in areas with suitable topography and adequate infrastructure.								
		Prepare funding applications on behalf of Lake county to update engineering and construction of water systems, curbs, gutters, sidewalks & utilities necessary to support commercial development within the South Main Street corridor.	Contract with grant writer	Local government	TBD	EDA/USDA	Short term	Successful grant application	
		Provide technical assistance to Crazy Creek Glider Properties for the purpose of developing highway frontage retail, wine tasting, lodging and other ag/tourism based enterprise.	Determine development potential	County of Lake	TBD	EDA/USDA	Short Term	Redevelopment partnership formed	
		Prepare funding applications for Lake County to USDA and other sources for sidewalk and gutter systems adjacent to the proposed Serve Pro Commercial Park in Kelseyville	Contract with grant writer	Local government	TBD	EDA/USDA	Short term	Successful grant application	
Strive to enhance the town centers of the region's communities and improve their attractiveness to their target markets. Encouragement of development of commercial centers within Community Growth Boundaries/city boundaries that can serve the needs of the community and visitors. Venues for marketing of local, value-added agricultural products should be encouraged									
	Clearlake -	Highway 53 Corridor – a key location for regional shopping opportunities building off of the existing Walmart development to include the old airport property	Identify funding opportunities	City of Clearlake	TBD	TBD	Intermediate term	Number of new businesses located on the corridor	

GOAL	OBJECTIVE	STRATEGY/ PROGRAM (boldface items in current work plan)	FIRST STEPS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	TIME FRAME	PERFORMANCE MEASURE	EVALUATION
	Clearlake -	Lakeshore Drive Downtown Corridor Plan addressing enhancement of lakeside parks & commercial nodes, complete the corridor with enhanced bicycle facilities, a continuous pedestrian environment, improved parking & improved safety for all modes of transportation and users, creation of corridor gateways, clear signage & way-finding features, & waterfront improvements to protect & enhance viewsheds	Identify funding opportunities	City of Clearlake	TBD	TBD	Intermediate term	Number of improvements completed	
	Clearlake -	Assist businesses impacted by the Wildfires of 2015	Identify greatest needs	City of Clearlake/ EDC	TBD	TBD	Short term	Number of businesses assisted	
	Clearlake Oaks -	Assist in encouraging and developing additional commercial and retail facilities creating a downtown core around the Plaza within the former Northshore Redevelopment Project Area	Identify next potential improvement	County of Lake	TBD	TBD	Intermediate term	Number of improvements completed	Nylander Park, The Plaza and a new Senior Center have been completed
	Clearlake Riverias –	Assist businesses impacted by the Wildfires of 2015	Identify greatest needs	County of Lake	TBD	TBD	Short term	Number of businesses assisted	
	Cobb Mountain Communities -	Prepare funding applications on behalf of Lake County Special Districts to Housing & Community Development, Water Resources Control Board, and the USDA for the purpose of preparing updated engineering / design and the construction of a waste water/sewer collector and treatment system to serve the community of Anderson Springs.	Prepare grant application	County of Lake	TBD	USDA, CDBG	Short term	Number of systems completed	
	Cobb Mountain Communities -	Assist businesses impacted by the Wildfires of 2015	Identify greatest needs	County of Lake	TBD	TBD	Short Term	Number of businesses assisted	

GOAL	OBJECTIVE	STRATEGY/ PROGRAM (boldface items in current work plan)	FIRST STEPS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	TIME FRAME	PERFORMANCE MEASURE	EVALUATION
	Hidden Valley Lake -	Assist businesses impacted by the Wildfires of 2015	Identify greatest needs	County of Lake	TBD	TBD	Short term	Number of businesses assisted	
	Kelseyville -	Assist in the continued improvement of downtown core	Identify greatest needs	County of Lake	TBD	TBD	Short term	Number of improvements completed	
	Lakeport -	Main Street/Downtown Improvement Project –	Implement next phase of improvements	City of Lakeport	TBD	TBD	Short term	Amount of completed improvements	design has completed, downtown improvements is on-going
	Lakeport -	Redevelop the Carnegie Library – an ideal facility for a public-private partnership with a tourist-supporting industry, or collection of businesses	Identify re-use partners	City of Lakeport	TBD	TBD	Short term	Establishment of a partnership for reuse	
	Lakeport -	Assist businesses impacted by the Wildfires of 2015	Identify greatest needs	City of Lakeport/EDC	TBD	TBD	Short term	Number of businesses assisted	
	Lower Lake –	Assist businesses impacted by the Wildfires of 2015	Identify greatest needs	County of Lake	TBD	TBD	Short term	Number of businesses assisted	
	Lucerne -	Assist in the development of 13th Avenue into the commercial center of town with the historic Lucerne Hotel as the “anchor” within the former Northshore Redevelopment Project Area	Identify next steps in improvements and development	County of Lake	TBD	TBD	Long term	Number of new businesses located along 13th Avenue	The transfer of the Behavioral Health Department to the newly completed office structure on 13th Avenue
	Middletown -	Continue to provide improved public facilities	Identify greatest needs	County of Lake	TBD	TBD	Intermediate term	Number of improved facilities	Library/Senior Center, public plaza, Gibson Museum & Cultural Center completed

GOAL	OBJECTIVE	STRATEGY/ PROGRAM (boldface items in current work plan)	FIRST STEPS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	TIME FRAME	PERFORMANCE MEASURE	EVALUATION
	Middletown -	Assist businesses impacted by the Wildfires of 2015	Identify greatest needs	County of Lake	TBD	TBD	Short term	Number of businesses assisted	
	Nice -	Assist in the development of a commercial and retail center and lodging facilities at Holiday Harbor within the former Northshore Redevelopment Project Area	Identify potential partners	County of Lake	TBD	TBD	Intermediate term	Establishment of a partnership for reuse	
	Upper Lake –	Assist in improvements to Upper Lake within the former Northshore Redevelopment Project Area	Identify greatest needs	County of Lake	TBD	TBD	Long term	Number of improved facilities	
Establish effective employee training, infrastructure improvements, marketing, technical assistance, and governmental efficiency.									
	TRAINING	Expand and improve job training and related services							
		Coordinate existing network of service providers and identify needs, expand CTA program to include more businesses.	Establish local workforce coordination group	Local government, WIOA, education systems	TBD	TBD	Intermediate Term	Number of persons completing training	
	Education: Develop facilities and programs for post-secondary education in conjunction with the California Community College system, private institutions, such as Marymount California University, the University of California system and the California State University system.								
		Continue to support Marymount California University in its development and operation of the Hotel as an educational facility.	Identify next steps in reinforcing partnership	County of Lake, County Office of Education, Marymount College	TBD	TBD	Intermediate term	Number of local students enrolled	
	INFRASTRUCTURE: Prepare land for economic development through the construction of infrastructure and the provision of public services								
	Lampson Airport: Pursue industrial development around the Lampson Airport.								

