



City of Lakeport

Economic Development Strategic Plan

2017-2022



Lakeport Economic Development Advisory Committee
(LEDAC)

Adopted July 18, 2017

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Executive Summary

This Strategic Plan is an expansion of the objectives and policies outlined in the City of Lakeport's General Plan, *Economic Development Element*. The Strategic Plan identifies three core goals for the focus of the City's economic development efforts over the next five years:

- Promote and participate in regional economic development initiatives
- Expand and support business retention and attraction efforts
- Strive to enhance the historic downtown and lakefront area.

Through a thorough analysis of recently adopted plans and an identification of community resources this Strategic Plan outlines a course of actionable steps to be taken by the City of Lakeport and its economic development partners. Over the course of the next five years the City should seek to maximize the effectiveness of its limited amount of resources that are available for economic development endeavors. The Strategic Plan outlines achievable short-term (1-2 years), medium-term (2-5 years) and long-term actions.

The Strategic Plan synthesizes the recommendations outlined in multiple existing studies and plans that address economic development in Lakeport and the region. The Lakeport Economic Development Advisory Committee (LEDAC), beginning in December of 2015, has reviewed these existing studies and identified key approaches and relevant strategies. Implementation of these strategies over the next five years would revitalize and grow the local economy.

Plan Organization & Completion Process

With the ending of Redevelopment in 2011, the City of Lakeport like many other California communities, has struggled in its efforts to comprehensively address economic development issues. With the financial tools and legislative mechanisms provided by Redevelopment removed it has forced local jurisdictions to completely reexamine their economic development methods for achieving strategies and goals.

In December of 2015 the Lakeport Economic Development Advisory Committee (LEDAC) realized the limited financial resources available for the achievement of economic development goals. It began to identify the many local groups and organizations with shared economic development interests. In examining several community plans and studies already in place, LEDAC determined that a comprehensive strategy could be developed from these reports.

Consensus upon three primary goals was reached. The first goal acknowledges that a healthy and robust regional economy is crucial to the success of Lakeport. The City's participation in regional economic development initiatives must be a focus. The second goal emphasizes the basic economic development principle that in order to attract new businesses, the City must engage and support its existing business community. The third goal recognizes that the lakefront and historic downtown area is the City's principal asset and provides the greatest potential for overall economic vitality.

LEDAC employed the use of logic modeling to create specific actions that match available resources with development partners and identifies obtainable outcomes.



Outcomes are divided into short-term goals (1-2 years) and medium-term goals (2-5 years). Long-term impacts of these actions reach beyond the scope of this Strategic Plan. A final Implementation Plan is included that specifically identifies goals and the responsible parties.

Overview of Supporting Documentation

In putting together this strategic plan LEDAC spend considerable time reviewing previously prepared plans and studies with a focus on achieving economic development growth. Recommendations and findings identified in this plan were utilized to form the three primary goals and their associated programs that form the basis of this strategic plan. Below is provided a brief overview of each of these critical supporting documents:

City of Lakeport General Plan 2025 *(Land Use, Community Design & Economic Development Elements)*

The Lakeport General Plan is the official document used by decision makers and citizens to guide and interpret the City's long range plan for development and land and conservation of resources. All California cities and counties are required by State law to have a general plan that addresses seven specific topics, called elements, which include: Land Use; Transportation; Housing; Open Space; Conservation; Safety and Noise. General Plan may also include options elements dealing, for example, with design and community identity. The Lakeport General Plan includes the seven mandatory elements as well as three option Elements including an Urban Boundary Element, Community Design Element and Economic Development Element.

The General Plan represents an agreement among the residents of Lakeport on basic community values, ideals, and aspiration to govern a shared environment. The Plan has a long-term horizon, addressing a 20-year time frame. At the same time, it brings a deliberate, overall direction to the day-to-day decision of the City Council, Planning Commission, and city staff.

The three general plan elements with the most direct impact upon economic development include: Land Use, Community Design and Economic Development. The *Purpose* of each of these elements is outlined below.

Land Use Element—functions as a guide for the ultimate pattern of development for the City at build-out. The Land Use Element has perhaps the broadest scope of the even mandatory elements of the General Plan. It provides an overview of the land use characteristics, objectives, policies, and implementation programs for achieving the City's land use goals over the next 20 years. The General Plan Land Use Map, which is also a part of this Element, graphically represents the City's land use goals and objectives. This Element was recently amended in 2015.

Community Design Element—is intended to address the built and natural environment. This includes the image and character of Lakeport’s neighborhoods; the quality of buildings, streets, and public spaces; the community’s historical attributes; and the importance Clear Lake has in defining the character of the City.

Economic Development Element—provides guidance for economic development within the City of Lakeport in order to attain an economically viable and self-sustaining community. In this sense, economic vitality means providing a range of housing and employment opportunities that meet the needs of both residents and workers, attracting families and businesses to create demand for planned land uses and establishing and funding public service levels that preserve and enhance Lakeport’s quality of life.

Redevelopment Agency 5-year Implementation Plan

This document is the Five-Year Implementation Plan for the former Lakeport Redevelopment Agency for the period 2009 through 2014. Implementation Plans were required under California Redevelopment Law and are intended to be broad conceptual plans that outline the steps that the Redevelopment Agency intended to take in implementing its Redevelopment Plan and identify how the Agency would spend funds during the five-year cycle of the Plan. Despite the dissolution of the Lakeport Redevelopment Agency this document does provide good relevant information on the community’s economic development strategy that should be incorporated into the new strategic plan.

City of Lakeport Business Retention & Recruitment Plan (2003)

The Business Development and Recruitment Strategy consists of three reports:

- Report 1—*Business Climate and Commercial Assessment*—provides an assessment of the existing conditions including a general market assessment, an analysis of a business owner survey and an analysis of the existing business base.
- Report 2—*Retail Market Analysis and Opportunities*—provides an analysis of the existing retail market, identification of the current business mix and research and case studies on successful business development programs.
- Report 3—*The City of Lakeport Business Retention and Recruitment Action Plan*—outlines recommended strategies and specific actions that, when undertaken, will enhance the commercial business environment and support a successful business development program.

The strategies recommended for the City of Lakeport are based on the significant market factors, observations, and issues identified during the research and community involvement portion of the project. Primary objectives were to: 1) take advantage of some situations, partnerships and opportunities; and 2) mitigate or work to solve other situations and market disadvantages. Despite the age of the study, the information provided in this report is the very comprehensive and information that is still greatly relevant to the City’s economic development efforts.

Lake County CEDS (2016)

The purpose of this Lake County Comprehensive Economic Development Strategy (CEDS) is to provide an effective scope of work for pursuing aggressive economic development efforts in Lake County.

The Lake County Comprehensive Economic Development Strategy provides a description of the natural resources, environmental issues, political geography, population and labor force, the economy, infrastructure, human services, planning, and labor force issues. This Plan also provides a historical assessment of past development and training efforts and potentials for economic development and diversification.

The intent of this plan is to create jobs, raise income levels, diversify the economy, and improve the quality of life while protecting the environment.

Lakefront Planning Grant RFP + Previous Concept Drawings

The City of Lakeport has been awarded \$95,342.00 by the California Department of Housing and Community Development (CDBG) and a cash match of \$4,208.00 from the City of Lakeport to develop a Lakeport Lakefront Revitalization Plan. The boundaries of the plan area extends from a four-acre vacant lot and Willow Point/Will-O-Point at the southern boundary to Clear Lake Avenue to the northern boundary, from Main Street as the western boundary to the Clear Lake shoreline to the east.

The purpose of the project is to develop and implement the Lakeport Lakefront Revitalization Plan. The Lakeport Lakefront Revitalization Plan (LLRP) consists of identifying the current use of the parcels, identify underutilized parcels, and identifying the best use for those properties that maximizes the potential economic viability of those properties. The “Lakeport Lakefront Revitalization Plan,” should identify both short-term and long-term goals for the shoreline area. Working with citizens of Lakeport to develop a plan that identifies the best use of all vacant and underutilized properties in the study area. Develop a plan that strengthens the connections between the City of Lakeport’s Downtown Commercial Area and Clear Lake in regard to economic, commercial and recreational opportunities for those properties adjacent to the lake.

This project is currently being solicited to several land use planning consulting firms with public workshops likely to be scheduled this upcoming summer. Included with this request for proposal are a couple of design plan concepts that have been previously prepared for the lakefront area.

Forbes Creek Neighborhood Improvement Study (2012)

The purpose of this study is to provide recommendations for improving the Forbes Creek neighborhood while preserving the characteristics that residents value. The study not only outlines street, drainage, and sidewalk improvements, but also offers creative solutions to neighborhood issues and provides a realistic implementation program. Furthermore, as the first neighborhood study in Lakeport, it provides a basis for understanding how the city’s residential areas may be improved and maintained.

Located north of the Lake County Fairgrounds and west of downtown, the neighborhood is bounded on the north by Second Street, Compton Street, and Berry Street.

