

# 11. Economic Development

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## A. INTRODUCTION

This chapter provides an overview of the economic conditions in the City of Clearlake. By aligning and analyzing key factors that drive Clearlake’s local economy, as well as Clearlake’s role within the Lake County region, the City can help guide economic development through the appropriate allocation of the use of land. Since land use designation in California is largely the responsibility of local jurisdictions, land use allocation strategies can help facilitate economic development and fiscal growth. Development should be balanced with an appropriate mixture of diversified employment opportunities and housing types, and complemented with key business strategies, which the City promotes through established policies and incentivized programs. For the City to remain competitive and support current and developing industries, Clearlake must identify its economic strengths and weaknesses.

According to the Governor’s Office of Planning and Research (2003), the structure of a city’s economy plays a significant role in the physical development of the planning area and the stability of the local tax base. Consequently, economic development is ideally utilized to maintain and optimize the economic character of the community, meanwhile providing for a stable annual budget. OPR (2003) states an effective economic development element should establish policies that provide general direction to local government on how the community can achieve the following:

- Focus resources to retain local business
- Attract new industry
- Support the local tax base
- Sustain the ability to provide public services for current and future residents

Economic Development, while vital for creating employment opportunities and fiscal growth, is instrumental in the physical configuration and layout of a community. To balance housing needs and revenue-generating land uses, adequate land and space must be distributed and stipulated for commercial and entertainment uses. This chapter analyzes and reviews employment statistics, industry trends, and performance measures from the 2010 Census, followed by a concise examination of the City's general economic climate.

## **B. EXISTING CONDITIONS**

This section provides a brief overview of the historical and current context of economic development within the City of Clearlake. The analysis highlights the history of Clearlake's economy, highest performing and prominent economic sectors, as well as employment and education data. It concludes with an economic outlook that focuses on tourism, retail and office, and key industrial sectors.

### **1. History of Economy and Industries**

In conjunction with the greater region of Lake County, Clearlake's local economy has historically been tied to agriculture, tourism, and the geothermal power industry. During the late 1800s and early 1900s, Lake County was considered a resort destination, complete with elaborate hotels and mineral and hot springs in remote and mountainous areas. In addition to tourism, Lake County became an ideal region for growing ultra-premium wine grapes, however prohibition demolished most of the wine growing momentum and it was not reestablished until a few decades ago. (Crabtree, 2012)

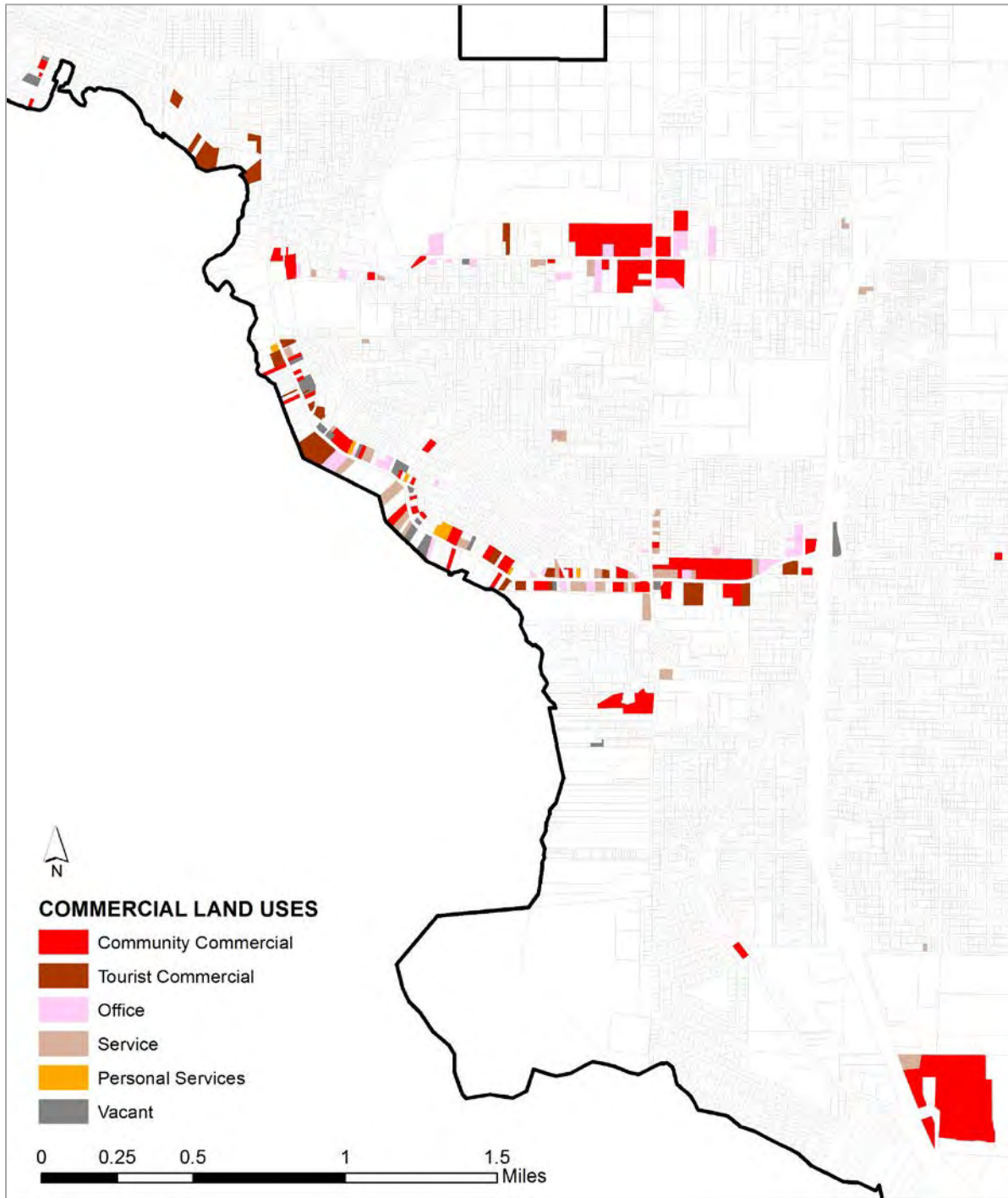
Clearlake and the surrounding area contain light industry, however prime sources of revenue and business stem from tourism and agriculture-based practices. The agriculture industry has always been predominant within the County, which has shifted from generalized farming to large pear orchards, walnut orchards, and some livestock. Recent changes in the economic and agricultural landscape shifted focus to grape planting and wine production, increasing competition with local walnut and pear production. (Lake County, 2012)

