

The City of Lakeport, CA

REQUEST FOR PROPOSALS TO CONDUCT

HOTEL MARKET AND DEVELOPMENT FEASIBILITY

Introduction

In July, August, and September 2015 Lake County suffered three separate devastating wild fires. The cumulative damage of these fires included 171,000 acres of wild land, forest, residential properties, and loss or damage to over 70 commercial properties. In response, the Governor and the President have declared the County a major disaster area. Federal and State financial resources are being coordinated with regional, community, and local government partners to respond aggressively to those impacted by the fires, facilitate business recovery and long-term economic growth.

As part of its proactive response, the City of Lakeport applied for and received a USDA Rural Business Development Grant to conduct a hotel feasibility study.

Overview

The City of Lakeport requests proposals for professional services to conduct a market and development analysis to determine if and what type of hotel or other lodging facility is feasible. The study should address: 1) current and projected market supply and demand; 2) economic feasibility; 3) site and infrastructure recommendations; and 4) a marketing and informational package to entice developers, individuals, and boutique and hotel chains to consider the City of Lakeport for their next development project.

Although a specific site has not been designated, there are several potential sites that are expected to be evaluated.

Community

The City of Lakeport (population 4,746)¹ is located in Lake County, California (population 64,210)¹ which is in the northern San Francisco Bay Area. The city is the county seat of government and the primary center of commerce.

Lake County is a rural county. Traditionally the economy is based on agriculture and tourism. Major crops include pears, walnuts, and wine grapes are emerging as a strong crop. Vineyards have increased from fewer than 100 acres in 1965 to more than 8,800 acres today. Several American Viticulture Areas, such as High Valley AVA and Red Hills Lake County AVA, have been recognized as having distinct

¹ Source: U.S. Census Bureau; 2010-2014 American Community Survey 5-Year Estimates.

character. Many of the vineyards in Lake County today support sustainable farming practices. The Lake County Winegrape Commission actively participates in local economic development efforts.

There is growing support for building on wine grape industry to attract more visitors, offer wine tasting venues, and build new lodging facilities that serve wine country visitors, family vacationers, and water sport enthusiasts.

Other visitor attractions in the City of Lakeport and Lake County are: boating, fishing, hiking and biking, birding, camping, golfing, and more. Visit www.lakecounty.com for more information.

Scope of Work

The following is an outline of the desired services to be performed. Background and scope of work, as submitted to USDA, is attached to this proposal. Proposers should be aware and show that their proposed approach, activities, and final deliverable will address these items.

Market Supply / Demand Analysis

- Determine the number, type, spending patterns, interests, and other relevant data about visitors currently coming to the City of Lakeport.
- Determine current and potential future lodging and conference facilities demand in the market area through primary and secondary market research; identify demand generators.
- Conduct accommodation and meeting space inventory of existing facilities in the immediate area and region.
- Analyze present marketing position strategies and provide recommendations for underserved markets and/or opportunities that can be targeted with a new lodging facility with conference facilities.

Project Feasibility

- Determine the viability of a hotel/lodging facility in the City of Lakeport based on the potential demand and customer profile.
- Forecast occupancy levels, financing needs and expected revenue returns needed to attract developers.
- Determine demand for conference/meeting facilities in the City of Lakeport.
- Address the potential economic impacts to the City, restaurants and retailers, community events and venues.

Facility Recommendation

Based on the results of the market demand and feasibility analysis, provide a profile of the type of lodging facility that would be viable for the City of Lakeport, including: number of guest rooms, meeting facilities, amenities attractive to and expected by potential users, target clientele, price range, etc.

Optimal Site

Provide recommendations on the optimal site for a hotel / lodging/ conference facility based on location, accessibility, availability, and infrastructure needs.

Response Format

Proposals must contain the following items and in the order listed.

- **Cover Letter.**
- **Project Understanding.** State your understanding of the project, your experience and/or knowledge of the City of Lakeport, Lake County, the region, tourism market, and real estate development.
- **Company Qualifications.** Company profile, experience, years in business, staffing level, office locations, and principals.
- **Project Personnel.** Names and professional qualifications of the personnel who will be conducting the analysis; indicate the roles and responsibilities of each for this project, who will lead the project team.
- **Approach.** Describe in detail the approach or process that your firm will undertake to perform the market analysis, including: research, data sources, outreach within the community and region.
- **Budget and Timeline.** Provide a schedule and time frame for completion of the major tasks and delivery of final product. Include milestones, personnel hours, project expenses, and budget per task and total budget not to exceed \$50,000
- **Similar Experience / References.** Provide three to five references for which the bidder has conducted similar analysis. Include a brief summary of the purpose of the study, dates of service, approach, any measurable results to date, the names and contact information of reference.

Proposal Submittal

- Proposals are to be submitted no later than 5:00 p.m. on Monday, December 12, 2016
- Proposals are to be marked "Hotel Feasibility Market Analysis" and submitted to:
Margaret Silveira, City Manager
City of Lakeport, 225 Park Street, Lakeport, CA 95453
- The submittal should include two (2) original copies, one bound and one unbound, and one electronic copy.
- Proposals may also be submitted via email to: msilveira@cityoflakeport.com
- All proposals shall become the property of the City of Lakeport, California.