Lake County Blueprint 2030

In 2008, the Lake County/City Area Planning Council, the agency that is responsible for the County's Regional Transportation Plan, launched a major new initiative, the Lake County 2030 Regional Blueprint planning process. Primarily funded through grants from Caltrans, this initiative springs from the recognition that coordinated visioning and planning at the regional level – of land use, transportation, water, energy, and other important policy areas – is vital if the County is going to grow in a healthy and sustainable manner.

The County is projected to grow to around 101,000 residents by 2030, an increase of 56% over 2007. Whether this growth occurs before or after 2030, the Blueprint planning process is a proactive effort to ensure that we are prepared for it. Some of the questions that have been discussed throughout this process are: How shall we grow? Where should we grow? How will we travel around the region? What services will we need? How will growth affect our environment? How will growth impact our quality of life? How much growth is even desirable?

The Plan employs scenario-based planning and a GIS-based computer modeling tool, UPlan, to educate stakeholders and the public on the impacts of various different scenarios for growth.

Downtown Master Plan (1988)

In 1988, the City of Lakeport embarked on a downtown program with the intent being that the preparation of an assessment of the downtown area and a long range plan (Downtown Master Plan). The intent of the planning program was to generate a data base for the downtown area and to develop long-range goals, objectives, policies and implementation strategies necessary to carry out the defined Downtown Master Plan.

Despite the age of this study it should still be analyzed for its relevance given that it centers around one of the City's greatest economic development assets—historic downtown. It still remains the most recent study that specifically focuses upon the downtown commercial district.

Lake County Economic Development Marketing Plan (2011-2013)

In 2011 a Strategic Advisory Group was established to develop recommendations for the Lake County Marketing and Economic Development Program. Over a series of months the advisory group met with over 150 leaders in the Lake County tourism industry's with a focus on the following critical market segments: Lodging, Restaurants/Catering, Wineries, Attraction and Event, Venues and Business Associations.

From these meetings the Plan makes several recommendations to assist in the guidance of the Lake County Marketing and Economic Development Program. These recommendations include: 1) Overall Structure and Governance of the Marketing Program; 2) Funding Strategies; 3) Marketing Recommendations; 4) Stakeholder Communication; and, 5) Community and Economic Development.

Key Findings

This section contains demographic and economic statistical information for the City of Lakeport and Lake County region. Information was obtained largely from the City's Housing Element (De Novo Planning Group, 2014) and a Market Assessment Report (BAE Urban Economics, 2016) prepared as part of the Lakeport Lakefront Revitalization Study. The data presented in this section has been categorized into key findings that when combined with the findings and recommendations outlined in the "Background and Supporting Documents" section was directly used to form the specific implementation measures aimed at achieving the economic development goals presented in this plan.

The key findings can be broadly broken into general information on the City's labor pool and data showing trends in the regional economy.

Population

Since the onset of the Recession in 2008 the City of Lakeport has seen a moderate reduction in its overall population. Projections through the next couple of decades predict only small to moderate population gains.

Table 1: Population & Household Projections

	Historic Growth		Projected Growth (a)					Absolute Growth	Avg Annual Growth
	2000	2010	2017	2020	2025	2030	2035	2010-35	2010-35
Moderate Growth Scenario (b)									
<i>Lakeport</i>									
Population	4,820	4,753	4,786	4,883	5,004	5,104	5,160	407	0.33%
Households	1,967	2,002		2,042	2,071	2,095	2,116	114	0.22%
<i>Lake County</i>									
Population	58,309	64,665	64,945	66,433	68,083	69,445	70,205	5,540	0.33%
Households	23,974	26,548		27,083	27,462	27,782	28,055	1,507	0.22%
High-Growth Scenario (c)									
<i>Lakeport</i>									
Population	4,820	4,753	4,786	5,201	5,550	5,856	6,169	1,416	1.05%
Households	1,967	2,002		2,258	2,440	2,594	2,768	766	1.30%
<i>Lake County</i>									
Population	58,309	64,665	64,945	70,758	75,515	79,668	83,934	19,269	1.05%
Households	23,974	26,548		29,941	32,358	34,402	36,705	10,157	1.30%

Sources: U.S Census Bureau, Census 2000 & 2010; CALTRANS, Long-Term Socio Economic Forecasts by County, 2016; California Department of Finance, Demographic Research Unit, 2016 (BAE, 2016)

Notes:(a) All projections are benchmarked to the 2010 Census; (b) The moderate-growth scenario is based on population projections published by CALTRANS and assumes that the population residing within the City of Lakeport will grow at the same rate as the county as a whole; (c) The high-growth scenario is based on population projections published by the California Department of Finance. The projections assumes that the population residing within the City of Lakeport will grow at the same rate as the county as a whole.

Despite the reduction in total population, the City has seen both a numerical and statistical increase for those aged 55 or older. Those over the age of 55 presently represent over 1/3 of total population. Business retention and expansion efforts should seek to support businesses that cater to the specific needs of this population segment particularly in the recreation and health care economic sectors.

In contrast to the increased number of individuals over the age of 55, a moderate decrease in the total number of individuals aged 35 to 44 is observed. This trend should continue to be monitored as it represents a sizable portion of the working age population and can have an affect on the ability to retain, expand and attract additional industries to the region.

Table 2: Age Distribution, City of Lakeport

	2000		2010-2014	
	Number	Percent	Number	Percent
Under 18	1,181	24.5%	892	18.8%
18 – 24	334	6.9%	370	7.8%
25 – 34	480	10.0%	710	15.0%
35 – 44	712	14.8%	327	6.9%
45 – 54	606	12.6%	669	14.1%
55 – 64	494	10.2%	746	15.7%
65 – 74	447	9.3%	501	10.6%
75 – 84	375	7.8%	325	6.8%
85 years & over	191	4.0%	206	4.3%
Total, All Ages	4,820	100%	4,746	100%

Source: U.S. Census Bureau, American Community Survey (BAE, 2016)

Educational Attainment

Lakeport enjoys a higher high school graduation rate than the State, 30% compared to 21%. However, the percentage of those with a college degree represents only 20% which is more than 10% less than the State.

Table 3: Educational Attainment

	Lakeport		2010-2014 Lake County	California
	Number	Percent	Percent	Percent
Nursery to 8 th Grade	71	2.0%	5.2%	10.1%
Some High School (no diploma)	342	9.8%	9.9%	8.4%
High School Graduate (inc. GED)	1,039	29.8%	28.3%	20.7%
Some College, No Degree	951	27.3%	29.4%	22.0%
Associate's Degree	365	10.5%	11.0%	7.8%
Bachelor's Degree	458	13.1%	10.7%	19.6%
Master's Degree	212	6.1%	3.8%	7.6%
Professional school degree	27	0.8%	0.9%	2.3%
Doctorate degree	19	0.2%	0.7%	1.5%
Total, Age 25 and Over	3,484	100%	100%	100%

Source: Census Bureau, 2010-2014; American Community Survey, 2016 (BAE, 2016)

Data demonstrates that the employment sectors with strongest ability for growth in the Lake County region include: hospitality, health care and agriculture. All of these employment sectors require some advanced study and/or technical training beyond high school. Economic development efforts should focus on increasing percentage of population with higher education and work with area educational providers to ensure greater access to educational opportunities that lead to career opportunities in Lake County.

Income

Nearly half of all Lakeport residents make less than \$35,000 compared to just one-third of the entire State. Median household income levels in Lakeport are \$25,000 less than the State average, a difference of 40 percent. Economic development efforts need to bridge this difference through improvement of access to educational opportunities, better communications technology (e.g., broadband) and the retention, expansion and attraction of higher wage jobs. Attention should be focused upon the growing health care and hospitality related services employment sectors. Expansion of retail opportunities, although necessary to reduce the transfer of local earnings to areas outside of the region, do not tend to produce high wage earning jobs.

Table 6: Household Income Characteristics

	Lakeport		Lake County	
	Number	Percent	Percent	California
				Percent
Less than \$15,000	258	12.9%	18.7%	10.9%
\$15,000 to \$24,999	389	19.4%	17.4%	9.5%
\$25,000 to \$34,999	329	16.4%	12.9%	9.0%
\$35,000 to \$49,999	289	14.4%	13.8%	12.1%
\$50,000 to \$74,999	286	14.3%	15.6%	16.7%
\$75,000 to \$99,999	86	4.3%	9.3%	12.2%
\$100,000 to \$149,999	236	11.8%	8.8%	14.9%
\$150,000 and above	128	6.4%	3.6%	14.5%
Median Household Income	--	\$36,361	\$35,997	\$61,489

Source: Census Bureau, 2010-2014; American Community Survey, 2016 (BAE, 2016)

Employment by Industry

The City of Lakeport supports approximately 45 percent of all jobs in Lake County. As the County seat it acts as the social and governmental center of the County. Data shows that nearly half of all Lakeport residents are employed either within the education, government or health and social services sectors. According to the Lakeport General Plan, the largest business sector (in terms of number of businesses), is services (45%), followed by retail trade (19%) and then finance, insurance and real estate (9%). These three sectors account for nearly three-quarters

of all businesses in Lakeport yet only employ approximately one-third of all Lakeport workers. Employment by industry projections also show the highest potential growth rate for the *Professional & Business Services* sector as well.