### **2. Existing Commercial Land Use**

The main commercial land uses in the City of Clearlake are located along Lakeshore Drive, Olympic Drive, and Dam Road along Highway 53. Figure 11.1 shows the location of commercial land uses within the City. Lakeshore Drive is considered the downtown corridor within the City and is home to a variety of office, commercial and service-oriented businesses. One of the largest contributions to the local economy is the Wal-Mart supercenter, located on the outskirts of town off Highway 53. This retail store attracts business from outside of the City and acts as a source of sales tax revenue. Its location along a main highway provides direct customer access, but the location along the highway is not integrated with other retail stores. Direct access to and from Wal-mart deters visitors from shopping at other stores within the City, along Lakeshore Drive. Also evident on Figure 11.1 is the low proportion of commercial to

other land use types. Only 199 out of 14,513 City parcels are designated commercial uses. This is approximately 1.4 percent of all parcels and 1.7 percent of the total acreage within the City. It is evident from Figure 11.1 that several areas within the City are not located within close proximity to commercial, service, or office space.

**Figure 11.1 Map of Existing Commercial Use**

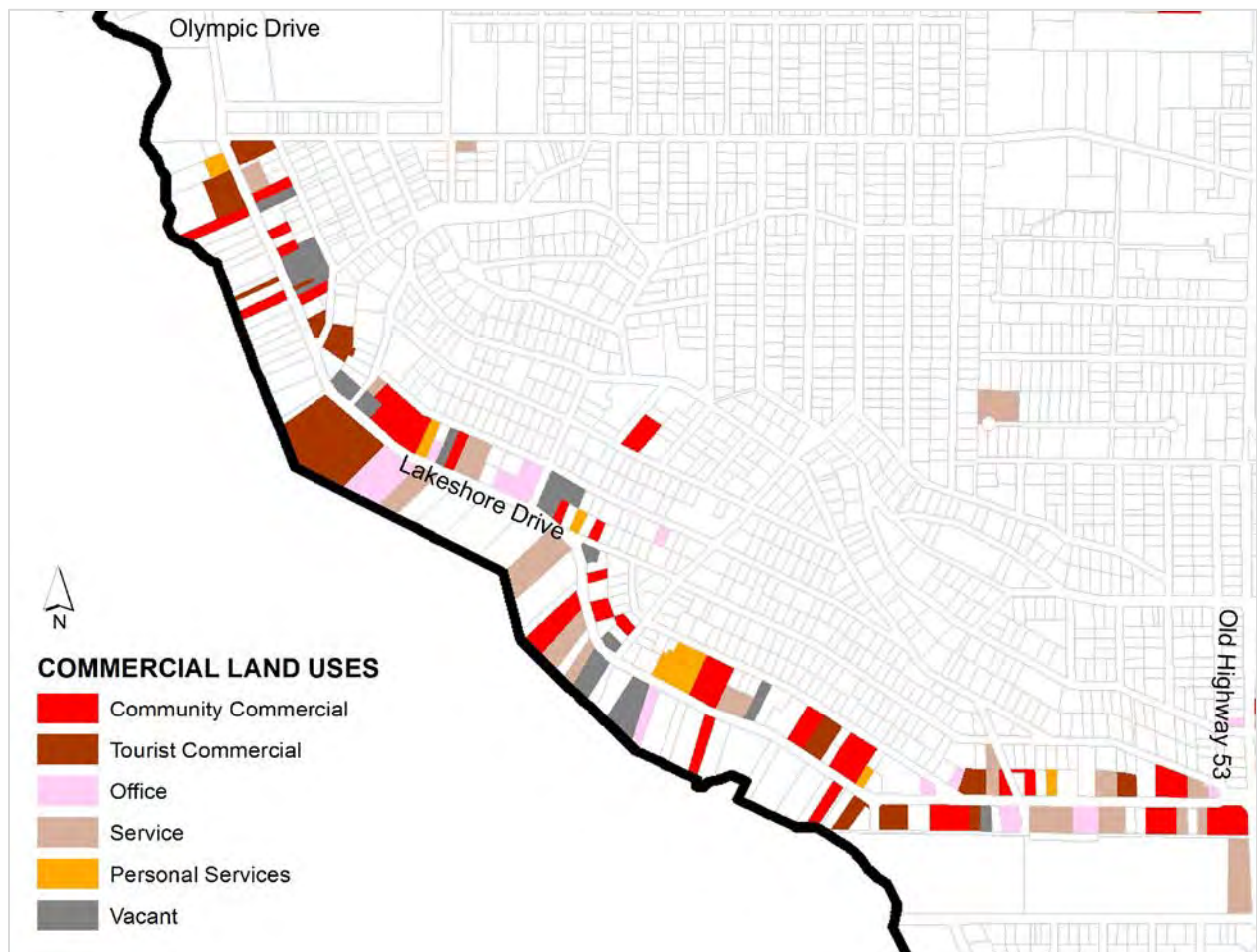


*Cal Poly Land Use Inventory, 2012*

## Lakeshore Drive

Lakeshore Drive is the main commercial corridor within the City and the focus of an on-going long range planning effort to revitalize the downtown and create a more vibrant and lively town center. Lakeshore Drive has limited commercial activity, with a high rate of vacant lots and buildings, as well as a high proportion of office and service uses compared to tourist serving commercial uses. Figure 11.2 shows a close up map of Lakeshore Drive and commercial uses by type.