GOAL	OBJECTIVE	STRATEGY/ PROGRAM (boldface items in current work plan)	FIRST STEPS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	TIME FRAME	PERFORMANCE MEASURE	EVALUATION
		Prepare a funding application on behalf of Lake County to the USDA and other sources for the purpose of developing an onsite waste water collector and treatment system, drinking water system, and the taxi lanes, aprons, access road, parking lot, hangers and utilities needed to facilitate public aviation use	Contract grant writer for application	County of Lake		EDA/USDA	Short term	Economic self-sufficiency for Lampson Field	
MARKETING									
Destination Marketing.									
		Continue to work on developing additional visitor activities such as multi-use trails and work with developers to construct new or upgrade existing lodging facilities.	Designate agency responsible for coordinating the activity	Local government, EDC, Chambers of Commerce	TBD	TOT	On-going	Number of projects completed	
Activity development:									
		Work with other organizations, including community groups, to expand the choices of visitor activities (e.g. multi-use trails, outfitters, transportation companies, etc).	Designate agency responsible for coordinating the activity	Local government, EDC, Chambers of Commerce	TBD	TOT	On-going	Up-to-date listing on the Internet of year-around activities	
Tourism: Promote and support the local tourism industry with the CTA program and resources to develop and diversify tourism assets, while supporting the development of higher quality establishments with a diversity of attractions and activities.									
		Market the region and attract businesses, expand the CTA training program		Lake County Marketing Program		TOT	On-going	Number of inquiries from out of region businesses	
TECHNICAL ASSISTANCE									
Business Loan Program – Develop and sustain a business loan program in the region.									
		Expand our local business financing capacity with additional USDA business loan program funds	Identify additional funding sources	Local EDC, local governments	TBD	EDA/USDA	Short term	Number of businesses assisted	

GOAL	OBJECTIVE	STRATEGY/ PROGRAM (boldface items in current work plan)	FIRST STEPS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	TIME FRAME	PERFORMANCE MEASURE	EVALUATION	
		Establish a local Lake County Community Development Financing Institution.	Identify process for creation of LCCDF	Local EDC, local governments	TBD	EDA/USDA	Short term	Creation of CDF		
		Provide adequate budget reserves within the work plan to accommodate funding applications for new commercial developments as needed.	Establish budget	Local EDC, local governments	TBD	EDA/USDA	Short term	Number of businesses assisted		
	Business Assistance Program - Support and sustain assistance for entrepreneurs in any industry and business through the region's support and partnership with other agencies provide support		Provide CTA customer service training to retail, lodging and restaurant businesses on site to upgrade customer service and provide training to new employees on an ongoing basis.		Local EDC, local governments	TBD	EDA/USDA	Short term	Number of attendees at training	
			Provide quarterly workshops to business owners addressing cash flow management practices and use of QuickBooks. Provide one on one training as needed.		Local EDC, local governments	TBD	EDA/USDA	Short term	Number of attendees at training	
			Provide quarterly workshops to businesses owners addressing marketing and merchandising techniques. Provide one on one training as needed.		Local EDC, local governments	TBD	EDA/USDA	Short term	Number of attendees at training	
			Conduct annual public economic development planning meetings to update the economic development strategy as needed.		Local EDC, local governments	TBD	USDA, CDBG, general fund	Short Term	Completion of annual update of CEDS	
			Coordinate and support a network of service providers to assist business owners and entrepreneurs	Identify agency that will create and maintain list	Local EDC, local governments	TBD	TBD	Intermediate term	Creation of list of service providers	
		GOVERNMENT REGULATIONS								

GOAL	OBJECTIVE	STRATEGY/ PROGRAM (boldface items in current work plan)	FIRST STEPS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	TIME FRAME	PERFORMANCE MEASURE	EVALUATION
	Zoning Ordinance: Provide a productive regulatory environment in support of business growth								
		Establish criteria to allow development of agricultural tourism facilities, as long as the facility is secondary and incidental to the commercial agricultural use on that site and the tourism activity does not negatively impact agricultural operations on adjacent lands, based upon parcel size, proposed use and the parcels ability to provide adequate buffer zones.	Review the zoning ordinance and recommend changes that will facilitate the development of agritourism operations.	County of Lake	TBD	General Fund	Intermediate term	Revised zoning ordinance sections adopted	
	Mobile Home removal program:								
		Seek additional funding for a mobile home removal program to assist in eliminating blight.	Identify potential sources of funding	Local government	TBD	TBD	Long term	Number of mobile homes removed	
	Enhanced Code Enforcement program:								
		Seek additional funding for enhanced code enforcement activities to assist in eliminating blight and creating a more safe and attractive experience for visitors and residents alike.	Identify potential sources of funding	Local government	TBD	TBD	On-going	Number of properties abated or improved	
	Public lake access development: Recognize the need for new docks as part of the infrastructure improvements for the waterfront, for accessibility and safety and to attract special events, including fishing tournaments and boat shows. Funds in the budget will be leveraged to acquire grants and other partnerships. Implement the county lakeshore signage program.								
		Continue to make improvements to create more public access to the lake	Set priorities on future sites	Local government	TBD	Boating & Waterways	Long term	Number of projects completed	
	Geothermal Resources: Encourage industrial applications, which could directly use geothermal resources as a heat source instead of fossil fuels, if properly planned and compatible with surrounding land uses.								
		Develop local incentives to promote use of geothermal	Identify potential sites	Local government	TBD	TBD	Long term	Number of businesses assisted	
Energy Independence & Sustainability: Work to develop energy independence and other sustainable living practices.									

GOAL	OBJECTIVE	STRATEGY/ PROGRAM (boldface items in current work plan)	FIRST STEPS	RESPONSIBLE PARTY	COST ESTIMATE	FUNDING SOURCE	TIME FRAME	PERFORMANCE MEASURE	EVALUATION
		Develop solar power for as many public facilities as financially feasible.	Identify potential sites	Local government	TBD	TBD	Intermediate term	Number of projects completed	
		Work to develop a PACE program within the parameters of federal housing agencies.	Identify what is needed to implement the program locally including any statutory changes	Local government	TBD	TBD	Intermediate term	Number of projects completed	
	Broadband development: Pursue legislative advocacy, partnerships and funding to develop broadband internet service throughout the region								
		Prepare funding applications to USDA or other funding sources to install the necessary technology to establish reliable broadband capacity throughout Lake County.	Contract with grant writer for application	Local government	\$5,000 per application	EDA/USDA	Short term	Number of successful applications	
	Regional collaboration: Establish regional partnerships for promote regional collaborations.								
		Work with the iHUB at Sonoma State University to identify technology clusters for which the region is a favorable location and support development of those industries.	Identify potential partners	EDC	\$5,000	Administrative costs	Intermediate term	Number of partnerships formed	
	Natural Resources: Work to maintain and improve the region's natural resources that are critical to the primary industries of agriculture and tourism.								
		Work with several businesses and the Lake County Chamber of Commerce to operate the quagga mussel detection and prevention program.	Continue funding as part of County Budget	County of Lake	\$250,000 per year	Grants	On-going	Improved lake quality and lack of mussel problems	\$520,429 in FY 2013-14

Appendix 1- What Is A Comprehensive Economic Development Strategy

The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in America's communities and regions through a locally-based, regionally-driven economic development planning process. Economic development planning – as implemented through the CEDS – is not only a cornerstone of the U.S. Economic Development Administration's (EDA) programs, but successfully serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS provides the capacity-building¹ foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.

Simply put, a CEDS is a strategy-driven plan for regional economic development. A CEDS is the result of a regionally-owned planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region.² It is a key component in establishing and maintaining a robust economic ecosystem by helping to build regional capacity (through hard and soft infrastructure) that contributes to individual, firm, and community success. The CEDS provides a vehicle for individuals, organizations, local governments, institutes of learning, and private industry to engage in a meaningful conversation and debate about what capacity building efforts would best serve economic development in the region. The CEDS should take into account and, where appropriate, integrate or leverage other regional planning efforts, including the use of other available federal funds, private sector resources, and state support which can advance a region's CEDS goals and objectives. Regions must update their CEDS at least every five years to qualify for EDA assistance under its Public Works and Economic Adjustment Assistance programs. In addition, a CEDS is a prerequisite for designation by EDA as an Economic Development District (EDD).

A well-led, broadly inclusive process is vital to the creation of a relevant and effective document. It also serves to build leadership, enhance cooperation, and foster public ownership and enthusiasm.

From the regulations governing the CEDS (see 13 C.F.R. § 303.7), the following sections must be included in the CEDS document:

Summary Background: A summary background of the economic conditions of the region;

SWOT Analysis: An in-depth analysis of regional strengths, weaknesses, opportunities and threats (commonly known as a "SWOT" analysis);

¹ The terms "capacities" and "capacity building" refer to the public sector's role in investing in new ideas, knowledge transfer, and infrastructure to build a foundation so that the private sector can flourish (i.e., enable economic development to promote regional prosperity).