Table 7: Employment by Industry

Industry	2010			
	Lakeport		Lake County	
	Number	Percent	Number	Percent
Employed persons 16 years and Over	2,018	100%	24,493	100%
Agriculture, Forestry, Fishing/Hunting and Mining	34	1.7%	1,239	5.1%
Construction	34	1.7%	2,089	8.5%
Manufacturing	101	5.0%	982	4.0%
Wholesale Trade	8	0.4%	552	2.3%
Retail Trade	201	10.0%	3,016	12.3%
Transportation and Warehousing, and Utilities	70	3.5%	1,266	5.2%
Information	0	0.0%	376	1.5%
Finance, Insurance, Real Estate and Rental/Leasing	127	6.3%	1,390	5.7%
Professional, Scientific, Mngmt, Admin & Waste Mgmt	196	9.7%	1,499	6.1%
Educational, Health and Social Services	504	25.0%	5,589	22.8%
Arts/Entertainment/Recreation/Accommodation & Food Services	152	7.5%	3,182	13.0%
Other Services (Except Public Administration)	162	8.0%	1,554	6.3%
Public Administration	429	21.3%	1,759	7.2%

Source: California Department of Housing and Community Development, 2014

Other areas of projected employment growth over the next couple of decades is in the *Agriculture* and *Hospitality & Leisure* sectors. This is not surprising as the regional economy is based largely on tourism and agriculture. The caution here is that both agriculture and tourism are subject to large seasonal variations creating significant cyclical changes in income for businesses and their employees. Economic development along the waterfront and historic downtown should focus on creating places that are usable and attractive year round in order to assist local businesses maintain a more stable economic position throughout the entire year.

A focus on downtown and waterfront economic development efforts would also have the added benefit of growing the *Retail Trade* and *Arts/Entertainment/Recreation/Accommodation & Food Services* sectors which currently make up less than 20 percent of the current labor force.

Table 8: Employment by Industry Projections (Lake County)

Industry	2012	2022	2025	2030	2035	Total Growth	Avg Annual Growth
Agriculture	1,119	1,347	1,378	1,424	1,463	344	1.2%
Mining, Lodging & Construction	360	439	442	442	461	101	1.1%
Manufacturing	270	256	269	269	276	6	0.1%
Wholesale Trade	170	177	207	207	224	54	1.2%
Retail Trade	1,929	2,107	2,232	2,184	2,232	304	0.6%
Transportation, Warehousing & Utilities	590	703	721	744	763	173	1.1%
Information	150	148	151	155	158	8	0.2%
Financial Activities	370	422	429	438	444	74	0.8%
Professional & Business Services	590	748	781	828	872	282	1.7%
Educational & Health Services	3,757	4,299	4,370	4,467	4,542	784	0.8%
Leisure & Hospitality	1,109	1,307	1,333	1,373	1,407	298	1.0%
Other Services	530	543	581	637	681	152	1.1%
Government	3,947	4,178	4,238	4,324	4,389	442	0.5%
Total, All Industries	14,890	16,675	17,021	17,492	17,912	3,022	0.8%

Sources: California Employment Development Department, 2016; CALTRANS, Long-Term Socio-Economic Forecasts by county, 2016 (BAE, 2016)

Note: Employment by industry projections from 2012 to 2022 are based on California Employment Development Department projections, while the employment projections for 2022-2035 are based on the CALTRANS long-term socio-economic forecasts.

Unemployment

Comparatively, Lakeport's unemployment rates have mimicked or been lower than the statewide average. This demonstrates opportunity for expanded job growth in the area. Economic development efforts should exploit this information to combat the negative press and stereotypes associated with Lake County.

Table 9: Unemployment Rates (City, County, State)

Year	Lakeport	County	California
2010	10.5%	15.1%	12.2%
2011	10.1%	14.5%	11.7%
2012	8.8%	12.8%	10.4%
2013	7.5%	10.9%	8.9%
2014	6.1%	8.9%	7.5%
2015	5.2%	7.7%	6.2%

Source: California Employment Development Department, 2016 (BAE, 2016)

Retail & Other Taxable Sales

The table below breaks down taxable sales for the City of Lakeport for the period of 2000 to the most recently available figures. As expected, the trend shows a peak in taxable sales prior to the onset of the Recession beginning in 2008/09. Economic recovery is observed for the period between 2010 and 2013; however, this recovery has not reached pre-Recession figures. This

data demonstrates opportunity for economic growth and economic development efforts, as noted in the above section pertaining to unemployment.

Table 11: Historic Taxable Sales—Lakeport (2000-2013)

Year	Total Retail & Food Services		All Other Outlets		Total All Outlets	
	Total Sales	Per Capita (a)	Total Sales	Per Capita (a)	Total Sales	Per Capita (a)
2000	\$99,930,000	\$20,827	\$7,597,000	\$1,583	\$107,527,000	\$22,411
2005	\$109,726,000	\$22,517	\$12,730,000	\$2,612	\$122,456,000	\$25,129
2010	\$91,618,933	\$19,256	\$11,952,010	\$2,512	\$103,570,943	\$21,768
2013	\$102,980,836	\$22,037	\$10,900,494	\$2,333	\$113,881,330	\$24,370

Source: California State Board of Equalization, 2016; California Department of Finance, 2016 (BAE, 2016)

(a) Based on population estimates by the California Department of Finance

Increasing taxable sales also has the added bonus of making additional monies available to fund further economic development projects and as a result further increase taxable sales available to fund more community quality of life enhancements. Efforts should focus on increasing visitor-related services such as restaurants and shops. These efforts are more attractive as the increase in taxable sales is gained from monies from outside yet still benefit the local population through a more vibrant and sustainable economy.

Visitor Spending

Similar to the trends observed in the above section, visitor spending has seen a sizable reduction from its peak years before the Recession but also demonstrate a slow and stable recovery is taking place. Economic development efforts should capitalize on the growing strength of Lake County as a premier wine growing region and its reputation as one of the top bass fishing lakes in the country. Currently, the historic downtown is host to one wine tasting room and provides very limited services to fisherman beyond access to public boat launching facilities.

In general, Lakeport needs to take greater advantage of its close proximity to the shoreline of Clear Lake and improve the connections between its historic downtown and the waterfront which lies less than a block away. This should include the implementation and development of the many recommendations outlined in the Lakeport Lakefront Revitalization Plan and build upon the recent improvements made to the streetscape in the historic downtown area. The creation of a more attractive downtown and waterfront along with the attraction of more shops and services catering to the visiting public has the potential to increase the economic stability of the City.

Table 12: Visitor Spending, Lake County (1992-2015)

Year	Lake County
1995	\$97,600,000
2000	\$120,800,000
2005	\$147,000,000
2006	\$160,000,000
2010	\$141,300,000
2015	\$152,700,000

Source: California Travel & tourism Commission, 2016 (BAE, 2016)

Unlike the trends observed in taxable sales and visitor spending, the City's lodging as reflected in the City Transient Occupancy Tax (TOT) receipts for the period of 2000-2015 does not show the same economic recovery. TOT receipts are down nearly \$75,000 from their high in 2004 as compared to the same period in 2014. The 2015 figure is not accurate as it does not reflect unpaid TOT revenue recently paid to the City. The disturbing trend is that a more moderate recovery in TOT receipts is observed for the City of Clearlake and unincorporated areas of Lake County.

Economic development efforts recommended as part of the Lakeport Lakefront Revitalization Plan suggest providing modernization of existing lodging accommodations to meet the current expectations of visitors and actively market the location of additional lodging and conference facilities in the lakefront area. Meetings with representatives from local wineries have noted that additional quality lodging and restaurants are needed to entice current visitors to extend their visitation to the region from daily to an overnight stay.