**Figure 11.2 Lakeshore Drive Corridor**

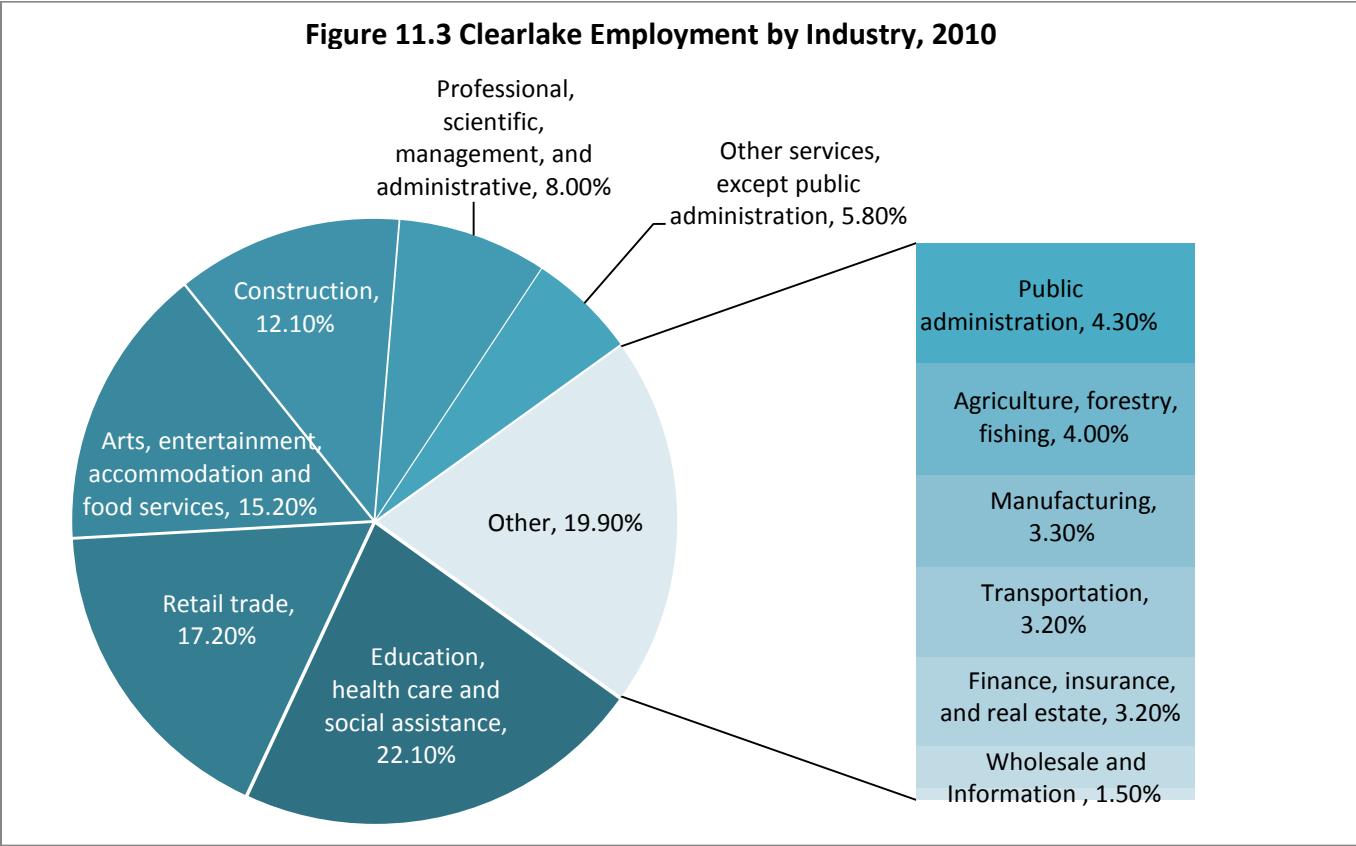


*Cal Poly Land Use Inventory, 2012*

# 3. Employment Statistics

## Top Employment Industries

The main employment industries in the City are education, health care and social assistance; retail trade; arts and entertainment services; and construction. Figure 11.3 shows the breakdown of employment by industry in Clearlake in 2010. Table 11.1 and Figure 11.4 show a summary of employment by industry for the City of Clearlake and Lake County in 2010. The County and City economies are quite different. Compared to Lake County, the City specializes in retail and construction, as indicated by a location quotient greater than 1.0. The City is significantly lacking in the remaining industrial sectors, with the majority of information, manufacturing, and wholesale trade occurring outside of the City. Although information by industry represents employment by sector, it does not indicate the location of employment for Clearlake residents or job sectors within the City.