² For the purpose of these Content Guidelines, the terms "area," "region," and "community" are often used interchangeably to refer to an appropriate political, economic, or geographic entity for addressing economic development.

Strategic Direction/Action Plan: The strategic direction and action plan should build on findings from the SWOT analysis and incorporate/integrate elements from other regional plans (e.g., land use and transportation, workforce development, etc.) where appropriate as determined by the EDD or community/region engaged in development of the CEDS. The action plan should also identify the stakeholder(s) responsible for implementation, timetables, and opportunities for the integrated use of other local, state, and federal funds;

Evaluation Framework: Performance measures used to evaluate the organization's implementation of the CEDS and impact on the regional economy.

In addition to the sections noted above, the CEDS must incorporate the concept of economic resilience (i.e., the ability to avoid, withstand, and recover from economic shifts, natural disasters, the impacts of climate change, etc.).

A CEDS should be developed with broad based community participation and result in a document that is readily accessible to regional stakeholders. Potential partners for developing a CEDS could include government agencies, private sector interests, education providers, nonprofits, community and labor groups, workforce boards, utilities, etc. Stakeholders should be able to use it as a guide to understanding the regional economy and to take action to improve it. The CEDS should take into account and, where appropriate, incorporate or leverage other regional planning efforts, including the use of available federal funds, private sector resources, and state support which can advance a region's CEDS goals and objectives. Its quality should be judged by its usefulness as a tool for regional economic development decision-making.

The background should provide an overview of the region's economic situation. Building on data from the summary background, the SWOT analysis should assess the state of the regional economy, including the opportunities and threats posed by internal and external trends and forces, and the availability of resources for economic development. The region's vision, goals, and measurable objectives, together with an appraisal of the region's competitive advantages, should form the basis of the strategic direction and action plan. The evaluation framework should establish criteria and performance measures for evaluating the region's implementation of the strategic direction and progress toward goals and measurable objectives. The elements of the CEDS, seen through a lens of economic resiliency, should logically build upon and/or shape each other to result in a coherent, targeted document.

APPENDIX 2 – Plans And Policies For Economic Development

Each jurisdiction had developed plans and policies to guide their efforts in economic development. There are generally two sources for this guidance: the General Plan and Economic Development Committees or Departments.

[FROM THE COUNTY WEBSITE FOR ECONOMIC DEVELOPMENT:](#)

To pursue economic development and diversification, employee training, infrastructure improvements, marketing, technical assistance, and governmental efficiency while being sensitive to the need to protect the quality of life.

- Market Lake County and attract businesses
- Prepare land for economic development through the construction of infrastructure and the provision of public services
- Coordinate and support a network of service providers to assist business owners and entrepreneurs
- Expand and improve job training and related services
- Provide a productive regulatory environment in support of business growth
- Strive to improve and maintain the high quality of life in Lake County

[FROM THE COUNTY GENERAL PLAN:](#)

Economic Development Goal LU-6

To maintain a healthy and diverse local economy that meets the present and future employment, shopping, recreational, and service needs of Lake County residents.

Policy LU-6.1 Diverse Economic Base The County shall actively promote the development of a diversified economic base by continuing to promote agriculture, recreation services, and commerce, and by expanding its efforts to encourage industrial and non - industrial corporate development, and the development of geothermal resources.

Policy LU - 6.2 Information Kiosks

The County shall promote the placement of informational kiosks at key locations around the County to promote tourism and recreation activities.

Policy LU - 6.3 Resort Uses The County shall consider private and non - profit, quasi - public, and private developments, which have similar use characteristics, in resort areas.

Policy LU - 6.4 High Quality Development

The County shall encourage high quality development projects that will entice visitors, businesses, and permanent residents to the area.

Policy LU - 6.5 Pursue Upscale Development

The County shall pursue businesses such as upscale resorts and lodging, wineries and tasting rooms, visitor - oriented retail businesses, and other businesses that would attract high income and multi - day visitors to the County.

Policy LU - 6.6 Permit Process Evaluation

The County shall continue to evaluate its permitting procedures to ensure certainty, consistency, timeliness, and cost - sensitivity in the permitting process.

Policy LU - 6.7 Community Pride and Identification

The County shall encourage community and regional events (e.g., outdoor concerts, art shows, farmer's markets, and festivals) and recreational activities to bolster community pride and identification.]

Policy LU - 6.8 Promote Key Industries

The County shall promote agri - tourism, eco - tourism, and outdoor recreation in Lake County to outside markets.

Policy LU - 6.9 Image Enhancement

The County shall strive to communicate Lake County's amenities and attributes to those outside the county in order to meet or exceed the potential for tourism and enhance visitors' experience in the county.

Policy LU - 6.10 Old Resort Revitalization

The County shall encourage the revitalization of old resorts in order to attract more visitors. Restoration, instead of replacement of unique and historic resorts and facilities shall be encouraged when practical.

Policy LU - 6.11 Clear Lake Northshore

The County shall focus its development/redevelopment efforts along the Northshore of Clear Lake to make it more attractive as a visitor destination.

Policy LU - 6.12 Permitting for Mixed Use Resorts

The County shall encourage development of resorts while ensuring land suitability and compatibility with surrounding land uses. Mixed Use Resort proposals requesting increased residential density may be considered outside of Community Growth Boundaries provided that:

1. The primary scope of the project is resort commercial.
2. The resort provides substantial resort and recreational facilities that will be available to the public, and the project will specifically enhance the tourism objectives of the County.
3. The developer is able to adequately demonstrate that the additional residential units are necessary to support the infrastructure and public resort amenity costs for the overall project and the overall project is economically infeasible without the additional residential units.
4. The residential component is secondary and subordinate.
5. Applications are submitted as Planned Developments. For Mixed Use Resorts to include residential units, the development must be processed as a Planned Development. This process will be used to determine the appropriate number of residential units allowed.

6.12.1 Except as provided in 6.12.2 below, the residential component of a Mixed Use Resort shall not allow more residential units than resort units during the course of construction and at build out.

6.12.2 If a Mixed Use Resort is adjacent to a Community Growth Boundary and public infrastructure (sewer, water, fire, schools) are available, the number of residential units needed to support resort amenities may exceed the number of resort units, if it is determined that the project will specifically enhance the tourism objectives of the County. However, the number of residential units compared to resort units shall not exceed a 2:1 ratio and in no case shall the residential density exceed one residential unit per gross acre of the total acreage of the Mixed Use Resort project area. (Resolution No. 2011 - 13, 1/25/2011)

Policy LU - 6.13 Density Bonus Incentive for Business/Industrial Parks

Mixed use residential development proposals located outside of Community Growth Boundaries proposing to include an employment inducing industrial or business park development component shall be considered for a residential density bonus of up to one (1) dwelling unit for each acre of land designated and developed as a business and/or industrial park, provided the application is processed through the planned development process.

Policy LU - 6.14 Clustering

The County shall encourage clustering and smart growth concepts that promote fewer vehicle access points and enhance visual and pedestrian access, such as:

- ☐ Residential clustering where dwelling units are grouped on a portion of the available land, reserving a significant amount of the site as protected open space.
- ☐ Industrial and commercial clustering where uses are put into a focal area to enhance opportunities for transit and proximity to residential and other uses.

FROM THE CITY OF LAKEPORT ECONOMIC DEVELOPMENT SITE

City of Lakeport's Business Development Program

Primary Program Goals:

Retain, strengthen and expand the existing business base in Lakeport

Recruit and encourage businesses that will complement and improve the existing commercial mix and will enhance downtown's attractiveness to its target markets.