Table 13: Transient Occupancy Tax Receipts (2000-2015)

Year	Lakeport	Clearlake	Lake County
2000	\$132,400	\$148,200	\$855,500
2001	\$172,300	\$175,000	\$1,038,800
2002	\$163,200	\$164,400	\$1,026,700
2003	\$168,900	\$158,400	\$1,061,100
2004	\$169,300	\$165,100	\$1,068,600
2005	\$162,500	\$166,400	\$1,162,300
2006	\$153,300	\$181,400	\$1,268,400
2007	\$166,400	\$248,700	\$1,355,900
2008	\$147,300	\$226,300	\$1,310,600
2009	\$109,600	\$186,100	\$1,101,900
2010	\$94,600	\$160,900	\$932,200
2011	\$68,800	\$159,900	\$818,600
2012	\$82,500	\$158,900	\$842,400
2013	\$84,800	\$168,200	\$694,300
2014	\$94,800	\$199,900	\$955,100
2015	\$57,700	\$206,700	\$856,500
Percent Change (2000-2015)	-56.4%	39.5%	0.12%
TOT Tax Rate	10.0%	9.0%	9.0%

Source: California Travel & Tourism Commission, 2016 (BAE, 2016)

Vacant Commercial Properties

One of the most pressing problems facing the City's economic development efforts is the high percentage of vacant commercial properties located throughout town which contributes to blight and an unpleasant aesthetic. The City vacancy rate for retail space as of 2015 was almost 20 percent, more than double that of the unincorporated areas. Vacancy rates for professional office space are nominally equal to that of the County. When comparing asking rent for retail space, the City and County figures are nearly identical; however, when comparing asking rents for professional office space the City's rate is 15 percent less than that of the County. A potential option to reduce the amount of vacant retail space in the City is to proactively work with property owners regarding potentially reducing their asking rents. This combined with proactive efforts to better market vacant commercial properties and code enforcement efforts to address severely dilapidated properties should be an economic development priority.

Table 14: Office & Retail Market Overview

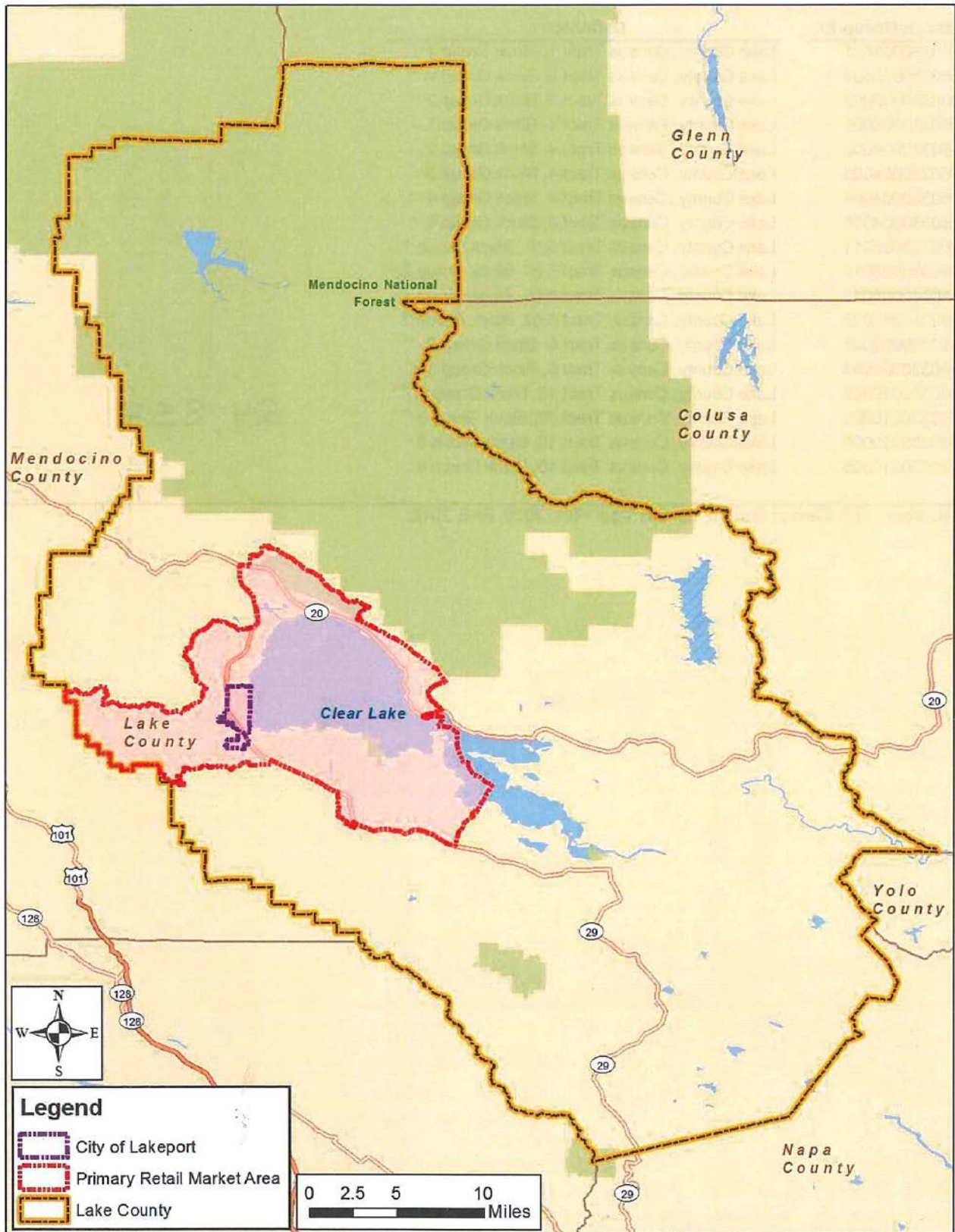
	Professional Office Space		Retail Space	
	Lakeport	Lake County	Lakeport	Lake County
<i>Summary, Q4 2015</i>				
Inventory	103,143	268,729	601,953	1,547,160
Occupied Stock	98,303	261,963	483,379	1,410,053
Vacant Stock	4,840	6,766	118,574	137,107
Vacancy Rate	4.7%	2.5%	19.7%	8.9%
Inventory (% of Lake county)	38.4%		38.9%	
<i>Asking Rents (a)</i>				
Avg Asking Rent (psf), Q4 2014)	\$0.74	\$0.87	\$0.62	\$0.60
Avg Asking Rent (psf), Q4 2015)	\$0.67	\$0.84	\$0.78	\$0.79
% Change	-9.5%	-3.4%	25.8%	31.7%

Sources: CoStar, 2016 (BAE, 2016)

(a) Asking rents reflect full service leases

Primary Retail Market Area

The City of Lakeport benefits in its position as the regional shopping area for a large portion of the County. The 2016 market analysis study performed by BAE Economics completed in conjunction with the Lakeport Lakefront Revitalization Plan defines a “Primary Retail Market Area” for the City of Lakeport which includes roughly 25,000 people or nearly 40 percent of the entire County population. The Primary Retail Market Area consists of households within a geographic area that may live outside the physical boundaries of the City of Lakeport but are most likely to make many of their everyday retail purchases within the City of Lakeport. A map of Lakeport’s Primary Retail Market is shown on the following page and includes the area extending from the Lakeport City limit to Upper Lake in the north, the communities of Nice and Lucerne to the east, the County line to the west, and the communities of Kelseyville and a portion of the Clearlake Rivera’s subdivisions to the south.



Further analysis of the Lakeport Primary Retail Market Area shows that retailers in some sectors are missing out on possible opportunities as many residents in the area travel and make purchases outside of the region due to their unavailability locally. The table below summarizes consumer spending of residents within the Primary Retail Market Area of different categories of goods and then compares this to sales of the same goods by local retailers. Areas where a deficit exist are referred to as “leakages” and areas where a surplus occurs are referred to as “injections.”

Table 16: Retail Leakage and Injection, 2016 (Primary Retail Market Area)

Retail Category	Consumer Expenditures	Retail Supply	(Leakage)/ Injection
Furniture & Home Furnishing Stores	\$7,694,756	\$3,155,593	(\$4,539,163)
Electronics & Appliance Stores	\$6,866,644	\$5,027,419	(\$1,839,255)
Building Material, Garden Equip. Stores	\$44,605,096	\$72,838,329	\$28,233,233
Food & Beverage Stores	\$57,664,466	\$241,087,834	\$183,423,368
Health & Personal Care Stores	\$23,461,090	\$47,798,070	\$24,336,980
Clothing & Clothing Accessories Stores	\$17,152,075	\$10,325,096	(\$6,826,979)
Sporting Goods, Hobby, Book, Music Stores	\$6,412,174	\$1,817,538	(\$4,594,636)
General Merchandise Stores	\$48,385,410	\$10,735,812	(\$37,649,598)
Miscellaneous Store Retailers	\$11,402,693	\$10,495,156	(\$907,537)
Non-Store Retailers	\$36,866,608	\$15,431,112	(\$21,435,496)
Food Service & Drinking Places	\$45,721,566	\$33,704,320	(\$12,017,246)
<i>Subtotal, Non-Automotive</i>	<i>\$306,232,578</i>	<i>\$452,416,279</i>	<i>\$146,183,701</i>
Motor Vehicle & Parts Dealers	\$76,231, 657	\$77, 147,069	\$915, 412
Gasoline Stations	\$31,389,268	\$16,231,541	(\$15,157,727)
<i>Subtotal, Automotive</i>	<i>\$107,620,925</i>	<i>\$93,378,610</i>	<i>(\$14,242,315)</i>
Net Balance of Trade	\$413,853,503	\$545,794,889	\$131,941,386
Categories with Leakage	\$211,891,194	\$106,923,587	(\$104,967,607)

Sources: Nielsen, 2016; Urban Land Institute, 2008; California State board of Equalization, 2015 (BAE, 2016)

When added together the Lakeport area has a cumulative leakage rate of \$105 million. The largest categories of leakage include General Merchandise Stores and Non-Store Retailers. General Merchandise stores consist of non-food or non-grocery products sold in a typical brick and mortar storefront. Non-Store Retail includes the selling of goods and services outside the confines of a retail facility. Examples include mail and internet based ordering as well as tele-marketing and other forms of direct selling.