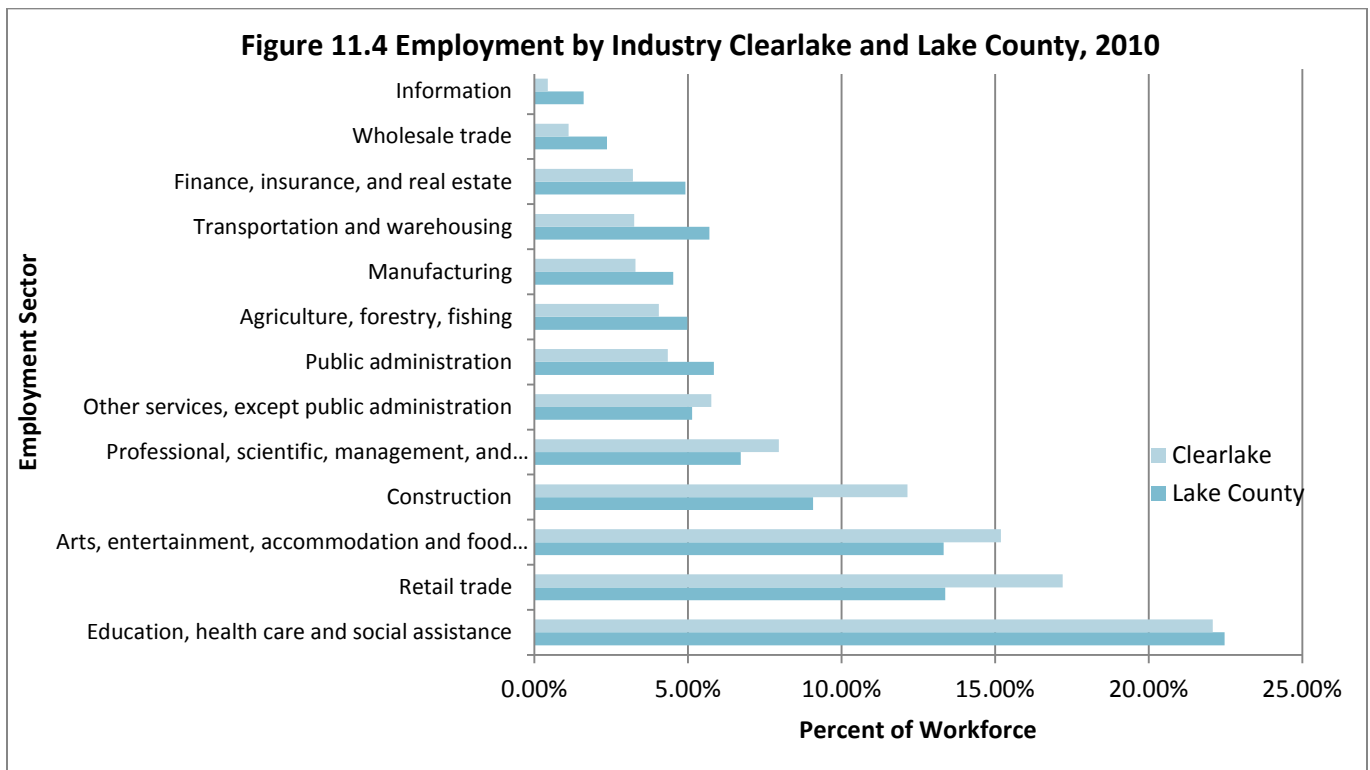
*U.S. Census, ACS 2006-2010 5 Year Estimates, Table DP03: Selected Economic Characteristics*

**Table 11.1 Employment by Industry and Location Quotient, 2010**

Industry	Lake County, California		Clearlake City, California		Location Quotient
	Estimate	Percent	Estimate	Percent	
Civilian employed population 16 years and over	25,625	25,625	4,866	4,866	
Education, health care and social assistance	5,759	22.47%	1,075	22.09%	0.98
Retail trade	3,427	13.37%	837	17.20%	1.29
Arts, entertainment, accommodation and food services	3,414	13.32%	739	15.19%	1.14
Construction	2,326	9.08%	591	12.15%	1.34
Professional, scientific, management, and administrative	1,721	6.72%	387	7.95%	1.18
Other services, except public administration	1,316	5.14%	280	5.75%	1.12
Public administration	1,497	5.84%	211	4.34%	0.74
Agriculture, forestry, fishing	1,275	4.98%	197	4.05%	0.81
Manufacturing	1,157	4.52%	160	3.29%	0.73
Transportation and warehousing	1,459	5.69%	158	3.25%	0.57
Finance, insurance, and real estate	1,260	4.92%	156	3.21%	0.65
Wholesale trade	604	2.36%	54	1.11%	0.47
Information	410	1.60%	21	0.43%	0.27
<b>Total</b>	<b>25,625</b>	<b>100%</b>	<b>4,866</b>	<b>100%</b>	<b>1.00</b>

*U.S. Census, ACS 2006-2010 5 Year Estimates, Table DP03: Selected Economic Characteristics*

**Figure 11.4 Employment by Industry Clearlake and Lake County, 2010**



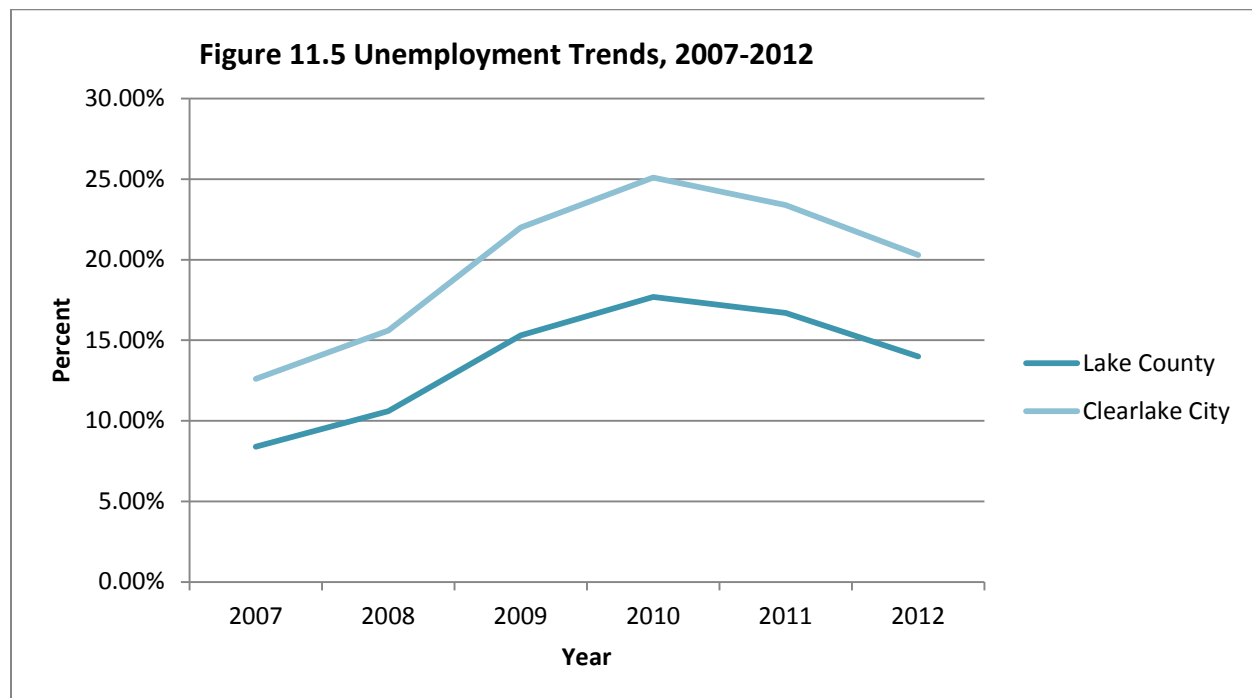
*U.S. Census, ACS 2006-2010 5 Year Estimates, Table DP03: Selected Economic Characteristics*