Selection Process

Evaluation Criteria

All proposals will be evaluated according to the following criteria.

- Qualifications of firm and project personnel.
- Demonstrated experience with similar projects and communities of similar size and demographics.
- Experience and available resources to produce reliable market information that will be valued by potential owners/developers.
- Understanding of the project goals, market demographics and local/regional attributes.
- The approach your team will take with examples of previous project experience showcasing the firm’s creativity and innovation to achieve project goals and objectives.
- A detailed listing of proposed fees and ability to meet the project schedule.
- Project Schedule

Project Schedule

RFP Released.....	November 2, 2016
Proposals Due	December 12, 2016
Proposal Evaluation	December 14, 2016
Interviews Conducted	Week of December 19, 2016
Award Notification.....	January 4, 2016
Start Date.....	January 17, 2016
Completion Date.....	May 12, 2016

Reservation of Rights

The City of Lakeport reserves the right to accept or reject any or all proposals or any part thereof and to accept that offer considered most advantageous to the City.

CITY OF LAKEPORT

RBDG HOTEL FEASIBILITY APPLICATION

Prepared by CDS
May 2016

RESOLUTION NO. 2574 (2016)

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKEPORT AUTHORIZING THE APPROVAL OF A RURAL BUSINESS DEVELOPMENT GRANT (RBDG) APPLICATION TO THE USDA IN THE AMOUNT OF \$50,000 FOR THE FUNDING OF A HOTEL FEASIBILITY STUDY FOR THE CITY OF LAKEPORT

WHEREAS, the City of Lakeport desires to submit a Rural Business Development Grant (RBDG) Application to USDA in the amount of \$50,000.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LAKEPORT AS FOLLOWS:

1. The City Council hereby approves the submittal of a RBDG Application in the amount of \$50,000 to be submitted to USDA.
2. The City Manager is authorized to execute the RBDG application and to perform all other acts necessary for the award of the RBDG Grant.

The foregoing Resolution was adopted at a regular meeting of the City Council of the City of Lakeport held on the on the 3rd day of May, 2016 by the following vote:

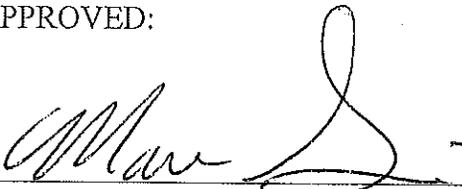
AYES: Mayor Spillman, Council Members Mattina, Parlet, Scheel and Turner

NOES: None

ABSTAIN: None

ABSENT: None

APPROVED:



MARC SPILLMAN, Mayor
City of Lakeport

ATTEST:



HILARY BRITTON, Deputy City Clerk
City of Lakeport

MIKE THOMPSON

5TH DISTRICT, CALIFORNIA

COMMITTEE ON WAYS AND MEANS

SUBCOMMITTEE ON HEALTH

SUBCOMMITTEE ON SOCIAL SECURITY

PERMANENT SELECT

COMMITTEE ON INTELLIGENCE

RANKING MEMBER, SUBCOMMITTEE ON TERRORISM,
HUMAN INTELLIGENCE, ANALYSIS AND
COUNTERINTELLIGENCE



CONGRESS OF THE UNITED STATES
HOUSE OF REPRESENTATIVES
WASHINGTON, DC 20515

DISTRICT OFFICES:
1040 MAIN STREET, SUITE 101
NAPA, CA 94559
(707) 226-9898

985 WALNUT AVENUE
VALLEJO, CA 94592
(707) 645-1888

2300 COUNTY CENTER DRIVE, SUITE A100
SANTA ROSA, CA 95403
(707) 542-7182

CAPITOL OFFICE:
231 CANNON HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-3311

WEB: <http://mikethompson.house.gov>

May 5, 2016

Janice Waddell, Acting State Director
USDA Rural Development Agency
430 G Street, Suite 4169
Davis, CA 95616-4169

RE: CITY OF LAKEPORT USDA Rural Business Development Grant

Dear Ms. Waddell:

I am writing on behalf of the City of Lakeport in regards to their USDA Rural Business Development Grant (RBDG).

The City of Lakeport, located in my Congressional District, is applying for a grant to conduct a feasibility analysis to provide in depth information that a developer, individual or boutique hotel builder, or a hotel chain can refer to when making decisions about building and obtain financing for projects.

I respectfully request that USDA fully consider City of Lakeport Rural Business Development Grant application.

Thank you for your attention to my request. If I can provide additional information about this outstanding applicant, please contact me.

Sincerely,

A handwritten signature in black ink that reads "Mike Thompson".

MIKE THOMPSON
Member of Congress

Area Background

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 headings of general government included community development (planning, building inspections), public works, water and sewer service, and police. The City is located on the northwest shore of Clearlake. Lakeport is the home of the county seat of government, and is the center of much of the commerce in the County of Lake. Lake County is a rural, somewhat isolated county, with a seasonal economy based on agriculture and tourism located north of the San Francisco Bay Area.

The State Department of Finance estimates the city's population to be 4,900 as of 2015, with the county population being estimated at 65,392. The chart below, from the *City of Lakeport Housing Element of 2014* indicates the income levels of city and county residents.