Core Strategies:

- Improve communications and encourage collaboration.
- Encourage, support and assist existing businesses.
- Incubate, support and grow new businesses.
- Encourage residents, commuters, area visitors, businesses and civic organizations to shop locally.
- Target new firms to add to the business mix and strengthen the economic base.

Program Elements:

1. Communications
2. Business Coaching and Entrepreneurial Support
3. Business Retention and Expansion
4. Business Attraction

FROM THE CITY OF LAKEPORT GENERAL PLAN:

OBJECTIVE ED 1: TO ATTRACT EMERGING GROWTH INDUSTRIES IN ORDER TO INCREASE EMPLOYMENT OPPORTUNITIES FOR A WIDE RANGE OF SKILL LEVELS AND SALARIES TO MEET THE CURRENT AND FUTURE EMPLOYMENT NEEDS OF RESIDENTS.

Policy ED 1.1: Target High-Wage Industries.

The City shall target emerging, high wage industries for attraction, including manufacturing, health care, professional, scientific and technical, finance and insurance, and information technology.

Program ED 1.1-a: Identify target industries in the manufacturing, retail, and office sectors.

Program ED 1.1-b: Implement specific recruitment programs tailored to specific target markets.

Policy ED 1.2: Diverse Local Economy.

Attract and expand industrial, high technology, regional-serving office development that diversifies the local economy and produces higher-wage jobs.

Program ED 1.2-a: Consider a zoning incentive program (which may include flexible development standards, shared parking, and fast-track processing) to facilitate development or re-use of key sites by high-employment-generating uses and high value-added businesses.

Program ED 1.2-b: Focus available incentives and business assistance services on attracting and retaining firms in industries that typically provide high-quality employment, living wages and strong career advancement opportunities, and which generate strong tax revenues, or fill a critical market niche.

OBJECTIVE ED 2: TO PROVIDE SUPPORT FOR AND PROMOTION OF EXISTING BUSINESSES AND ATTRACT NEW BUSINESSES.

Policy ED 2.1: Business-Friendly Local Government.

The City shall assist existing and new businesses by facilitating the permitting process, helping to improve access to capital and investors, and broadening local sales capture rates, including business-to-business transactions.

Program ED 2.1-a: Support and implement the 2003 Lakeport Business Retention and Recruitment Strategy.

Program ED 2.1-b: Develop small business assistance programs, including but not limited to below market interest rate loans and creating new or expanding existing business plans.

Program ED 2.1-c: Create a program to recognize employers that contribute to the quality of life in the community.

Policy ED 2.2: Business Promotion.

Promote a thriving local retail, personal, and business services sector.

Program ED 2.2-a: Actively promote revitalization and strong sales in downtown Lakeport, and along Hwy29 commercial corridors.

Program ED 2.2-b: Assist local merchants and business organizations interested in forming mutual benefit organizations such as merchants associations and business improvement districts.

Policy ED 2.3: Small Business Funding.

Support micro loans, small business loan guarantees and other measures to support entrepreneurs and new business development.

Policy ED 2.4: Private Reinvestment Incentives.

Provide incentives for private reinvestment in underutilized commercial areas where adequate infrastructure exists.

OBJECTIVE ED 3: TO FOSTER A SUPPORTIVE BUSINESS ENVIRONMENT BY PROVIDING CLEAR AND CONSISTENT DEVELOPMENT STANDARDS, PROCEDURES, AND INFORMATION ON AVAILABLE CITY SERVICES FOR BUSINESSES.

Policy ED 3.1: Business Development Information.

The City shall be proactive in disseminating information to local businesses about City government processes that might affect them, such as development standards, licensing procedures, and the procurement of redevelopment funds.

Program ED 3.1-a: Publish and distribute a document that effectively outlines permitting and licensing procedures and fees.

Program ED 3.1-b: Develop and maintain a City website with links to the Zoning Ordinance, Design Guidelines, and Business Support Services to help existing and prospective business owners access information quickly. Also include information about applying for financial assistance and other business development programs the City is involved with.

Policy ED 3.2: Cost of Doing Business.

The City shall work to retain a competitive “cost of doing business” in Lakeport relative to the Bay Area and Lake County region.

Program ED 3.2-a: Monitor “cost of doing business” in Lakeport relative to the Bay Area and Lake County region to keep apprised of Lakeport’s competitive advantage.

OBJECTIVE ED 4: TO SUPPORT INFILL DEVELOPMENT OF COMMERCIAL AND SERVICE COMMERCIAL PROPERTIES WITHIN THE CITY LIMITS.

Policy ED 4.1: Infill Areas.

The City shall promote the development and redevelopment of City infill areas.

Policy ED 4.2: Balanced Commercial.

A balanced mix of retail, restaurant, and other services should be encouraged in commercial areas throughout the city.

Policy ED 4.3: Building Rehabilitation.

The City shall support and implement programs for facade improvement and building rehabilitation among others, to ensure that the city remains clean, attractive, safe and well maintained.

Policy ED 4.4: Leveraging City Infrastructure Projects.

The City shall leverage city infrastructure projects with potential redevelopment projects or infill opportunities that may be applicable or planned for in the future.

Policy ED 4.4: Underutilized Structures.

The City shall encourage the creative reuse of underutilized structures in key commercial areas.

OBJECTIVE ED 5: TO INCREASE THE CITY’S TAX BASE THROUGH ANNEXATION OF INDUSTRIAL AND COMMERCIAL LANDS SOUTH OF THE CITY LIMITS.

Policy ED 5.1: Sphere of Influence Annexations.

The City shall pursue the annexation of County land currently being developed in Lakeport’s Sphere of Influence.

Program ED 5.1-a: The City shall support efforts to attract private developers and equity investors to participate in the development of the area.

Program ED 5.1-b: Ensure that new commercial and industrial development in the area is adequately served by infrastructure and City services.

OBJECTIVE ED 6: TO MAINTAIN AND ENHANCE THE FINANCIAL VIABILITY OF THE CITY.

Policy ED 6.1: Role of Business.

The City shall support businesses that contribute to the City's financial viability so long as the business does not impact the quality of life in the community or cause negative impacts on human health and the environment.

Policy ED 6.2: Fiscal Impacts of Development.

The City shall review land use proposals for their impact on the City's financial resources.

Policy ED 6.3: Development's Share of Costs.

New development shall pay its fair share of the costs of providing public facilities and services for capital and ongoing operation and maintenance activities.

Program ED 6.3-a: Maintain impact fees for new development to cover the costs of providing public facilities and services.

OBJECTIVE ED 7: TO SUPPORT CONTINUED GROWTH MANAGEMENT AND ENSURE AN ADEQUATE, BALANCED SUPPLY OF ALL LAND USES FOR FUTURE ECONOMIC DEVELOPMENT.

Policy ED 7.1: Land for Commercial and Industrial Uses.

In order to support a stable economic base, provide sufficient tracts of land at a variety of sizes available for industrial and commercial uses.

Program ED 7.1-a: Monitor current and future land supply needs for industrial, office and retail growth.

OBJECTIVE ED 8: TO SELECT COMMERCIAL AND INDUSTRIAL LOCATIONS WHICH ARE CONVENIENT, WHILE COMPATIBLE WITH THE GROWTH AND FUTURE SERVICE NEEDS OF THE COMMUNITY.

Policy ED 8.1: Land Use Designations for Commercial.

New commercial land use designations shall be of sufficient size and shape to meet existing and future market and service needs of the overall area in which they are located.

Policy ED 8.2: Discouragement of Strip Development.

New commercial areas are encouraged to cluster in identified areas to prevent and discourage strip development. Where appropriate, locate commercial uses at focal points along major arterial streets and expressways.

Policy ED 8.3: Neighborhood Compatibility.

The location, size, scale, and design of neighborhood commercial uses shall complement and meet the needs of the surrounding neighborhood. The neighborhood concept of providing pedestrian, bicycle and other non-motorized access shall be encouraged.