## Unemployment Trends

In 2010, there were 11,866 Clearlake residents of eligible working age. However, only 50 percent of the eligible population is in the workforce and of those in the workforce, approximately 84 percent were employed as shown in Table 11.2. Not only does this indicate missed opportunities to utilize the available workforce, this suggests other economic difficulties for Clearlake residents and the Clearlake community. Unemployment in Clearlake peaked in 2010 with 25 percent unemployed, 8 percent more than Lake County. Since 2010, the unemployment rate has decreased by 5 percent, to 20 percent unemployed as of August 2012. As Figure 11.5 demonstrates, although the unemployment rate in Clearlake is still higher than the County, this downward trend indicates gradual improvement in joblessness within the City.

	<b>Lake County</b>	<b>Clearlake</b>
Population 16 years and over	51,749	11,866
In labor force	28,210	5,753
Employed	25,625	4,866
Not in labor force	23,539	6,113

*U.S. Census, ACS 2006-2010 5 Year Estimates, Table DP03: Selected Economic Characteristics*

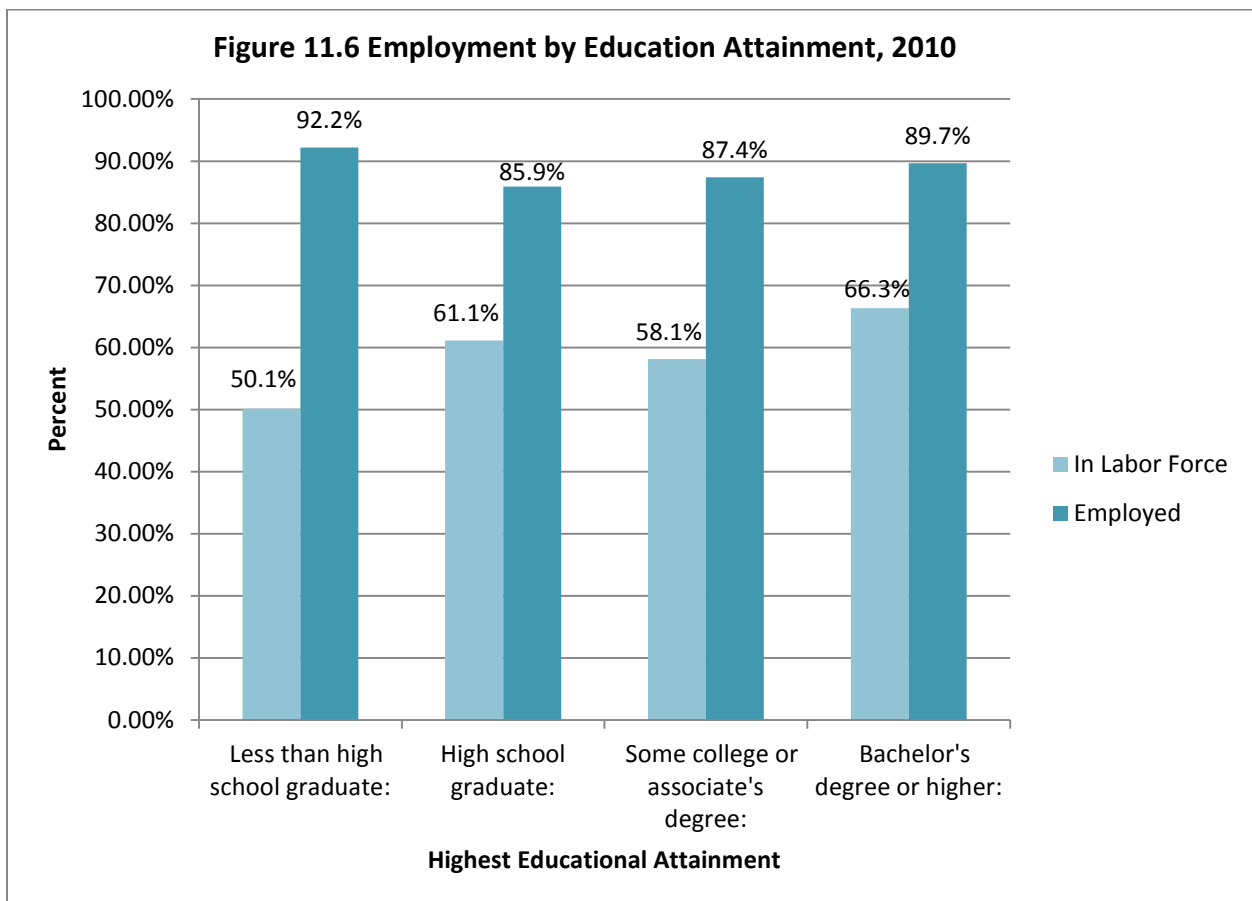


*California Employment Development Department: Labor Market Information*



## Education vs. Employment

In 2010, ten to fifteen percent of Clearlake residents of working age, 25 to 64, with various levels of education were unemployed. Figure 11.6 and Table 11.3 show that the group with the highest of individuals in the workforce had a bachelor’s degree or higher. However, Clearlake residents who had not completed high school had a higher employment rate than individuals with a high school or college degree. While the information provided indicates similar levels of unemployment by level of education attainment, the data does not indicate the location or type of jobs held by residents. The high percent of jobs for workers without a high school degree may indicate a job-skills mismatch, with only part-time or low wage jobs available in the City or region, not suitable for highly educated residents. The group with the highest unemployment rate, 15 percent, includes those with only a high school degree. This group also provides the largest contribution to the available workforce, with 1,722 employed workers in 2010. This is a valuable resource for the City, and as more workers enter retirement, it will be important to utilize this workforce to fill vacant job openings. The City may need to focus efforts on attracting appropriate business opportunities equally matched to this workforces’ skill level, as well as on providing job and vocational training to prepare this workforce for skilled job opportunities.



*U.S. census, ACS 5-year estimates Table b23006: educational attainment by employment status for the population 25 to 64 years*

<b>Table 11.3 Education and Employment, 2010</b>				
<b>Education Level</b>	<b>Population 25 to 64</b>		<b>Employed</b>	
	<b>Total</b>	<b>In labor force</b>	<b>Total</b>	<b>Percent</b>
Less than high school graduate	1,683	844	778	92.1
High school graduate	3,280	2004	1,722	85.9
Some college or associate's degree	2,768	1609	1,406	87.3
Bachelor's degree or higher	511	339	304	89.6
<b>Total</b>	<b>8,242</b>	<b>4,796</b>	<b>4,210</b>	<b>87.7</b>

*U.S. census, ACS 5-year estimates Table B23006: educational attainment by employment status for the population 25 to 64 years*

## 4. Standards and Employment Measures

The performance of a local economy may be measured according to the following criteria:

- Jobs to Resident Ratio
- Jobs to Housing Balance