Per Capita and Median Household Income

Area	Lakeport		Lake County	
	Per Capita	Median Household	Per Capita	Median Household
2000	\$17,215	\$32,839	\$16,825	\$29,598
2010	\$27,234	\$39,877	\$21,845	\$38,147
Percent Change	58.2%	21.4%	29.8%	28.9%

Source: 2000 U.S. Census; 2008-2012 ACS

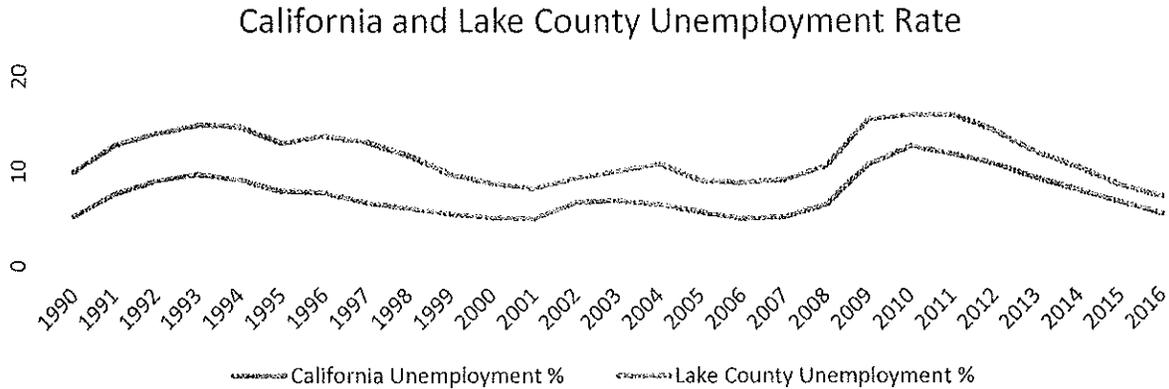
The number of total county residents in poverty is represented below and can be reviewed in full at the USDA website.

All people in poverty (2014)		Children ages 0-17 in poverty (2014)		90% confidence interval of estimate		90% confidence interval of estimate		
FIPS* ↓	Name ↓	RUC Code ↓	Percent ↓	Lower Bound ↓	Upper Bound ↓	Percent ↓	Lower Bound ↓	Upper Bound ↓
06000	California		16.4	16.3	16.5	22.6	22.3	22.9
06033	Lake	4	24.3	21.4	27.2	32.3	26.1	38.5

Source: <http://www.ers.usda.gov/data-products/county-level-data-sets/poverty.aspx>

Unemployment statistics are kept on a countywide basis. 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.

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 two percentage points during the year. In spite of the cyclical nature of agriculture and tourism, these two economic sectors provide an opportunity for future growth.

Lake County is traditionally an agriculture and tourism based economy with many aging tourist facilities and some light industry. Major crops include pears, walnuts and, increasingly, wine grapes. A re-emergence of the wine industry began in the 1960s when a few growers rediscovered the area's grape-growing potential and began planting vineyards. The area has increased vineyards from fewer than 100 acres of grapevines in 1965 to more than 8,800 acres of vineyards. Several American Viticulture Areas, such as High Valley AVA and Red Hills Lake County AVA, have been recognized as having distinct character. Many of the vineyards in Lake County today support sustainable farming practices. The Winegrape Commission is a very active organization contributing to the education of its members as well as participating in local economic development efforts.

There is growing support for building on the reemergence of the wine grape industry to attract tourists, with new wine tasting venues, the construction of new hotel and motel facilities designed with supporting features tailored to meet wine country visitors as well as family vacationer's and water sport enthusiast's interests. The problem is this, there is no reliable in depth information upon which a developer, individual or boutique hotel builder, or hotel chain, can make a determination to build or obtain financing to build. There is no reliable data regarding the number, type, spending patterns, interests, or other relevant data about visitors coming to Lakeport in order to determine the size, configuration, amenities, or location of a new hotel. There is no information upon which to forecast occupancy levels, therefore there is no way to obtain financing for a hotel project. In response to this

problem, the city is seeking USDA/RBDG funding to conduct a hotel feasibility analysis to answer these questions, locate the right sites for a new hotel, and then actively market the sites, and the city itself, and a financial package, to targeted developers and hotel chains.

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 city governments, county government, and nonprofit and community-based organizations organized and responded aggressively to the needs of those impacted by the fires.

The City of Lakeport acknowledges that it must be more proactive with economic development efforts in order to facilitate business recovery and long term business growth. The proposed RBDG funded hotel feasibility project is a part of that proactive effort.

Proposed Scope of Work (C)

#	Services	Scope of Works / Inclusions	Deliverable
1	Hotel Feasibility Study	<ul style="list-style-type: none"> • Introduction/Scope <ul style="list-style-type: none"> - Project Introduction - Scheme Parameters • Executive Summary <ul style="list-style-type: none"> - Summary - Findings - Conclusions • Site Location Review <ul style="list-style-type: none"> - Overview - Location - Access • Market Area Review <ul style="list-style-type: none"> - Transport - Tourism - Economics - Demographics 	PDF Reports to City

- Supply / Demand
 - Competitive Market
 - Historical Performance
 - Market Segments
 - Competitor Properties
 - Supply Additions
 - Supply Estimates
 - Demand Estimates
 - Demand by Segment

- Projected Performance
 - Project Gap Analysis
 - Suggested Pricing
 - Occupancy Estimate
 - Average Rate Estimate

- Forecasted Results
 - List of Assumptions
 - Details of Expenses
 - Financial Forecast
 - Financial Summary
 - IRR & NPV Analysis
 - Investment Returns

Please Note: All forecasts shall use the Uniform System of Accounts for Hotels

Delivery

#	Services	Est. Duration	Est. Start	Est. Delivery
2	Hotel Feasibility Study	8 Weeks	09/1/2016	11/1/2016

Onsite meetings and market review to be conducted on commencement.