Policy ED 8.4: Customer Convenience.

To minimize traffic generation impacts, new commercial development shall be located to meet the needs and convenience of the customer base and promote compatibility between land uses.

OBJECTIVE ED 9: TO CREATE A BALANCE BETWEEN JOBS AND HOUSING WITHIN THE CITY'S PLANNING AREA.

Policy ED 9.1: Coordination with Land-Use Planning.

Coordinate economic development with land use planning.

Policy ED 9.2: Jobs-Housing Balance.

Encourage mixed-use development that provides opportunities for a jobs and housing balance at the community, neighborhood, and project level.

OBJECTIVE ED 10: TO PROMOTE AND ENHANCE LAKEPORT AS A YEAR ROUND VISITOR/RECREATION DESTINATION AREA.

Policy ED 10.1: Recreational Assets.

Continue to build on Lakeport's natural assets to expand Lakeport's appeal as a recreation destination area, focusing on downtown and lakefront revitalization as a priority.

Program ED 10.1-a: Work with the local Chamber of Commerce to promote Lakeport as a recreation destination through the expansion of the City's website, informational brochures and other marketing techniques.

Policy ED 10.2: Visitor Services.

Support new visitor-oriented restaurants, lodging, and services to meet visitor needs and capture expenditures locally.

Policy ED 10.3: Events and Festivals.

Continue to support City-wide events and festivals, such as the Lake County Summerfest, the Fourth of July Celebration, bass fishing tournaments, and the sea plane fly-in.

Policy ED 10.4: Golf Course and Marina.

Support the development of a golf course and marina within the Lakeport area.

OBJECTIVE ED 11: TO INCREASE LOCAL ECONOMIC COOPERATION AND INTERDEPENDENCE IN ORDER TO RE-CAPTURE A GREATER PORTION OF LOCAL REVENUES WITHIN THE LOCAL ECONOMY.

Policy ED 11.1: Local Business Networking.

Encourage greater networking and cooperation between local businesses within Lakeport and Lake County.

OBJECTIVE ED 12: TO WORK WITH LAKE COUNTY AND THE CITY OF CLEARLAKE TO PROVIDE INCREASED OPPORTUNITY FOR LOCAL AND REGIONAL BUSINESSES, JOB GROWTH, AND TAX REVENUE.

Policy ED 12.1: Hotel/Conference Center.

Encourage the development of a hotel/conference center targeting Bay Area companies and organizations for retreats and meetings.

Policy ED 12.2: Will-O-Point:

Support the conversion of the Will-O-Point waterfront property from a mobile home park to a commercial/retail center.

Policy ED 12.3: Transient Occupancy Tax Revenues.

Invest transient occupancy tax revenues into a lakefront walkway to link commercial centers along the waterfront.

Policy ED 12.4: Clear Lake Water Quality.

In light of the fact that Clear Lake is the cornerstone of the local visitor and recreation markets, and that water quality in Clear Lake is so important; encourage and support the efforts of cooperative regional coalitions which oversee water quality issues in Clear Lake.

Policy ED 12.5: Communication.

Encourage the installation of fiber optic cable or wireless communications in the Lakeport area.

FROM THE CITY OF CLEARLAKE GENERAL PLAN:

City of Clearlake ED Policies from the General Plan

8. Economic Development

Economic Development

Goal 1. Balanced budget and fiscal stability.

Objective ED 1.1 Maintain fiscal stability by responsible spending and utilizing resourceful funding channels.

Policy ED 1.1.1 Abide by fiscal strategies that eliminate budget deficits and strengthen surpluses.

Program ED 1.1.1.1 Measure performance from City departments and services annually to track expenditures and minimize costs.

Program ED 1.1.1.2 Apply for applicable State and Federal grants that provide additional funding for appropriate project

Goal 2. A supportive and nurturing business climate.

Objective ED 2.1 Develop a diverse economic base including a range of manufacturing, retail, service, and knowledge-based professional activities.

Policy ED 2.1.1 Approve development proposals suitable for business districts with specific functional uses including office, commercial, retail, and applicable industry.

Program ED 2.1.1.1 Modify the Zoning Code to permit a mixture of compatible uses on Lakeshore Drive.

Program ED 2.1.1.2 Incorporate light industry and compatible uses along State Route 53 through zoning updates.

Program ED 2.1.1.3 Sustain and allocate agricultural uses along State Route 53 to cultivate grape growing and wine making establishments for additional employment and tourism.

Policy ED 2.1.2 Support a healthy mix of local businesses and mid-sized companies.

Program ED 2.1.2.1 Work with the local Chamber of Commerce and any regional economic development efforts as well as any supporting educational, financial, and trade associations.

Program ED 2.1.2.2 Establish a business improvement district along the Lakeshore Drive corridor.

Program ED 2.1.2.3 Incubate entrepreneurship and innovation by creating a business group that shares and communicates local business opportunities and constraints.

Objective ED 2.2 Provide high-quality municipal services, facilities, and economic development assistance for business growth and expansion.

Policy ED 2.2.1 Reduce obstacles and barriers for business establishment and development.

Program ED 2.2.1.1 Designate appropriate land for commercial land use along highly accessible commercial corridors such as Lakeshore and Olympic Drives and State Route 53.

Program ED 2.2.1.2 Establish an expedited approval process for commercial development proposals along accessible corridors.

Program ED 2.2.1.3 Develop a program for reduced fees and, when appropriate, financial assistance for commercial startups along designated commercial growth centers.

Policy ED 2.2.2 Support programs that assist and build employment skills.

Program ED 2.2.2.1 Expand appropriate workforce development and training opportunities through partnerships with local work organizations and agencies.

Objective ED 2.3 Develop an Economic Development Strategy by 2016.

Policy ED 2.3.1 Evaluate opportunities for business assistance and incentives to attract healthy businesses.

Program ED 2.3.1.1 Define incentives the City can utilize to sustain existing businesses and attract new commercial and manufacturing facilities.

Objective ED 2.4 Attract industries and employers that can accommodate the skill-level of the local labor force.

Policy ED 2.4.1 Attract living wage-paying businesses that can provide more head of household jobs such as skilled trade, science and medical employment.

Program ED 2.4.1.1 Relax requirements for applications from businesses that match local skill levels.

Program ED 2.4.1.2 Attract industries to match the skill levels of available labor force such as construction, service and retail, and light industry.

Goal 3. A welcoming and visitor-serving environment.

Objective ED 3.1 Promote outdoor recreation and activities that are abundant within the area.

Policy ED 3.1.1 Prioritize economic activities that utilize Clearlake's natural geographic location in the region.

Program ED 3.1.1.1 Develop a citywide marketing campaign to improve the City's image and brand the area as a recreational and tourist destination (i.e. Fishing, wine tasting, etc.).

Program ED 3.1.1.2 Develop a partnership with regional and countywide viticulture and winemaking organizations to promote the area as a wine tasting province and tourist destination.

Objective ED 3.2 Enhance services and amenities for tourist-serving purposes.

Policy ED 3.2.1 Permit redevelopment of the Lakeshore Drive corridor as a regional mixed-use destination for locals and visitors.

Program ED 3.2.1.1 Amend the Zoning Ordinance and rezone the Lakeshore Drive corridor for Commercial Mixed-Use.

Goal 4. A vibrant and centralized downtown.

Objective ED 4.1 Establish a downtown loop along Lakeshore Drive and Olympic Drive.

Policy ED 4.1.1 Attract growth and revitalization along the Lakeshore Drive and Olympic Drive loop.
Program ED 4.1.1.1 Support the Chamber of Commerce and any regional economic development efforts as well as any supporting educational, financial, and trade associations in providing and improving opportunities for local businesses and services in the downtown district.
Program ED 4.1.1.2 Activate a signage and banner campaign to advertise and identify the businesses and services along the Lakeshore Drive and Olympic Drive loop.