- Employee Commute Patterns
- Vacant to Occupied Commercial Uses

These criteria can provide indications of economic health when put into perspective against similar data for the region, state, or nation where the City resides.

### Jobs to Resident Ratio.

The City of Clearlake should strive to achieve a 1:1 jobs to resident employment ratio, which would indicate job opportunities for all City residents of working age. In 2010, there were 5,753 workers in the labor force and 4,866 employed residents, while there were only 2,675 jobs in the City, a ratio of 0.46 jobs per resident. This ratio indicates a serious job shortage within the City, as only 46 percent of the employment demand is being met locally. This problem is further exacerbated however, as not all jobs within the City are filled by local residents. More than half (62 percent or 1,656) of the available jobs in Clearlake are occupied by employees living outside of the City. According to the U.S. Census OntheMap data available, shown in Table 11.4, for the City of Clearlake, only 1,019 Clearlake residents live and work within the City. Although there is an adequate supply of workers in Clearlake, this high degree of inflow for workers living outside of the City may indicate a job-employee mismatch. The workforce skill level may not be appropriate for the types of jobs being offered, leading to the low percentage of residents working within the City.

**Table 11.4 Inflow and Outflow Characteristics, City of Clearlake 2010**

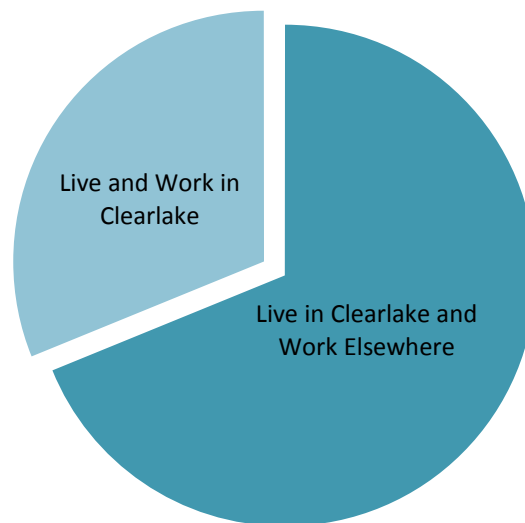
	2010	
	Total	Percent
Total Employed in Clearlake	2,675	100.00%
Employed and Living in Clearlake	1,019	38.10%
Employed in Clearlake but Living Outside	1,656	61.90%

*U.S. Census Bureau, Center for economic studies. City of Clearlake, Inflow and Outflow Characteristics, 2010*

## Jobs to Housing Balance

As illustrated in Figure 11.7, of the 3,268 jobs held by Clearlake residents, 2,249 (69 percent) are jobs located outside the City, requiring Clearlake residents to commute to areas with more job opportunities. As mentioned above, this outflow of the local workforce is matched by an inflow of non-resident employees into the City. A jobs – to - housing ratio is a means to describe the adequacy of local housing resources to meet the needs of the local workforce.

**Figure 11.7 Employment Location for Employed Clearlake Residents, 2010**



*U.S. Census Bureau, Center for economic studies. City of Clearlake, On the Map, 2010*

Achieving the appropriate jobs - to - housing balance within a City entails adequately matching not only the number of housing units to the number of jobs, but also providing appropriate types of housing, which suit the needs of those working within the City. Housing size, price, and location should appeal to the local workforce and encourage workers to live within the City. An indicator that housing and job types are suitably matched is a jobs-housing ratio of 1:1. As of 2010, there were 8,035 housing units in Clearlake and 4,866 employed residents, a job-housing ratio of 0.60. This indicates a surplus of housing compared to the employed labor force, with

more than one housing unit per employed resident. It is important to note, however, in the case of Clearlake that this does not necessarily mean there are surplus vacant units. Clearlake has a history of high unemployment rates, and the low ratio may indicate occupied housing units with an unemployed householder. Nevertheless, the City has a sufficient supply of workforce housing to offer to commuting workers.