Given the information presented on retail leakage, business retention, expansion and attraction efforts should focus on businesses that will assist in filling these noted gaps—not just to raise additional sales and tax revenue—but as a predictor of business success and sustainability. As these facts demonstrate, a large population base is already utilizing Lakeport on a daily basis and will more than likely prefer to obtain the goods and services that they must travel outside

of the region to purchase locally if they were available instead of travelling outside the region to make their purchases.

SWOT Analysis

(Strengths/Weaknesses/Opportunities/Threats)

A SWOT analysis is principally a study undertaken by an organization to identify its internal strengths and weaknesses, as well as its external opportunities and threats. It assists in answering the question of “Where are we now?” It is a commonly used planning tool by many jurisdictions and regions in the development of strategic plans for economic development.

Determining and analyzing what the City and its economic development partners in the public, private and non-profit arenas of the community 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 a health and sustainable local and regional economy. LEDAC performed a SWOT analysis earlier on in the preparation of this strategic plan. The following is an analysis of the strengths, weaknesses, opportunities and threats (SWOT) identified as part of that analysis:

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;

- Multiple adventures
- Natural beauty
- Rural lifestyle/Small Town Feel
- Sense of community and awesomeness
- Clean air/Blue sky
- Low cost of living
- Dark skies (for star gazing)
- Access to Clear Lake
- Wine and winegrapes
- History
- No traffic
- Arts/culture
- Proximity to Santa Rosa/ocean/Sacramento

- Fishing
- Recreation
- Drive-in
- Responsive City government
- Birding
- Views of Mount Konocti
- Sense of Community
- Amazing access to our State and Federal representatives
- Marymount & 2 community colleges
- We live in California
- Access to Geological
- Lots of water
- Festivals:
 - Konocti Challenge
 - Sea Plane Fly-in
- Proximity to:
 - Wine Country
 - World class agriculture
 - Ocean/Santa Rosa/Sacramento
 - National Forest/BLM/Public Lands
 - Casinos
 - Geysers

Weaknesses

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

- Small population
- City Streets
- Mixed public perception
- Algae Blooms
- Poverty/Lack of Employment Diversity
- Blight
- Drug issues/Smoking
- Brain-drain
- Inconsistent store hours
- Inexperienced workforce
- Lack of business web presence (bad reviews online)
- Retail leakage

- Physician recruitment is difficult
- Lack of critical care facilities
- Poverty mindset
- Wages
- Location of Government Office on Main St.
- Lack of Parking Downtown (Perception)
- Lack of diversions & activities for young people
- High commercial vacancy rate
- Broadband
- Lack of residents' knowledge of our strengths

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 economic, heritage, and agri-tourism activities.

- Relocating retiree Baby Boomers
- Konocti Harbor reopening
- Scientific research opportunities (Clear Lake)
- Ag value added processing;
- Multi-use trail development
- Business incubators
- Manufacturing jobs
- Available land/buildings
- Art tourism/public spaces
- Active tourism opportunities (recreational)
- Pooling resources (Regional Economic Development efforts)
- Attraction of wine industry retail & other complimentary retail services to Downtown
- Wellville
- Special Event Facilities/Conference Center
- Senior care facilities (promotion of active living lifestyle)
- Veterans community
- Passion for growth
- Water Taxi Service
- Reutilization of Carnegie Library
- Lodging
- Waterfront Area

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.

- (Bad) Press
- Condition of Roadways & Poor Circulation
- State/Federal regulations
- Community apathy
- Poor Health of the Community:
 - Drug Use
 - Obesity Rate
 - Alcoholism
 - Homelessness
 - Mental Health
 - Morbidity Index
- Stagnate tax base
- Poor Access to Transit/Transportation
- Poor Communications Infrastructure (Broadband, Cell Phone, etc.)

The information provided in the previous sections frames the formation of the three core goals that are the focus of the City's economic development efforts for the next five years. These goals are:

- Promote and participate in regional economic development initiatives
- Expand and support business retention and attraction efforts
- Strive to enhance the historic downtown and lakefront area.

Goal Discussion #1:

Promote and participate in regional economic development initiatives

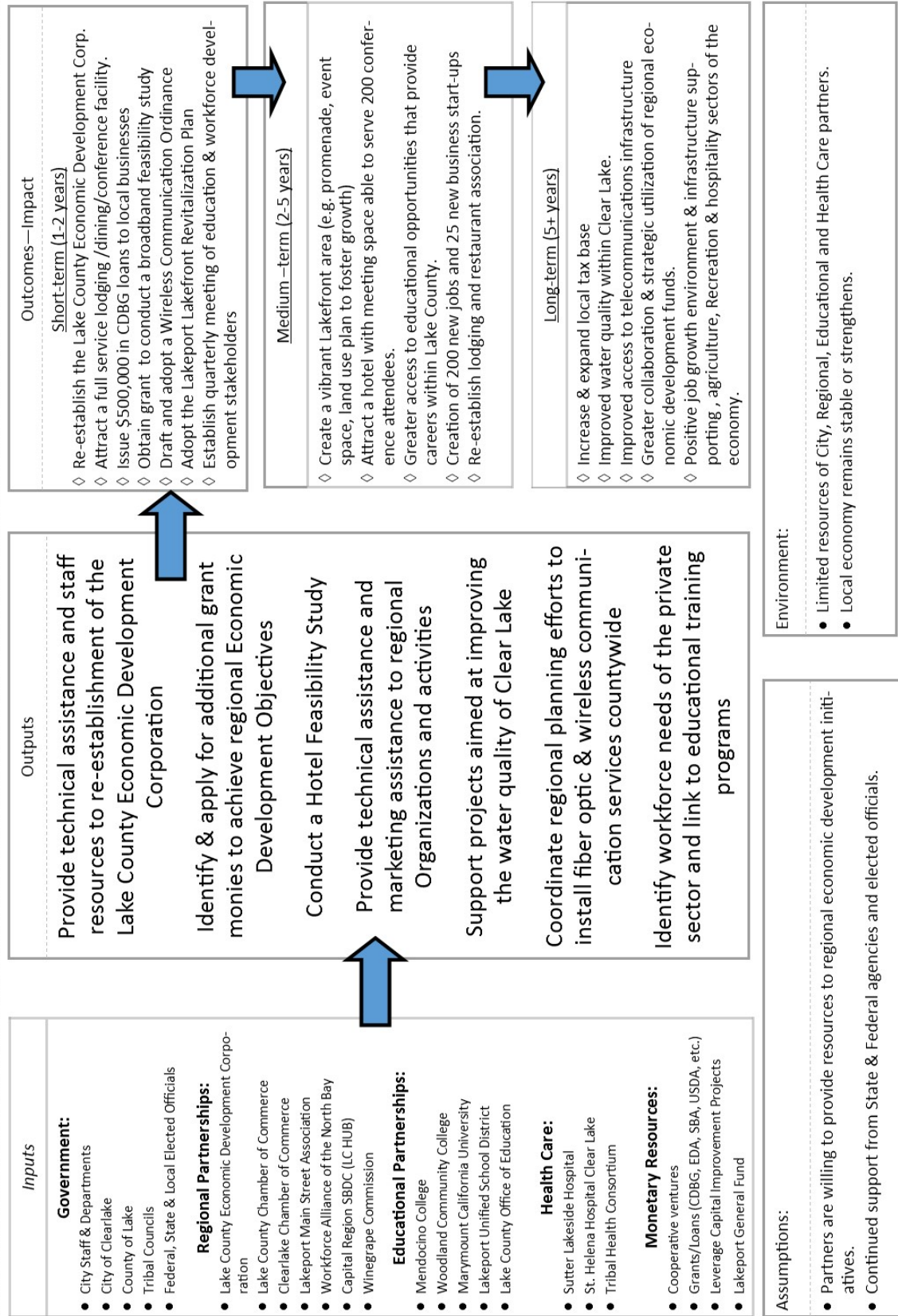
The economic success of the City of Lakeport is intrinsically tied to the economic wellbeing of the Lake County region as whole. The City serves as the regional employment center accounting for nearly half of all jobs in Lake County (General Plan, VI-1) and serves as the primary retail and business services center for nearly 25,000 people (BAE Aug 2016) or nearly 40 percent of the entire County. Partnering and pooling of the limited resources available for economic development initiatives countywide will aid in greater chances for success.