Objective ED 4.2 Create a Downtown Specific Plan.

Policy ED 4.2.1 The Downtown Specific Plan will act to guide commercial development in the downtown area.

Program ED 4.2.1.1 Develop downtown design guidelines for business and residents along Lakeshore Drive and Olympic Drive.

Policy ED 4.2.2 Specific Plan shall include standards for storefronts and awnings, as well as outdoor seating and landscaping.

Program ED 4.2.2.1 Base approval of development proposals for downtown on conformity with the downtown design guidelines

Objective ED 4.3 Develop underutilized and vacant parcels along Lakeshore Drive.

Policy ED 4.3.1 The City will provide applicable incentives to attract developers to the downtown loop.

Program ED 4.3.1.1 Implement streamlining processes for permitting and development applications for development improvements along Lakeshore Drive and Olympic Drive.

Objective ED 4.4 Develop mixed use residential, commercial, office, and retail along Lakeshore Drive and Olympic Drive.

Policy ED 4.4.1 Redevelop and enhance Lakeshore Drive and Olympic Drive with mixed-Use development

Program ED 4.4.1.1 Revise the zoning ordinance to authorize commercial-residential mixed use in the downtown Lakeshore Drive and Olympic drive loop.

Objective ED 4.5 Provide a gathering place and recreational destination for residents and visitors

Policy ED 4.5.1 Permit redevelopment and enhancement of lots for public gathering space.

Program ED 4.5.1.1 Establish public plazas and open spaces throughout downtown

Goal 5. A regional shopping hub.

Objective ED 5.1 Establish the City as a main shopping and commercial destination for the County.

Policy ED 5.1.1 Attract and incentivize large retailers into the City and specifically to the regional shopping hub made up of the old airport area and existing Wal-Mart shopping center.

Program ED 5.1.1.1 Designate appropriate and easily accessible large lots for retail development and expansion near State Route 53

Program ED 5.1.1.2 Utilize the former airport area for additional regional retail and commercial expansion.

Other Documents:

[2013 Lake County CEDS](#)

[Economic Development Strategic Marketing Plan 2011-2013](#)

Appendix 3: Environmental Issues

Clear Lake

The maintenance and enhancement of Clear Lake itself is critical to the future economic vitality of the area. The Lake County Board of Supervisors approved an allocation of \$1.4 million to address weed and algae education, prevention, and abatement in 2011.

Primary nutrients such as phosphate and iron derive from soils that are disturbed in the watershed of the surrounding hills. During periods of runoff, these soils enter into the lake via creeks and peripheral runoff. Development has increased the delivery of eroded soils to the lake. Land-use changes within the last century, including channelization of creeks, removal of streamside vegetation and other wetlands, gravel extraction from creeks, and hillside lot development have all combined to raise levels of soil loss and transportation into the lake above the natural background levels.

Over the past decade, one of the major complaints about Clear Lake involves the nuisance resulting from excess seasonal algae growth. The lake's high nutrient load when combined with the lake's shallow depth and resulting naturally warm water is primarily responsible for this problem, which creates unsightly patches of surface scum and odor. A number of algae abatement techniques have been tried in the past years with little success. The presence of blue-green algae is not a recent development as the presence of algae during the summer months has existed for many decades and was mentioned in articles dating as far back as the late 19th century. Another problem has been the growth of nuisance aquatic weeds, also due to the lake's shallow depth. This problem has increased as the lake's water clarity has improved in recent years. In addition to algae and nuisance aquatic weed growth, threats to Clear Lake include invasive aquatic weeds such as hydrilla and possible infestation by quagga and zebra mussels, which have wreaked havoc with water bodies in southern California and other areas of the country. So far, Lake County's diligent efforts to inspect watercrafts have prevented quagga and zebra mussels from infesting Clear Lake, or any other body of water in Lake County, but as the threat increases, efforts to prevent infestation also may need to increase.

Sewage pollution from community facilities and individual disposal systems has occurred, although improvement of the sewage treatment and service facilities within the county has diminished this source of nutrients and pollution, except during overflow situations typical of high rainfall years.

Enjoyment of the recreational and aesthetic benefits of Clear Lake also depends upon adequate public access to the lake and shoreline areas for recreational activities and, simply for views. In the unincorporated communities, the County has several parks with public shoreline access, and the cities of Lakeport and Clearlake also have shoreline parks. Other access is afforded through clubhouses, private docks, and private property, which has, over the years, provided limited public access to the lake. It is important that the local residents and the tourist population have adequate lake access, especially for boat launching. The cost of shoreline property rose sharply over the previous decade, making acquisitions by agencies extremely difficult. All shoreline below the high water mark (7.79 Rumsey) is in the Public Trust.

Water

Water, its abundance and availability, is vital to Lake County. The origin of the county's water resources is precipitation, including both rainfall and snowfall. Average precipitation varies from 22 inches at Clear Lake to 80 inches in the Mayacamas Mountains in the southwestern portion of the county. Three major

drainage basins are defined by the county's topography: Upper Eel River, which drains westerly into the Pacific Ocean; Cache Creek, which drains easterly into Yolo County; and the Upper Putah Creek, which drains southerly into Napa County. Each major watershed is composed of smaller hydrological units formed by streams, creeks, groundwater basins, and the terrain of the area.

Lake County's surface water resources include numerous lakes, reservoirs, streams, creeks, springs, and ponds whose waters serve the needs of man and nature. Higher order perennial streams supply water for natural groundwater recharge and convey water to major lakes and reservoirs. Lower order streams supply intermittent flows and provide important habitats for wildlife. The county's major lakes store water for domestic use, and also provide quality environments for tourists and county residents.

Currently, the most significant source of agricultural water supply in the county is groundwater. Groundwater use is estimated at 28,000 acre feet (in 2000) for the Clear Lake watershed. Groundwater is contained in underground formations called aquifers which, in the case of Lake County, are composed of either volcanic material or young alluvial materials such as sand and gravel. Water stored in aquifers is released to the surface through wells and springs or by seepage into lakes, rivers, and wetlands. Just as groundwater ultimately returns to the surface, it is also replenished from the surface. Water from streams and lakes seeps down into aquifers; or where aquifers or transmitting formations are exposed to the surface, precipitation percolates directly into the aquifers.

With the rapid rate of growth experienced by the county in the last decade, existing water supplies in certain parts of the county are stretched to meet the present demands for municipal and domestic users and are less than adequate for agricultural users. In order to accommodate anticipated future growth, new water supplies must be developed. The purchase of Clear Lake water rights by the Yolo County Flood Control and Water Conservation District many years ago, has had a significant impact on options available to Lake County for expanding its water supply.

Nutrient loading into the lake has been a problem in the Clear Lake Basin due to inadequate municipal and individual wastewater disposal facilities. This problem has been most critical in areas adjacent to Clear Lake where unsuitable soil conditions, high water tables, and inadequate facilities to process waste exist. Water drawn from Clear Lake must be treated for domestic use due to high turbidity and microbiological activity. There are certain areas dependent on surface water in the Upper Putah Creek Basin, which experienced shortages during drought years.

Archaeological Resources

The county's cultural resources are varied and unique. Archaeologically, the Clear Lake Basin contains one of the highest densities of prehistoric sites in the state. Lake County is the location of the Mostin site, which may be the oldest Indian village in North America (11,260 years old). Historically, Lake County contains sites and structures which depict nearly the entire major social, economic, and technological developments which have served to shape this region.

Historic Sites and Structures

Lake County contains eight State Historical Landmarks and Sites: the Historic Courthouse Museum in Lakeport, Bloody Island Battle Site east of Upper Lake, Lower Lake Stone Jail in Lower Lake, First Stone House in Middletown, site of Stone & Kelsey home in Kelseyville, Sulphur Bank Mine in Clearlake Oaks, Toll Road and Bull Trail near Lakeport, and the Lower Lake Historical School House Museum in Lower Lake. In addition to State Landmarks and Sites, the County has many other historical assets, including historic downtowns in Upper Lake, Lower Lake, Kelseyville, Middletown, and Lakeport; the Ely Stage

Stop Museum, the Tallman Hotel, and the Lucerne Hotel, a 1920s era structure that is the most grand of the hotels and resorts that once were common around the county.