Total cost for the City of Lakeport Hotel Feasibility Study is estimated to be \$50,000-\$55,000 based on preliminary bids and in interviews with regional and international consulting groups with expertise and capacity suitable for the work.

Project Narrative (D) (1)

The proposed RBDG funded hotel feasibility project will provide reliable in depth information upon which a developer, individual or boutique hotel builder, or hotel chain, can make a determination to build or obtain financing to build. The proposed project will provide reliable data regarding the number, type, spending patterns, interests, or other relevant data about visitors coming to Lakeport in order to determine the size, configuration, amenities, or location of a new hotel. The proposed project will provide information upon which to forecast occupancy levels, in order to make an educated effort to obtain financing for a hotel project. The city is seeking USDA RBDG funding to conduct a hotel feasibility analysis to provide data upon which one can locate the right site for a new hotel, and then actively market the site, the city, and a financial package, to targeted developers and hotel chains to build or obtain financing to build a hotel within the city.

(2) Area to be Served

The area to be served by the proposed hotel feasibility study project will be the City of Lakeport California. The city is situated on the western shoreline of Clear Lake. With over 2 linear miles of public and private land areas directly adjacent to the Lake. Downtown Lakeport is uniquely situated in close proximity to the Lake, with Main Street just a block west of the Clear Lake Shoreline. Library Park adjoins the Lake in the center of town with the Carnegie Library building featured in a prominent location.

There is, along the shoreline, a great deal of vacant and blighted property for a five block stretch between library park and the Lakeport Unified School District continuation school property. This shoreline property has neither public access nor private job creation capacity in its current state. There is a need to develop a feasibility analysis for the public access and private development of these publicly owned parcels of land along the Clearlake shoreline and a need to conduct a hotel feasibility study.

In the 1990's, as part of its redevelopment efforts, the city prepared and implemented a Lakefront Park Master Plan. Much of the vacant and available lakefront land between Third Street to north of Fifth Street was purchased by the city and then developed using California Department of Waterways Grant funds into boat trailer and vehicle parking, boat ramps, boat docks, piers, landscaping and open space. The city purchased land located at Ninth and Main Street (Dutch Harbor) and once had a long term lease on the Lakeport Unified School District Main Street school property, a potential private sector development or open space site.

There are numerous publicly owned parcels of land existing along the Clear Lake Shoreline. The following table provides the Assessor Parcel Numbers, Owner, and the existing uses of the publically owned lakefront parcels in the downtown Lakeport area:

<u>APN</u>	<u>Land Owner</u>	<u>Existing Use</u>
<u>25-413-01</u>	<u>City of Lakeport</u>	<u>Library Park</u>
<u>25-383-24</u>	<u>City of Lakeport</u>	<u>Parking lot and park area</u>
<u>25-382-25</u>	<u>City of Lakeport</u>	<u>Parking lot and park area</u>
<u>25-381-09</u>	<u>City of Lakeport</u>	<u>Parking lot and park area</u>
<u>25-601-02</u>		
<u>26-291-08</u>	<u>City of Lakeport</u>	<u>Dutch Harbor – vacant, parking</u>
<u>25-601-07</u>	<u>Lakeport Unified School District</u>	<u>Old school and open space</u>

New development will include but not be limited to retail centers, office space, residential, mixed use projects, and new tourism facilities such as a hotel or hotels. The city will utilize land assembly and other redevelopment approaches (these techniques are still useful even though the State has eliminated Redeployment Area and Redevelopment Agency designations) to encourage new private sector development in order to create full time equivalent employment for city and county residents.

The proposed USDA/RDBG project will be an integral component within a larger economic development and community framework. At the time of this application, the city is in the process of selecting a consultant group to prepare a CDBG funded Lakefront Development Plan to address the land use and lakefront access use issues outlined above. The Hotel Feasibility Study will be prepared in coordination with the Lakefront Land Use Study. This way the city will have two interactive documents with which to pursue hotel development, lakefront development, commercial development, park, and enhanced lakefront access.

Please see the attached map prepared by the City of Lakeport Community Development Department.

(3) Coordinated Economic Development Activities

The project will be implemented by the City of Lakeport. The city intends to oversee the actual work to be done by an established, recognized, and respected consulting firm with connections in the hotel industry. The Lake County Economic Development Corporation, which can provide information regarding similar studies and interview contacts to the selected consultants, is developing an economic development project revenue sharing policy which would be a tool the city could utilize to enhance hotel development financing options when combined with the finished study. This policy will be made available to the city as part of the cooperation between the two entities. In addition, the Lake County Chamber of Commerce is very interested in assisting the project consultant and will provide any information they have available regarding area visitors and their demographics. The project is in compliance with the City of Lakeport CEDS and the County of Lake CEDS.