The City should continue to seek out and partner with other local and regional organizations such as the Lake County Chamber of Commerce, Workforce Alliance of the North Bay, local higher education providers, Winegrape Commission and others to further common regional economic development goals. Greater communication and sharing of ideas amongst these regional bodies will aid in better identifying employment development trends and where economic competitive advantages exist. City Economic Development staff has been leading efforts over the past couple of years to re-establish the Lake County Economic Development Corporation. The revival of this body will assist in providing a forum for greater coordination amongst economic development partners and set in place the financial framework necessary to further leverage monies dedicated to economic development endeavors. The continued support of this organization is a critical piece in the City's long-term economic development strategy and destination marketing.

In addition to strengthening regional partnerships the City's economic development strategy should focus on attracting quality lodging, dining, conference and other tourist-oriented businesses to the downtown and waterfront areas. The location of the City's historic downtown within one block of the shoreline of Clear Lake together with the multiple public access points to the lake in this area is one of the County's greatest economic assets. Representatives of the growing wine industry have stated that it has mastered the art of bringing people into Lake County for the day but it is in desperate need of quality lodging and dining options to get people to stay overnight. Attention and focus on the development of these features in addition further developing public spaces and promoting special events to those outside of Lake County should be a primary focus of the City's economic development strategy.

Greater regional partnership and coordination of economic development initiatives will lead to greater job growth and expansion of the local tax base. Vital infrastructure projects, such as broadband and other advanced communications technology only succeed through regional cooperation.

Promote and participate in regional economic development initiatives



SUPPORTING OBJECTIVES:

1. To provide for sufficient commercial to support the local employment base, generate revenue for the city and complement the existing land uses in Lakeport. (Objective LU 3)
2. Work with Lake County to ensure that development outside the City limits is supportive of and complimentary to the future growth plans of the City of Lakeport. The two jurisdictions should work towards developing an urban management area agreement. (UB 2.3, Urban Management Agreement)
3. Cooperate with other jurisdictions to develop and implement regional solutions to traffic problems and request that the County enter into a management agreement. (Policy T 7.1, Interjurisdictional Cooperation)
4. Consider the development of a regional airport with scheduled commercial or commuter service. Study the impact of expanding Lampson Field into a regional airport. (Policy T 42.1, Regional Airport Development)
5. Attract and expand industrial, high technology, regional-serving office development that diversifies the local economy and produces higher-wage jobs. (Policy ED 1.2, Diverse Local Economy)
6. The City shall work to retain a competitive “cost of doing business” in Lakeport relative to the Bay Area and Lake County region (Policy ED 3.2, Cost of Doing Business)
7. Encourage greater networking and cooperation between local businesses within Lakeport and Lake County. (Policy ED 11.1, Local Business Networking)
8. Work with Lake County and the City of Clearlake to provide increased opportunity for local and regional businesses, job growth, and tax revenue . (Objective ED 12)
9. Encourage the development of a hotel/conference center targeting corporations and organizations for retreats and meetings. (Policy ED 12.1: Hotel/Conference Center)
10. 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 efforts of cooperative regional coalitions which oversee water quality issues in Clear Lake. (Policy ED 12.4, Clear Lake Water Quality)
11. Encourage and support the efforts of cooperative regional coalitions which oversee water quality issues in Clear Lake. (Policy ED 12.5: Clear Lake Water Quality)
12. Provide incentives for the installation of fiber optic cable or wireless communications in the Lakeport area. (Policy ED 12.6: Communications)

Goal Discussion #2:

Expand and support business retention and attraction efforts

The loss of Redevelopment funds in California combined with the lingering ill economic effects of the Great Recession have had deep and negative impact upon the local economy. The City is plagued with a large number of vacant commercial buildings and faces shortage of a skilled professionals necessary to meet the demands of the changing economy. It is vitally important that the investments of the City's small and limited funds be targeted for economic development efforts that are aimed at retaining the existing businesses within the local area and attract businesses that provide the basic services needed by local residents (i.e., health care and availability of basic goods and services) and attracting businesses.

Despite limited resources, the City through LEDAC and other community resources has access to a tremendous number of talented people. Through the coordination of this human capital the City can function as a greater conduit linking the needs the of local businesses and employers more directly with local educational institutions and workforce development program providers to ensure that current and future workers are gaining the professional and technical skills needed to gain viable employment locally. To do this the City should focus on identifying the needs of local businesses and providing this information to those organizations engaged in job training and education programs. Additionally, the City needs to provide greater assistance to new and existing businesses in navigating the complicated regulation environment and providing them with greater information and access to the many programs that are available to assist local businesses.

Effort should continue on the improvement of community infrastructure projects to foster an economic climate where local businesses can survive and thrive. These efforts include the provision of telecommunications services like broadband that are essential to business survival in the 21st Century. Communities must provide consumers with an experience and a reason to visit a location. Community beautification projects and the improvement of public spaces are essential to making Lakeport a place where people will do business, shop, dine and play.

Business attraction efforts should focus on economic sectors where the City of Lakeport has a competitive market advantage. Despite being located in one of the State's fastest growing wine growing regions, the City of Lakeport has only one tasting room. Energy should focus on attracting additional wine-related industry establishments and other complementary businesses. With a relatively lower cost of living compared to that of neighboring Bay Area and Sacramento communities, Lake County has become an attractive, area for many retirees. The City should leverage its existing competitive advantage as the regions employment and retail center and ensure that the City is offering those types of services demanded by an aging population, most specifically in the field of health care.

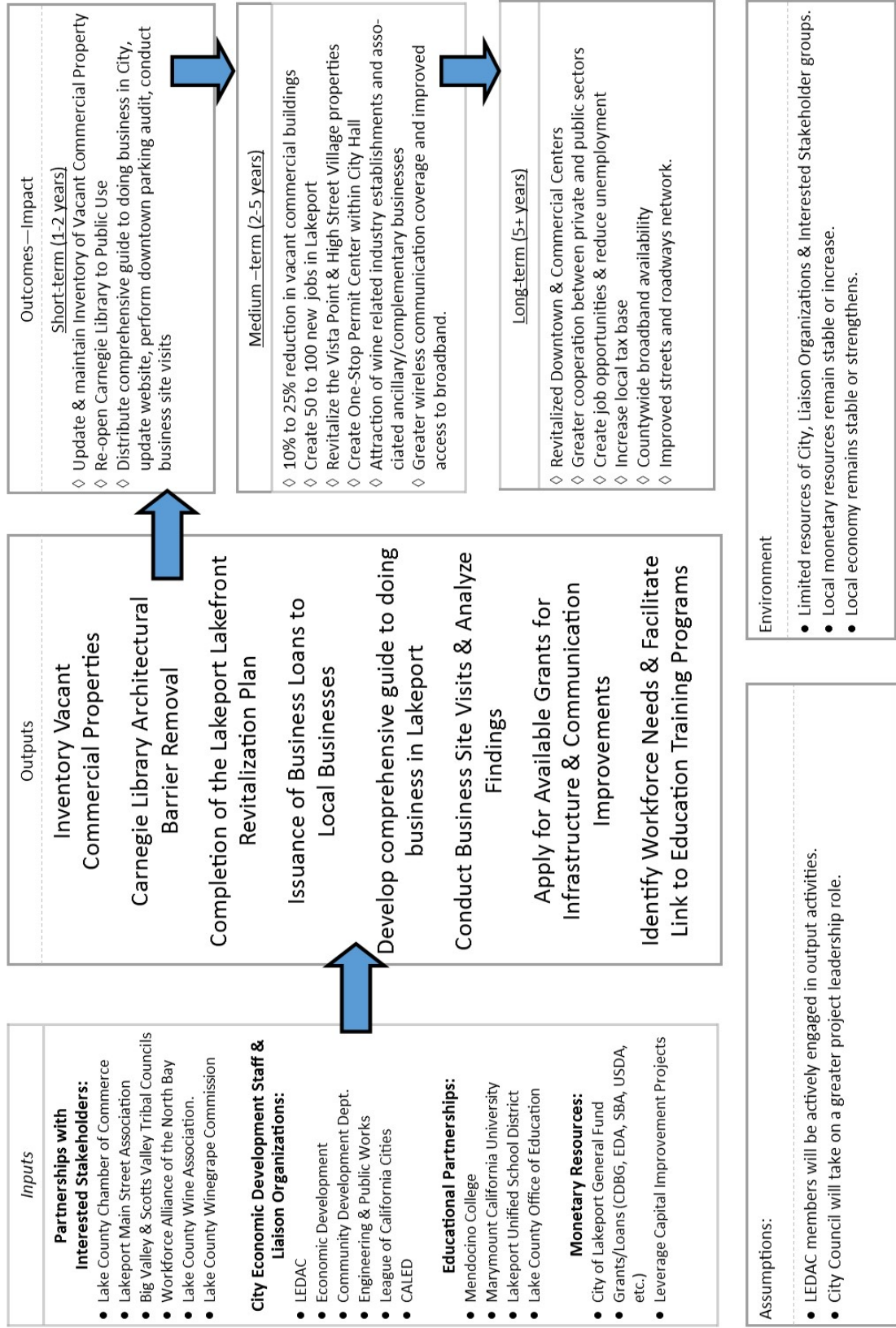
Identifying the needs of local business, providing infrastructure and services vital to the needs of today's economy and focusing on those sectors of the economy where the City has comparative economic advantages will ensure that Lakeport remains the regional employment center and foster an environment where businesses can grow and be a place where other businesses will want to locate.