Plants and Animals

Lake County is endowed with a number of significant natural areas including mountain regions, valleys, forest lands, stream corridors, and lake areas. These distinctive environments, in turn, support a wide variety of plant and animal life. Lake County's many streams possess valuable riparian communities, rich in diverse fish and wildlife. The wetlands, located around the periphery of the county's many lakes, also are important wildlife habitats and spawning grounds for fish.

The California Natural Area Coordinating Council completed an inventory of the biological, geological, and paleontological features of the County and selected 33 areas of special environmental significance. These areas are noteworthy due to their particular scientific and educational interest, rare and endangered species, noteworthy geologic areas, and areas of historic interest.

Undisturbed habitat is the key to the abundance and well-being of the county's wildlife. The county has significant populations of black-tailed deer, tule elk, black bear, bobcat,

coyote, quail, pheasant, bald eagle, peregrine falcon, western and pie-billed grebes, the great blue heron, osprey, mallards, green-winged teal, cinnamon teal, and the ruddy duck.

Clear Lake and its tributaries support several species of warm water game and non-game fish including crappie, bass, catfish, bullhead, bluegill, and sunfish. The Eel River contains a few silver salmon, salmon, and steelhead trout. The Blue Lakes have had various species of sport fish introduced.

Lake County is home to numerous native plants, many of which color the area's hillsides in spring and summer, including western redbud, ceanothus, California buckeye, and clarkia. Lake County also supports several plant species included on the list of endangered or rare plant species as designated by the Fish and Game Commission pursuant to the California Native Plant Protection Act.

Air Quality

One of Lake County's valuable resources is good air quality. The county is the only air district in attainment of all the State air quality standards. As of 2013, and for 23 consecutive years, Lake County has had the "Cleanest Air in the State." Lake County, California had the cleanest air in the United States, as rated by the American Lung Association in 2013. This is in a large part due to the diligent efforts of the public, agricultural industry and the Air Quality Management District.

A primary air quality concern in Lake County is the ability of the Clear Lake Basin to tolerate a large loading of pollutants. The air basin is relatively small and is composed of a complex topography that makes dispersion of pollutants difficult under inversion conditions. Inversions are an atmospheric condition where a layer of cool air is trapped by a layer of warm air so that the underlying cool air cannot rise nor spread horizontally because of bowl-like nature of the air basins.

Hazardous Materials

Lake County's rural setting, curvy, mountainous highways, and lack of rail transportation contribute in limiting the type and quantity of hazardous materials used in the county. By far, the largest quantities used are common petroleum hydrocarbon materials like motor vehicle fuel and heating fuel. There are a small group of facilities that use extremely hazardous substances in significant quantities. They include geothermal power plants, water and wastewater treatment plants, agricultural chemical warehouses, and packing sheds.

There are a multitude of agencies (federal, state, and county) involved in regulating hazardous materials. However, for the most part, federal and state hazardous material mandates and regulations are delegated to local government for enforcement.

Geologic and Seismic Hazards

Geologic hazards occurring in Lake County result from unstable slopes, ground failure, unstable soils, and volcanism. Seismic activity poses hazards to developed areas in the County by ground displacement, ground failure, ground shaking, especially in the Cobb Mountain area.

The major geologic hazard facing the county is that associated with slope instability. As slope increases, so does the potential for hazardous conditions to human life and structures situated in the area. Land having an average slope of 30 percent or greater is generally considered less suitable for intensive development because it is difficult and costly to develop.

Subsidence and ground failure due to seismic activity are two potential forms of ground failure that could occur in Lake County. Subsidence is a localized downward movement of ground surface with little horizontal movement. It is usually caused by the collapse of underground voids such as mines or caverns, by excessive groundwater withdrawal.

Subsidence may damage all types of construction, including buildings, sewage disposal works, water pipes, gas lines, and roads.

The likelihood of local subsidence problems occurring due to the withdrawal of vapor dominated geothermal resources appears remote. Substantial subsidence due to local geothermal development has not been noted to date.

Soil erosion is another common form of soil instability. It accounts for a loss in many dollars of valuable soil, is aesthetically displeasing, and often induces even greater rates of erosion and sedimentation. Construction activities often contribute greatly to erosion and sedimentation. Besides being a pollutant in its own right, sediment acts as a transport medium for other pollutants, especially nutrients, pesticides, and heavy metals. As the sediment drains into water sources, the combination of these pollutants adversely affects water quality.

Numerous faults exist within the county, some designated potentially active, which could cause ground rupture, failure, and shaking. However within the past 200 years, no major damaging earthquakes have occurred along faults in Lake County.

Flood Hazards

Flood hazards in Lake County can be attributed to four sources: lake overflows, creek overflows, inadequate local drainage facilities, and dam failures. Those areas with the greatest potential for creek flooding are residential and agricultural areas along tributaries to Clear Lake and those within the 100-year floodplain. The floodplain is most extensive along Scotts Creek, Cache Creek, Adobe Creek, Putah Creek, Cole Creek, Burns Valley Creek, Middle Creek, and Kelsey Creek.

Flooding around the rim of Clear Lake seriously disrupts the local economy as it closes thoroughfares, inhibits emergency services, and threatens the water quality, and damages lands, public facilities, private homes, businesses, farms. The greatest damage can be expected around Clear Lake, since approximately one-fourth of the lake's 100-mile rim is developed. The risk to human life is minimal because there is generally ample time to evacuate lakeshore residents if flooding is expected.

Lake Pillsbury is an irregularly shaped lake, bounded by steep walls on all sides except for the northern lakeshore (Gravelly Valley). Flooding and wave run up (seiche) would inundate the entire rim of the lake, with Gravelly Valley experiencing the greatest impact.

Six dams have been identified as being capable of causing death or injury if flooding due to dam failure occurs: Adobe Creek, Highland Creek, Indian Valley Reservoir, Clear Lake/Cache Creek, and Hidden Valley Lake. Dam inundation can result from failure of its structural integrity or when spillway capacities are exceeded, although this is very unlikely.

Wildfire Hazards

The vast majority of Lake County is classified as a high or very high wildfire hazard area by the California Department of Forestry and Fire Protection (CALFIRE). The county's hilly topography, rich vegetation cover, and hot dry season produce dangerous summer fire conditions. Wildfires are a potentially dangerous hazard to development located in forest and shrub areas. They not only destroy vegetation and endanger structures and public safety, but devastate valuable wildlife habitat and watershed lands. The absence of natural ground cover on burned lands greatly increases the hazards from slope failure and erosion.

The severity of wildfire problems is influenced by the four factors of vegetation, climate, slope, and people. CALFIRE has developed a fire hazard severity scale that uses the first three of the above four factors to evaluate wildfire hazard. Using this scale, approximately 45 percent of the county falls into extreme fire hazard.

Critical fire weather occurs in the county when air temperature rises to more than 100 degrees Fahrenheit, relative humidity drops to near zero, and hot dry north or east winds blow at high velocities. Lake County has an average of more than 9.5 days of critical fire weather per year.

Development of residences on steep slopes or brush-covered hillsides is an additional source of hazard. The residential areas of Hidden Valley and the Clear Lake Riviera are located in just such hazardous conditions. Also, development in hilly areas often necessitates narrow, twisting roads that do not provide adequate access for fire equipment. In addition, for each 20 percent increase in slope, the rate of spread for a fire will double.