(4) Business Impacted

This is an application for a hotel feasibility study.

(5) Job Creation

The proposed project will result in newly created, increased, or supported jobs in the area by establishing the market demand and feasibility of a hotel development in Lakeport. The feasibility study will be part of larger lakefront development strategy that will be prepared in close coordination with this study. The work will then be aggressively marketed by the city, the consulting team, and by the Lake County Economic Development Corporation. It is speculative to forecast the number of jobs to be created as a result of the feasibility study as that number depends on the size, configuration, and associated amenities to be part of the project. However, no jobs will be created if the study is not funded.

(6) Applicant's Capacity

The City of Lakeport has received grant funding from multiple sources including the USDA. To date, the city has had no monitoring findings or audit issues with these grants. The work has been completed on time and in compliance with the grant agencies' requirements. Audited financial statements are provided with this application narrative.

(7) Area to Be Served

The area to be served was selected based on the need for both the lakefront development study and the hotel study being conducted in that part of the city where parcels are owned and controlled by the city because the city can facilitate the marketing, financing, and commercial development of these parcels immediately.

(8) Scope of Work

The project narrative sections (C), and (D 1) provide the description of the work to be done.

(9) Other information the USDA may request-

(E) Please see the attached 3 years of financials- Tax returns, balance sheets, income statements, cash flow statements, and audited report.

(F) Evidence that the State has elected not to review the program under Executive Order 12372. The proposed project will be a hotel feasibility study. Please see attached Form RD 1940-22.

(G) Documentation regarding the availability and amount of other funds to be used in conjunction with the funds from the RBDG.

(H) 2016 RBDG Proposed Hotel Feasibility Study Project Budget

	Q1	Q2	Q3	Q4	Total
Source					
City \$5,000	\$2,250	\$2,250	0	0	\$5,000
RBDG \$50,000	\$25,000	\$25,000	0	0	\$50,000
Total					
\$55,000	\$27,500	\$27,500	0	0	\$55,000

All work costs are for contract consulting work to be applied to the completion of the hotel feasibility study. There are no indirect costs, equipment costs or other costs. Administrative support will be provided by the City of Lakeport.

Contract consulting services are anticipated to range in cost from 50,000 to \$55,000 based on preliminary bids and interviews with consulting groups experienced with hotel feasibility studies and hotel industry connections.

Lakeport CEDS Action Plan

VISION: Increase employment opportunities for a wide range of skill levels and compensation to meet the current and future employment needs of Lakeport residents.

GOALS:

1. Support infill development of commercial and service commercial properties.

Attraction of commercial businesses to infill sites should cater to areas of increasing growth in the community, including the agriculture and winegrape industry and the growing number of retirees who are relocating to the area. Decision-makers should continue efforts on the improvement of local infrastructure, removal of blight and the education of the local workforce as supporting means of ensuring that new businesses in the area have the best opportunities to thrive.

2. Promote and enhance Lakeport as a year round visitor/recreation destination area.

Business attraction and tourism marketing strategies should focus on the promotion of both natural and existing resources—Clear Lake, Mount Konocti, access to open space, clean air, dark skies, casinos, drive-in movies and various festivals—as a means of further strengthening the tourism industry and creating greater economies of scale to existing employment sector. Economic development and marketing strategies should strive for finding businesses that complement and support existing businesses and recreational opportunities rather than focus on industries that are dependent upon a large population base, skilled workforce and/or require access to major transportation corridors.

3. Work with the County of Lake and the City of Clearlake to provide increased opportunity for local and regional businesses, job growth, and tax revenue.