SUPPORTING OBJECTIVES:

1. Facilitate commercial, retail and office development which benefits the local economy, provides employment for residents of the City and provides goods and services needed by the entire community. (Policy LU 2.1, Economic Benefits)
2. Vacant property should be maintained (landscaped, pruned, mowed, and litter removed) or screened to prevent adverse visual, economic, and health/safety impacts on the surrounding area. (Policy CD 1.5, Care of Vacant Property)
3. Ensure safe and convenient pedestrian and bicycle access to commercial areas. (CD 2.1, Pedestrian and Bicycle Access)
4. Clearly define points of entry to the City through use of distinctive signs, street lighting, and street trees. (CD 7.1, Defined Points of Entry)
5. 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. (Policy ED 2.1, Business-Friendly Local Government)
6. Promote a thriving local retail, personal and business services sector. (Policy ED 2.2, Business Promotion)
7. Support micro loans, small business loan guarantees and other measures to support entrepreneurs and new business development. (Policy ED 2.3, Small Business Funding)
8. Implement programs for façade improvement and building rehabilitation to ensure that the city remains clean, attractive, safe and well maintained. (Policy ED 4.3: Building Rehabilitation)
9. 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: Leveraging City Infrastructure Projects)
10. Encourage the creative reuse of underutilized structures in key commercial areas. (Policy ED 4.4: Underutilized Structures)
11. 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 6.1, Role of Business)
12. Encourage greater networking and cooperation between local businesses within Lakeport and Lake County. (Policy ED 11.1, Local Business Networking)

Lakeport Economic Development Strategic Plan (2017-2021)

Expand and support business retention and attraction efforts



Goal Discussion #3:

Strive to enhance the historic downtown and lakefront area

The strongest economic asset the City of Lakeport possesses is its historic downtown and its close proximity to the shoreline of Clear Lake. The City's economic development efforts supporting this vital resource should complement the recently completed Downtown Improvement Phase II project and the community's desire to improve the waterfront area as expressed in the Lakeport Lakefront Revitalization public outreach process.

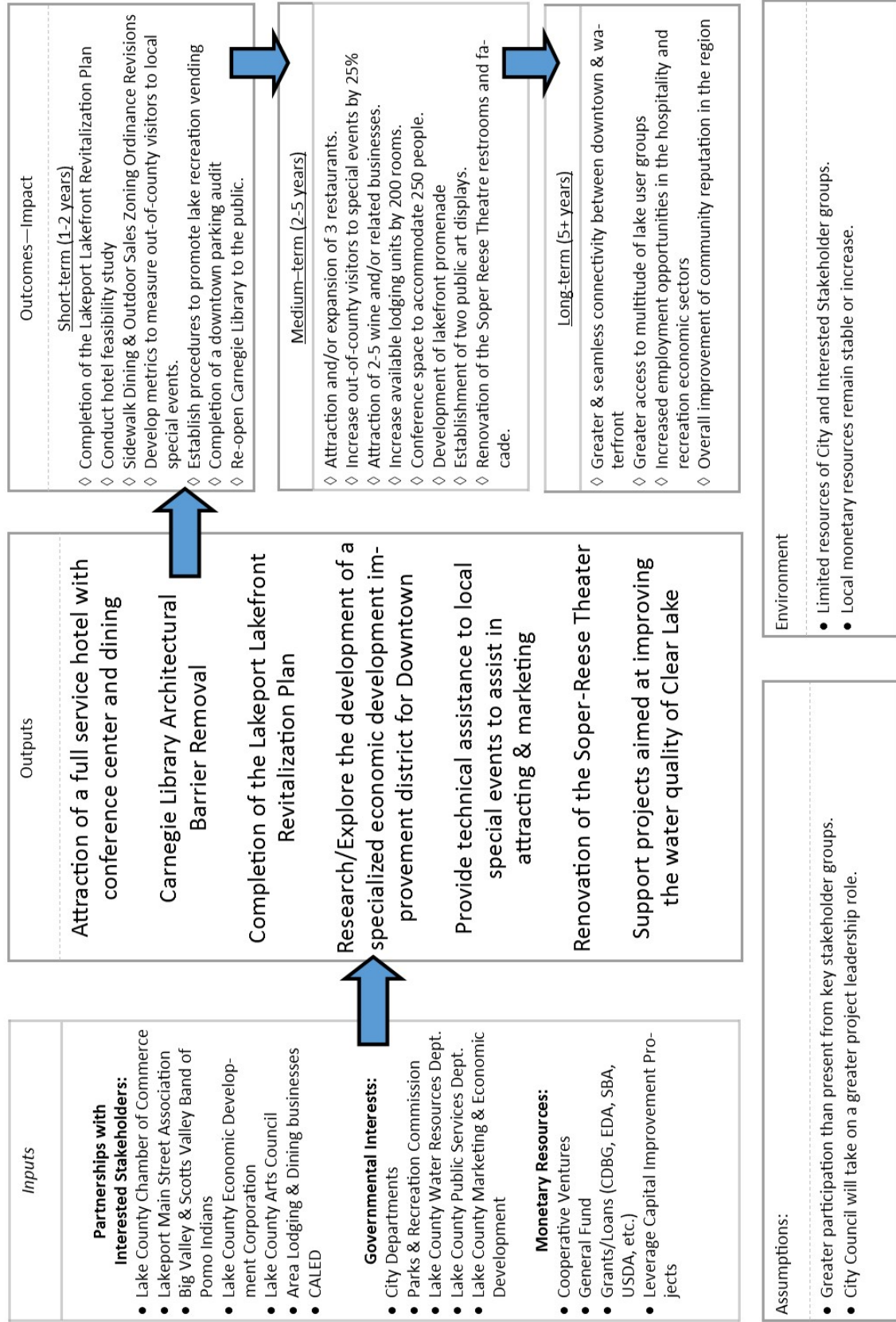
Despite being located within one block from the waterfront there exists a physical disconnect between the historic downtown area and the scenic shoreline of Clear Lake. The City's economic development efforts should focus on attracting more businesses to the waterfront area providing a continuous and cohesive connection between the two areas. This can be accomplished through interpretive and wayfinding signage, development of the public space along the waterfront to attract more user groups to the area and establishment of more visitor-related businesses (i.e., lodging, restaurants and general businesses attractive to tourists).

The City should examine local ordinances and land use designations in this area to ensure the ease of doing business. This includes: the analysis of current uses allowed by the zoning ordinance; consideration of allowing temporary businesses near the shoreline which cater to lake recreational users; and, encourage greater sidewalk dining and outdoor sales. The attraction of additional lodging, conference space, restaurants and recreational opportunities would provide an added element of stability by attracting more users to the area both quantitatively and as an extension of the physical span of time for which business services are desired.

Organizations are host to several great special events throughout the year in the lakefront and downtown areas. These activities are well-known by locals and greater marketing of these events outside the County could have a positive economic impact. The improvement and usability of the City's treasures—Carnegie Library, Soper Reese Theatre and public open space along the shoreline—should be a high priority as they reinforce the desire of locals and visitors alike to stay and frequent other businesses in this area. Additionally, attention should be given to best business practices for the downtown area such as standardized business hours and the provision of easily accessible public parking.

The lakefront and historic downtown are the social and economic center of the Lakeport community. General improvements and economic success in this area have a positive effect upon the entire community.