Transportation

All key routes entering and leaving Lake County are State highways. State Routes 20, 29, 53 and 175 are the primary routes for regional and interregional travel. The State Route 20 corridor provides a key link between Interstate 5 in the Sacramento Valley and Highway 101 to the north coast. For a number of communities in Lake County, the state routes function as their "main street" yet at the same time provides key routes for interregional travel. The State highway system in Lake County has 137.5 miles. Most of these routes are two-lane facilities. The topography of Lake County, and Clear Lake itself, constrains options for expanding capacity along existing state highways as well as local roads. The Route 20 Principal Arterial Corridor, which includes portions of State Route 20, State Route 29 and all of State Route 53, was identified by Caltrans as a High Emphasis Focus Route in California in the Interregional Transportation Strategic Plan (June 1998). This route provides a critical connection between the I-5 corridor in the Sacramento Valley and the US-101 corridor serving the north coast, and provides links between most of the population centers of Lake County. Vehicles transporting hazardous materials use this route as they are restricted from the portion of State Route 20 along the north shore of Clear Lake. State Route 29 is the primary route for entering the County from the south, and runs through the communities of Middletown, Lower Lake, Kelseyville and Lakeport, then terminates at the intersection

with State Route 20 near Upper Lake. State Route 175 travels from Middletown over Cobb Mountain, then follows the same alignment as State Route 29 to Lakeport where it then travels southwest over Hopland Grade to the Mendocino County community of Hopland. An overarching issue facing the transportation system in Lake County is the limited availability of funding for maintenance, rehabilitation and capacity expansion of the existing system. Federal, State and local funding sources are not sufficient to address current and future needs. Safety is also a key issue not only for motorists, but also for pedestrians, bicyclists and transit riders that often travel along state routes and local roads in Lake County.

Lake Transit Authority provides public transit service in Lake County, and intercity bus route service between Napa County (Calistoga and St. Helena), Lake County (Middletown, Hidden Valley, Clearlake, Lower Lake, Kelseyville, Lakeport, Upper Lake), and Mendocino County (Ukiah). Services include fixed-route and deviated fixed route (flex route) bus services and Dial-a-Ride services. Low-income, young, disabled and elderly persons in Lake County are often dependent on transit to provide access to basic services and facilities. In recent years, the demand for transit services from commuters traveling within and outside of Lake County has increased. The primary clients for Dial-a-Ride services, available in the Clearlake and Lakeport areas, are the elderly and disabled. Many of the transit routes travel along the state highway system, including State Routes 20, 29 and 53, as well as Highway 101 (to the City of Ukiah in Mendocino County).

Appendix 4 – Governance

There are a number of Special Districts and Unincorporated Communities within Lake County that have a role in the provision of governmental and community services.

Fire Protection and Law Enforcement

Six local fire districts (Kelseyville, Lake County, Lakeport County, Lake Pillsbury, Northshore, and South County) are responsible for fire protection throughout the county. The Lake County Sheriff's Department employs patrol officers and patrol sergeants who provide law enforcement on a 24-hour basis. The County maintains one jail facility. Each of the incorporated cities of Lakeport and Clearlake also have their separate police departments to provide law enforcement services in their cities.

Sewage Collection and Treatment Facilities

The County is required to maintain zero discharge into Clear Lake from the operation of its wastewater facilities. Therefore, it must not only treat wastewater, but also dispose of or reclaim it to prevent discharges to Clear Lake. The County operates regional systems at both ends of the lake in addition to local systems in Kelseyville and Middletown. Treated wastewater is collected from the treatment facilities and pumped through a series of pipelines up to The Geysers geothermal area where the water is injected several thousand feet below the earth's surface to re-charge the geothermal steam wells.

The Clearlake Oaks County Water District operates a wastewater collection and treatment system in the community of Clearlake Oaks. The Hidden Valley Lake Community Sewer District operates a wastewater collection and treatment system in Hidden Valley. The City of Lakeport operates sewage collection and treatment facilities in Lakeport.

Solid Waste Programs

The County Public Services Department, Waste Management Division, operates the Eastlake Sanitary Landfill just outside the city limits of the City of Clearlake. The County and the two cities have extensive curbside recycling programs and drop off and/or buyback centers for a variety of materials. Household hazardous materials are collected at the Hazmobile, a mobile collection vehicle which holds approximately twelve 2-day events at various locations in the County. The Hazmobile is a joint project of Lake and Mendocino counties and has received multiple awards.

Unincorporated Communities

Several unincorporated communities are located throughout Lake County. Like the County as a whole, the economy of each community generally relies on either tourism or agriculture. A few communities are essentially "bedroom" communities. The population figures cited below are based on the 2010 U. S. Census.

- Blue Lakes, 10 miles north of Lakeport on Highway 20, is essentially a resort community with year round population of approximately 1,000.
- Upper Lake, near the intersection of Highways 29 and 20, is an agricultural center with a population of 1,052. An arch invites travelers off of Highway 20 to the historic
- Main Street. It is one of the oldest communities in the county and serves as the gateway to the Mendocino National Forest and Lake Pillsbury in northern Lake County.

- Nice, located on the north shore of Clear Lake on Highway 20, is a resort town of 2,731. Nice features a newly developed park and an operating harbor acquired by the County's Redevelopment Agency whose further commercial development is a goal of the County.
- Lucerne is another resort town on the north shore of Clear Lake with 3,067 residents. It features a broad avenue leading from Highway 20 to a 55,000 square foot historic hotel acquired by the County's Redevelopment Agency, is currently owned by the County of Lake and leased to Marymount California University.
- Glenhaven, with fewer than 1,000 residents, is located on a peninsula that is part of the Narrows of Clear Lake. Glenhaven also is located on Highway 20 and features a sheltered cove and private harbor.
- Clearlake Oaks, three miles from Glenhaven, is yet another resort community along Highway 20 with 2,359 residents. The Oaks has one of the largest percentages of secondary/vacation homes in the county and is characterized by lagoons and waterways, a public boat launching facility, and the recently restored town Plaza.
- Lower Lake, a town of 1,294, at the intersection of Highways 53 and 29, features a historic Main Street and is home to Anderson Marsh State Park.
- The "Rivieras" broadly includes five large residential subdivisions on the lower slopes of Mount Konocti facing and abutting Clear Lake. Clearlake Riviera has a population of 3,090; Soda Bay, home to Clear Lake State Park, has a population of 1,016; and Riviera West, Rivera Heights, and Buckingham all have populations under 1,000.
- Kelseyville, with a population of 3,353, is the center of the County's traditional agricultural area known as Big Valley. Kelseyville's Main Street retains a "pioneer day" image.
- Cobb Mountain, with a permanent population of more than 1,778, is the closest community to The Geysers geothermal resource area. It is located on Highway 175 in the forested area of southern Lake County. Cobb Mountain offers two golf courses for tourists and local residents. Nearby Loch Lomond, like Cobb, offers family resorts for vacationers and is a colorful area with four seasons.
- Middletown is a growing town of over 1,323. Middletown's economy is somewhat dependent on the geothermal industry, as it is the south county's residential center for geothermal workers. Middletown is home to the largest livestock ranches in the county. Development in Middletown is affected by the population growth occurring at nearby Hidden Valley Lake.
- Hidden Valley Lake, with 5,579 residents, is a large gated subdivision centered around an 18-hole championship golf course 6 miles north of Middletown. Although still mainly residential and recreational in character, Hidden Valley Lake is currently experiencing limited commercial development. A large number of both Hidden Valley Lake and Middletown residents commute to work in Sonoma County. This has been the area with the highest growth in Lake County over the past decade; however, the housing market crash in late 2008 has led to many foreclosures in this area and limited growth.
- North Lakeport, which is contiguous with the northern boundary of the City of Lakeport, but within the County jurisdiction, has a population of 3,314. The area of North Lakeport is primarily residential with the exception of medical facilities centered around Sutter Lakeside Hospital and some small resorts.