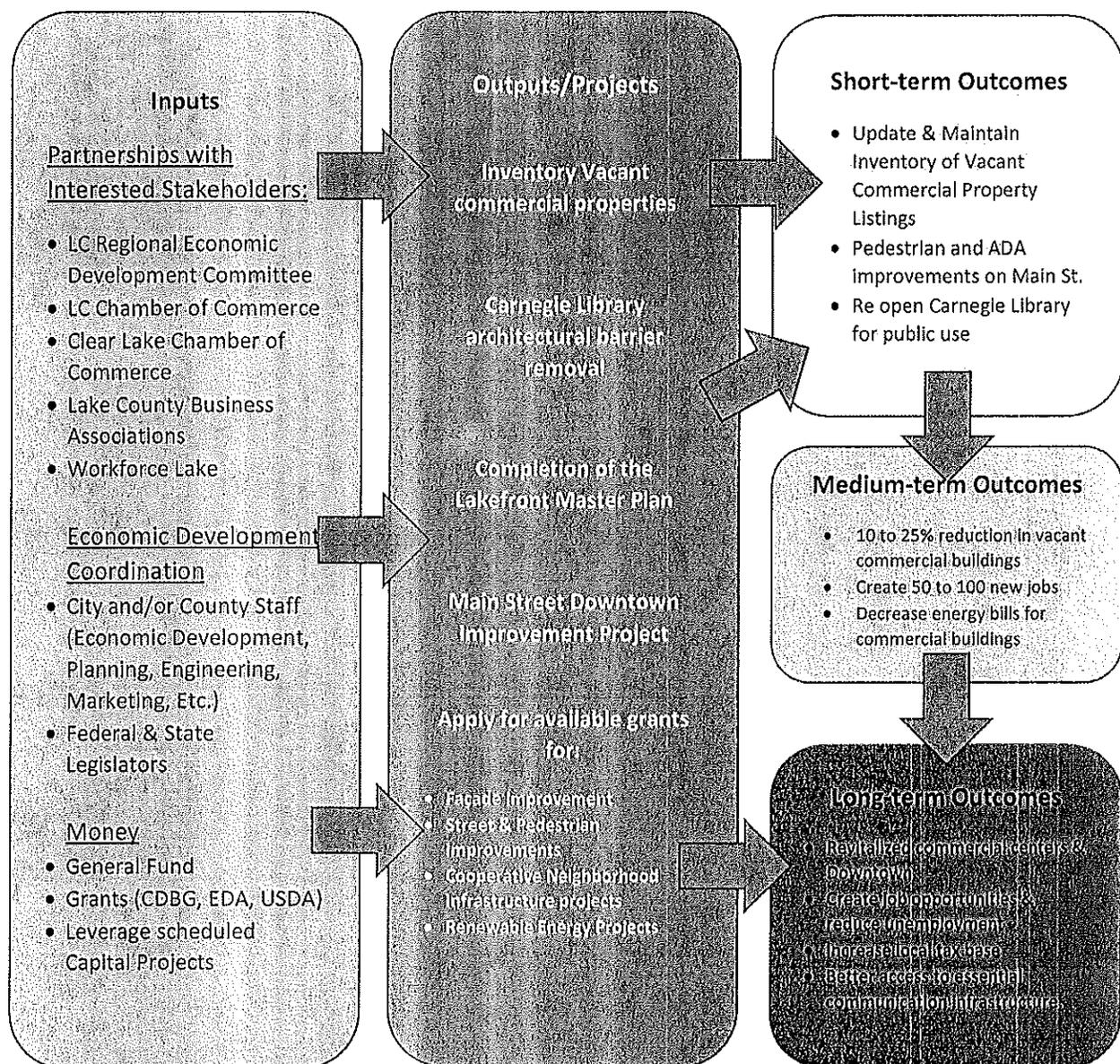
Regional collaboration is essential to the mutual success of all communities in Lake County. Cooperative efforts should take advantage of the wide variety of stakeholder groups, governmental, educational, nonprofit and private sector that are oriented to strengthening the local economy. Efforts should focus on attracting and maintaining local talent through the full utilization of local colleges and available economic assistance programs as a means of combating the systemic loss of qualified employees and leakage of consumer sales and tax revenues to neighboring regions.

GOAL 1 Support infill development of commercial and service commercial properties

OBJECTIVES:

1. Promote the development and redevelopment of City infill areas. (Policy ED 4.1: Infill Areas)
2. 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)
3. 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)
4. Encourage the creative reuse of underutilized structures in key commercial areas. (Policy ED 4.4: Underutilized Structures)