The high degree of employee inflow, although there is a surplus of housing availability, indicates lack of suitable housing choices for people working in Clearlake. The available housing options may not be preferable for Clearlake workers, due to location, size, type, or quality. This is typical of a Type 3 jobs-housing imbalance (Weitz, 2003). A Type 3 imbalance is characteristic of a City with too few low-wage employment opportunities for residents combined with too few high-income housing options for employees. The affordability of housing in Clearlake has limited the development of moderate and above-moderate housing options, which is the housing preference for higher paid workers. Both market rate and affordable housing options need to be available, however the excess of affordable options has forced higher earning workers to locate outside of the City. By supplying a variety of housing choices to encourage locally residing employees, travel times and distance can be reduced, roadway congestion can be alleviated, and quality of life can be improved for both workers and residents. Similarly, the City could emphasize economic development in order to attract lower-wage employment opportunities closer to the City, which match the skill level of the available local labor force. Alternatively, training programs may be instituted to upgrade the skill level of residents to meet the needs of local employers and the City can add appropriate housing units to the housing stock.

## Commute for Clearlake Residents

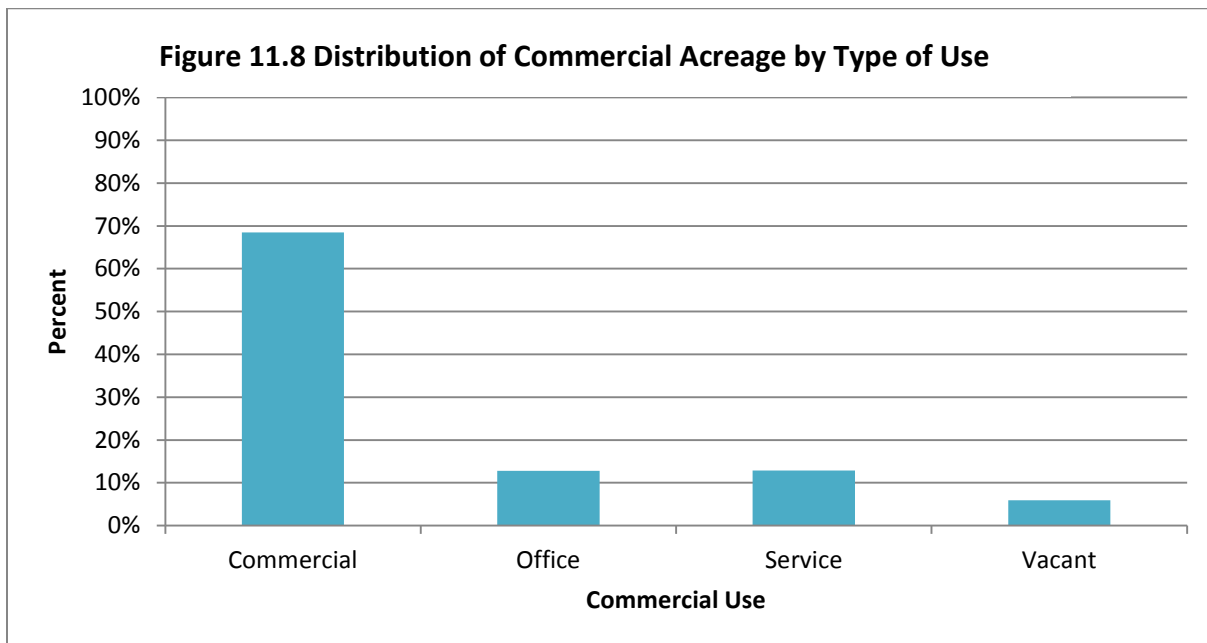
Clearlake accounts for nearly 24 percent of the County population, while only approximately 17 percent of the jobs in Lake County were in Clearlake in 2010. This commute and employment pattern is typical of older residential communities neighboring central business districts and larger urban cities, or in the case of Clearlake, areas of high tourist-related commercial activity. Lack of appropriate jobs for Clearlake residents forces over two-thirds of the City workers to commute outside of the City, and an alternate inflow of commuters to fill the available jobs in the City. Table 11.5 shows the commute distances between the home and work for Clearlake residents in 2010.

<b>Table 11.5 Distance to Work, 2010</b>		
	<b>Number</b>	<b>Percent</b>
Total All Jobs	3,268	100.00%
Less than 10 miles	1,356	41.50%
10 to 24 miles	424	13.00%
25 to 50 miles	483	14.80%
Greater than 50 miles	1,005	30.80%
<i>U.S. Census Bureau, Center for economic studies. City of Clearlake, On the Map, 2010</i>		