Strive to enhance the historic downtown and lakefront area



SUPPORTING OBJECTIVES:

1. Develop a traffic plan for the Central Business District as defined in the Community Design Element. (Policy T. 8.1, Downtown Traffic Plan)
2. The City should prepare and adopt a Downtown Specific Plan. (CD 4.1, Downtown Specific Plan)
3. Implement programs such as façade improvement programs, which maintain and enhance Downtown's historic character and commercial vitality. (Policy 4.2, Design Review)
4. Retain existing public offices and facilities Downtown, including the Carnegie Library, the old Courthouse, and City Hall. (Policy 4.3, Preservation of Existing Public Buildings)
5. Endeavour to locate new entertainment and retail facilities in the downtown area through redevelopment, public/private partnerships and other development tools. (CD 4.4, Downtown Development of Entertainment and Retail)
6. Retain the small town character of the downtown area by:
 - Maintaining and enhancing the historic character and design of buildings, the pedestrian scale and orientation of the downtown area;
 - Endeavour to ensure that future development along the lakefront does not block views of the lake from public streets and recreation areas, nor reduce public access to the waterfront. (Policy CD 4.5, Small Town Character)
7. Continue the pattern of concentrating high density residential and commercial development in the downtown area. (Policy CD 4.6, High Density)
8. Enhance public areas and amenities in the downtown area to make them more inviting and to improve their function and role as the focal point of the community. (Policy CD 4.7, Public Amenities)
9. Improve and develop pedestrian paths and access between the downtown area and the lakefront. (Policy CD 4.8, Lakefront Access)
10. Provide adequate supply of parking spaces in the downtown area. (Policy CD 6.7, Parking Supply)
11. Evaluate the feasibility of building a public parking lot or garage through the establishment of a Parking Assessment District in the downtown area. (Policy CD 6.8, Parking Lot Feasibility)
12. Install a variety of planters, benches, tree grates, bike racks, and trash receptacles to enhance the aesthetic character of the downtown area. Select street furniture that relates well to the historic character of the Downtown. Place street furniture in landscaped areas so as not to impede pedestrian movement. (Policy CD 7.8, Aesthetic Character)
13. 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. (Policy ED 10.1: Recreational Assets)
14. Support new visitor-oriented restaurants, lodging, and services to meet visitor needs and capture expenditures locally. (Policy ED 10.2: Visitor Services)
15. Continue to support citywide events and festivals (e.g. Concerts in the Park series, the Fourth of July Fireworks and celebrations, bass fishing tournaments, Taste of Lakeport, Oktoberfest, Konocti Challenge, sea plane fly-in, etc.). (Policy ED 10.3: Events and Festivals)
16. Encourage the development of a hotel/conference center targeting corporations and organizations for retreats and meetings. (Policy ED 12.1: Hotel/Conference Center)
17. Support the conversion of the Will-O-Point waterfront property from a mobile home park to a commercial/retail center. (Policy ED 12.2, Will-O-Point)

18. 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 efforts of cooperative regional coalitions which oversee water quality issues in Clear Lake. (Policy ED 12.3, Clear Lake Water Quality)
19. Encourage and support the efforts of cooperative regional coalitions which oversee water quality issues in Clear Lake. (Policy ED 12.5: Clear Lake Water Quality)

Implementation Plan

The table below presents all of the short- and medium-term outcomes identified in this plan and names the responsible lead agency/organization whom are necessary for successful implementation.

Additional notes are provided explaining the current status of the actions and formulates a baseline for the specific implementation measure.

Economic development efforts post redevelopment era are dependent upon cooperation amongst many different parties in the public, private and non-profit sector. This implementation plan is meant to clearly present the most necessary and critical actions necessary to achieve economic development growth within Lakeport in partnership with the greater Lake County region and provide a jumping off point to assist in achieving the listed objective.

Outcome	Responsible Party	Notes
Re-establish the Lake County Economic Development Corp.	City of Lakeport—Economic Development	Bylaws and Board composition established in 2016. Next steps—organizing mission and funding capacity.
Obtain grant funding and conduct hotel feasibility study.	City of Lakeport—Community Development Department	USDA grant for Hotel Feasibility Study obtained and consultant selected in March 2017. Study completion expected in Spring 2017.
Issue \$500,000 in CDBG loans to local businesses	Community Development Services (CDS).	As of March 2017, over \$250,000 in Business Loans issued as of February 2017.
Obtain grant to conduct a broadband feasibility study	Lake County Economic Development Corp (LCEDC)	LCEDC in conjunction with CDS currently preparing business plan for Lake County Broadband Solutions.
Draft and adopt a Wireless Communication Ordinance	City of Lakeport—Community Development Department	
Adopt the Lakeport Lakefront Revitalization Plan	City of Lakeport—Community Development Department	March 2017 Draft Plan received. Expected adoption in Summer 2017.
Establish quarterly meeting of education and workforce stakeholders.	LEDAC / Workforce Alliance of the North Bay (WANB)	Options: 1) Lake Advisory Committee possibly coordinate stakeholder meetings; 2) LEDAC identify key stakeholders and appoint special committee to organize meetings.
Attract a hotel with meeting space able to service 200 conference attendees.	City of Lakeport—Economic Development	Market to appropriate hotel providers based on findings and recommendations identified in the completed Hotel Feasibility Study

RE-establish an industry led destination marketing approach which includes representatives from the lodging, dining and hospitality sector.	City of Lakeport—Economic Development / County of Lake / City of Clearlake	Support countywide destination marketing efforts.
Update and maintain inventory of Vacant Commercial Property	City of Lakeport—Economic Development & Community Development Department / Lakeport Main Street Association (LMSA)	Continue to work with Bit-Sculptor to design self-maintaining listing of available commercial properties and buildings
Re-Open Carnegie Library to Public Use	City of Lakeport—Community Development & Public Works Department	CDBG grant funds obtained to upgrade building accessibility. Expected completion Summer/Fall 2017.
Develop comprehensive guide to doing business in Lakeport.	City of Lakeport—Economic Development & Community Development Department / LMSA / Lake County Chamber of Commerce (LCCC) / LEDAC	Consider recommendations outlined in Business Recruitment & Retention Plan. Guide should be made available in print and electronically.
Update City of Lakeport Website	City of Lakeport—All City Departments / LMSA / Lake County Chamber of Commerce (LCCC) / LEDAC	Build new webpage(s) for Economic Development separate from City of Lakeport main website. Additionally, comprehensive update of City of Lakeport website.
Perform Downtown Parking Audit	City of Lakeport—Community Development Department	Perform audit consistent with recommendations provided in Business Recruitment & Retention Plan.
Conduct Business Site Visits	City of Lakeport—All City Department Heads / LEDAC / LMSA	Design short business survey. Train participants. Analyze findings.
Revitalize the Vista Point Shopping Center	Property Owner / City of Lakeport—Economic Development & Community Development Department	Work with property owner and encourage marketing and redevelopment of vacant retail facilities
Revitalize the High Street Village Shopping Center	Property Owner / City of Lakeport—Economic Development & Community Development Department	Work with property owner and encourage marketing and redevelopment of vacant retail facilities
Create One-Stop Permit Center within City Hall.	City of Lakeport—Economic Development & Community Development Department	Encourage the remodel of City Hall to facilitate better customer service. Additionally, develop an electronic permit center on-line.
Sidewalk Dining and Outdoor Sales Zoning Ordinance revisions	City of Lakeport—CDD	Encourage use of outdoor spaces in downtown area.

Establish procedures to promote lake recreation vending.	City of Lakeport—CDD	Encourage visitor/recreational oriented vending in the lakefront area.
Develop metrics to measure out-of-county visitors to local special events.	LEDAC / LMSA	Utilize Konocti Challenge model
Development of Lakefront Promenade	City of Lakeport—ED & CDD	Develop master plan and expand existing lakefront promenade and access.
Renovation of the Soper Reese Theatre restrooms and façade	Lake County Arts Council	Currently fundraising to complete improvements.
Research/Explore the development of a specialized economic development improvement district for Downtown	City of Lakeport—ED	Review successful Redevelopment Agency models implemented by other communities.
Develop an arts in public places program	City of Lakeport—ED / LMSA / Lake County Arts Council	Review success arts in public places programs being implemented by other communities.

GLOSSARY

AHCL – Adventist Health, Clear Lake (formerly St. Helena Hospital, Clear Lake)

CALED – California Association for Local Economic Development

CDBG – Community Development Block Grant

CDD – Community Development Department, City of Lakeport

CDS – Community Development Services (economic development consulting firm)

CEDS – [Lake County] Comprehensive Economic Development Strategy

CLCC – Clear Lake Chamber of Commerce

DMO – Destination Marketing Organization

EDA – Economic Development Administration (federal)

GP – General Plan

HCD – California Department of Housing and Community Development

LCAC – Lake County Arts Council

LCCC – Lake County Chamber of Commerce

LC/C APC – Lake County/City Area Planning Council (regional transportation plan)

LCEDC – Lake County Economic Development Corporation

LCWC – Lake County Winegrape Commission

LCWA – Lake County Winery Association

LEDAC – Lakeport Economic Development Advisory Committee

LLRP – Lakeport Lakefront Revitalization Plan

LMSA – Lakeport Main Street Association

LUSD – Lakeport Unified School District

MCU – Marymount California University Lakeside Campus

SBA – Small Business Administration (federal)

SBDC – Small Business Development Center (Capital Region)

SLH – Sutter Lakeside Hospital

SRT – Soper Reese Theatre

SWOT – Analysis: **S**trengths/**W**eaknesses/**O**pportunities/**T**hreats

USDA – United States Department of Agriculture

WANB – Workforce Alliance of the North Bay; oversight for Workforce Lake