ACTION PLAN

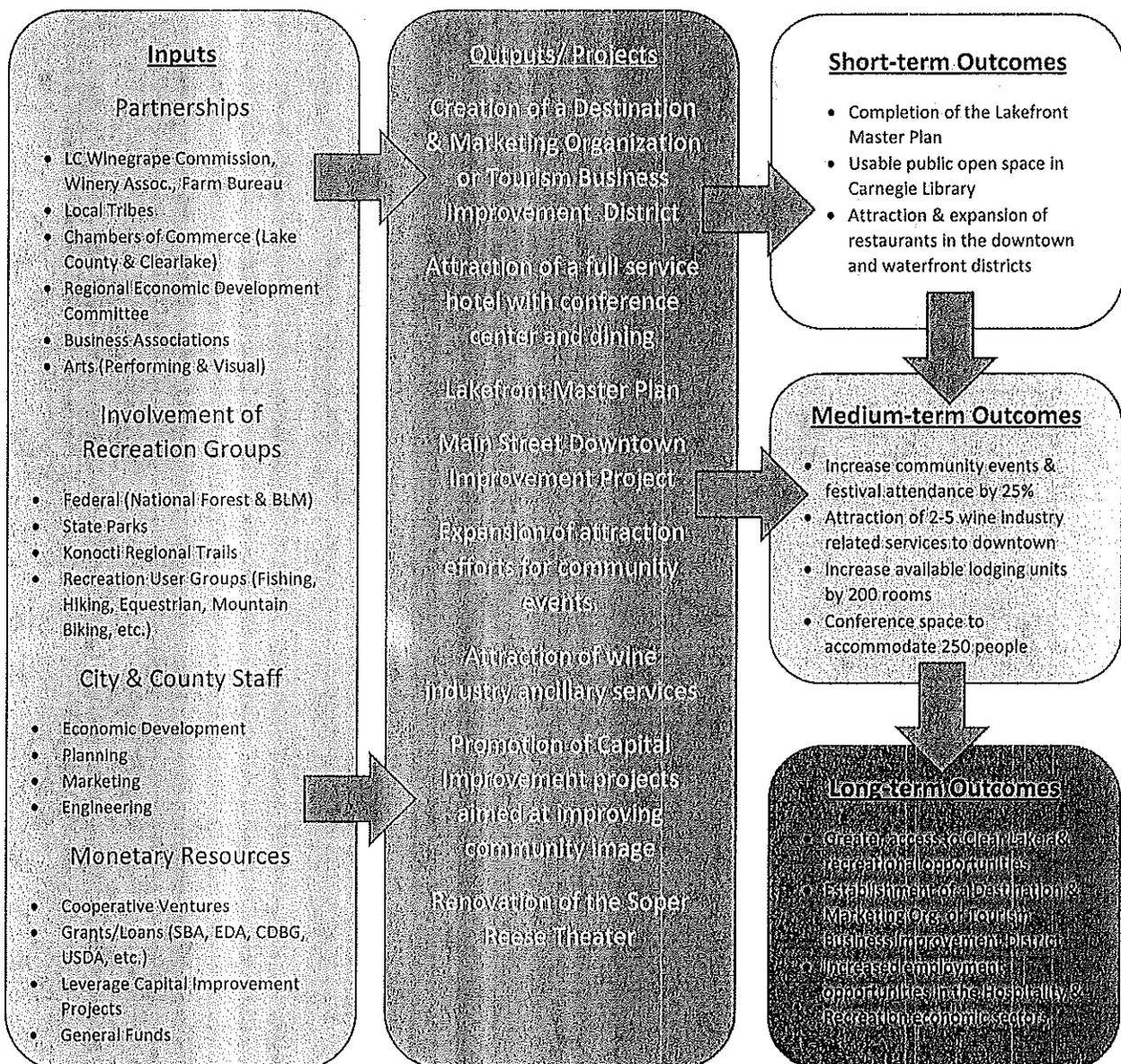


GOAL 2 Promote and enhance Lakeport as a year round visitor/recreation destination area

OBJECTIVES:

1. 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)
2. Support new visitor-oriented restaurants, lodging, and services to meet visitor needs and capture expenditures locally. (Policy ED 10.2: Visitor Services)
3. 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)

ACTION PLAN

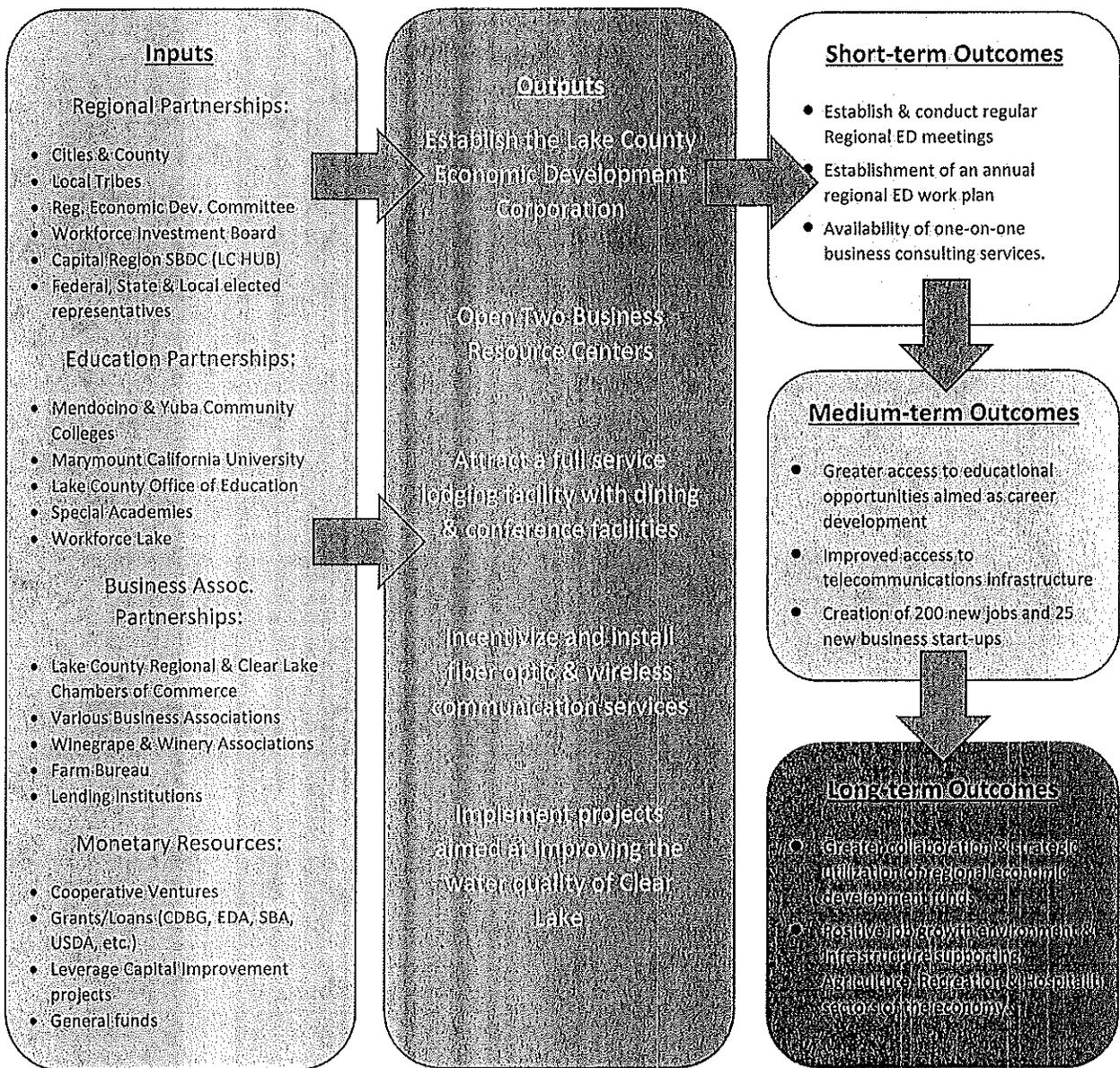


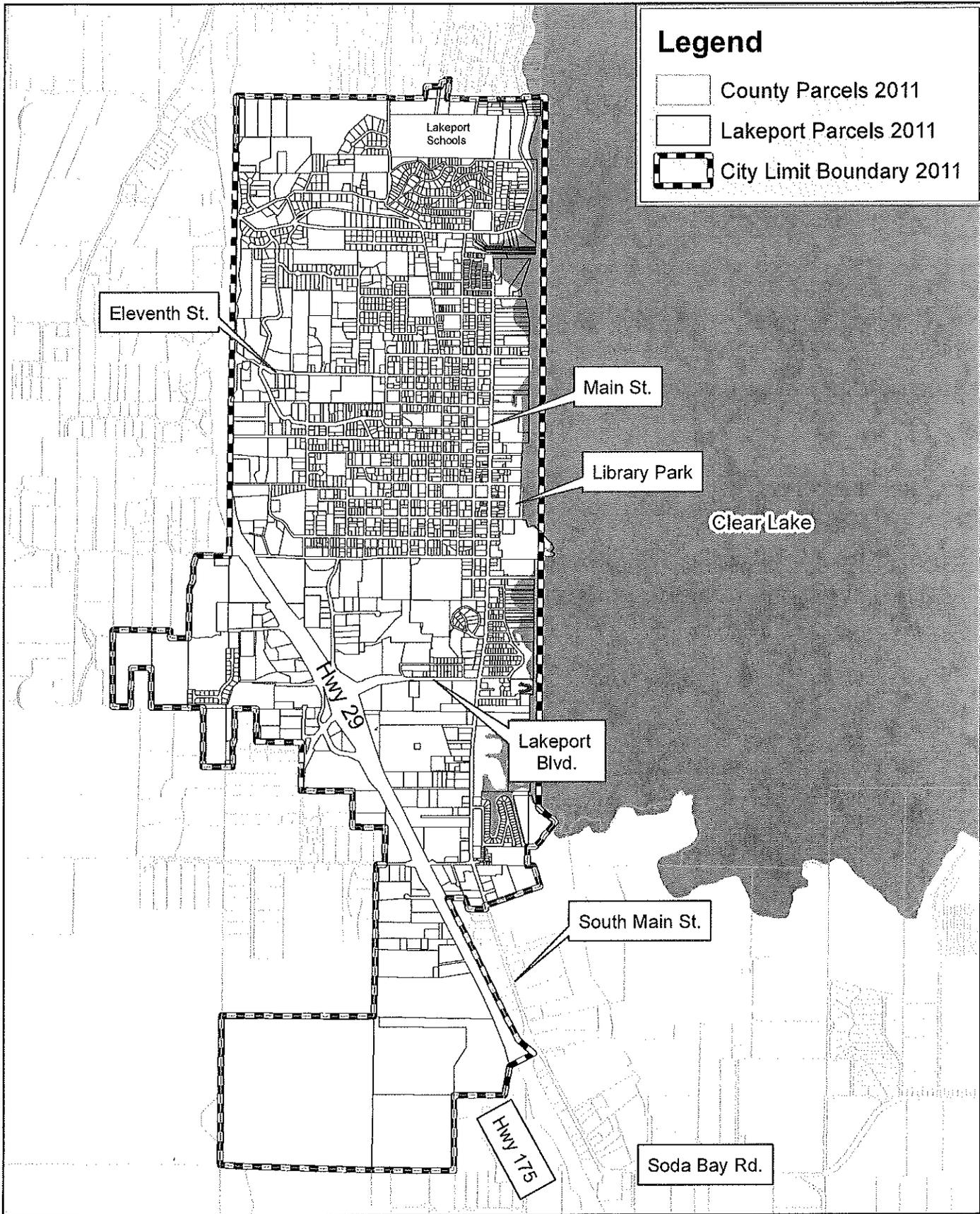
GOAL 3 Work with County of Lake and the City of Clearlake to provide increased opportunity for local and regional businesses, job growth, and tax revenue

OBJECTIVES:

1. Encourage the development of a hotel/conference center targeting corporations and organizations for retreats and meetings. (Policy ED 12.1: Hotel/Conference Center)
2. 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)
3. Provide incentives for the installation of fiber optic cable or wireless communications in the Lakeport area. (Policy ED 12.5: Communications)

ACTION PLAN





Map prepared by
 City of Lakeport
 Community Development Department
 September 2011



City Address Limits

S. Main St.: 2285
 Lakeshore Blvd.: 2502
 Eleventh St.: 1330
 Martin St.: 1453 (south side), 1350 (north side)
 Parallel Dr.: 843 (north) & 2565 (south)
 Hartley St.: 2480