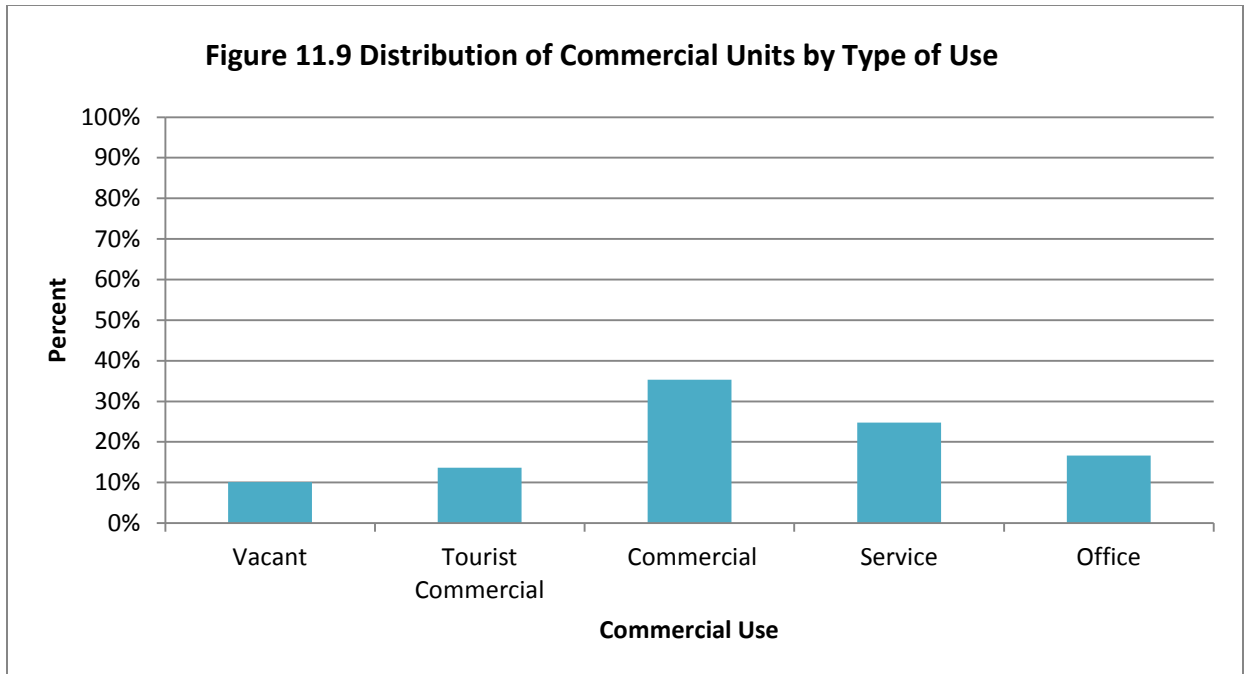
## Vacant-to-Occupied Commercial Space

A detailed land use inventory, completed in October 2012, uncovered information on the number and types of occupied and vacant commercial units within the City of Clearlake. Commercial units include a variety of land uses, with businesses servicing different niches within the community. As shown in Figure 11.8, community and tourist-serving commercial units accounted for 69 percent of all commercial acreage within Clearlake, followed by offices and services both at 13 percent respectively.

Moreover, Figure 11.9 illustrates a 10 percent vacancy rate, approximately 20 units, among all commercial units within the City. Demand is measured by the amount of vacant stock available, and for commercial units to be profitable, an ideal vacancy rate ranges from 0-5 percent. Clearlake's current commercial vacancy rate is more than double the ideal rate, which indicates less than desirable market conditions. High vacancy rates can be attributed to low-market demand for commercial or retail businesses, or economic conditions unable to support the existing businesses. It is important to note that the vacancy rate applies to vacant commercially used structures, and does not indicate the amount of vacant land available for commercial development. Several vacant parcels are located in commercial areas that are not included in this calculation.



*Cal Poly Land Use Inventory, 2012*



*Cal Poly Land Use Inventory, 2012*

## 5. General Economic Outlook

A healthy and diversified economy is vital to a community's quality of life. Businesses provide jobs for locals and generate cash flow and revenue for a City to offer services. With a low budget for economic development, the City of Clearlake will need to effectively and efficiently strategize with local and county agencies and organizations to forge partnerships and programs that would promote and foster the local business community.

### City Budget

The City of Clearlake operates twelve funds, including the City General Fund. The Clearlake City Council unanimously approved the 2012-2013 FY budget in August 2012 with a vote of 4-0. The \$20.3 million budget presented by the City Manager includes \$4.1 million from the City General Fund.

The City Finance Department handles all ordinances regarding claims and payments, purchasing requirements, and receives a Transient Occupancy Tax (TOT). Generally, Clearlake's primary revenue sources come from Vehicle License Fees (VLF), property taxes, and sales taxes. With the recent economic downturn, the budget is conservative and does not base upcoming expenditures on projected, yet unsecured, funding sources.

The City General Fund has no reserves. The General Fund has a positive ending balance, but it is depleted by deficits in the Development Fund. The budget proposes policies to increase revenue and begin to rebuild the reserve by reserving net spendable assets.

At the end of the FY 2013, the General Fund will have a surplus of \$332,295 with a \$322,435 deficit in the Development Fund; leaving only \$9,860 remaining. Suggested reserve amounts should be approximately \$250,000 to rebuild the city reserves. Currently the City is unable to set aside the suggested reserve amount.

Revenues have increased since previous years, and expenses have gone down. General fund revenues are projected to be \$3,907,368, \$40,762 less than the previous year.

## C. EMERGING DIRECTIONS

The City of Clearlake will need to maintain a focus on improving the economic conditions for residents over the next 20 to 30 years. City officials will need to continue to maintain fiscal stability through a balanced budget, and look for opportunities to finance new programs in accordance with the General Plan. The City will need to be careful to not overspend limited financial resources, and dedicate effort to finding grant and other funding sources to keep the momentum going and local residents engaged in the planning process. A major hindrance for the City is the absence of an up to date General Plan with supporting guidelines and objectives to attract and encourage new economic growth. With the development of an updated Plan, the City will need to prioritize business development as a quick remedy of the current economic and employment situation. As shown in Figures 11.1 and 11.2, there are several vacant parcels and commercial units within the City which can accommodate new businesses, and are located in the main commercial areas. The City should concentrate development in these existing commercial areas to help attract customers to existing businesses as well.

## Economic Development Opportunities

### Viticulture and Winemaking

The City of Clearlake and surrounding areas contain open land that is underutilized or vacant, which could be used for harvesting grapes and wine production. With prime soils for viticulture, the Clearlake area has an advantageous environment and climate to grow premium grapes that can rival nearby Napa, Sonoma, and Mendocino Counties. Existing resources for viticulture and wine production are already available, and the City should utilize these resources to obtain an economic advantage in the County. It will be essential for the City to develop and work cohesively with key organizations and regional groups promote wine production and tourist-related services and experiences. The City could collaborate with surrounding Lake County communities, including Kelseyville, Lakeport, Lower Lake, Middletown, and Clearlake Oaks, which have vineyards and tasting rooms, and develop a county wine trail. Wineries that offer tastings and hospitality are a magnet for tourism, and therefore sales tax revenue and local employment opportunities for the City.

## Outdoor Recreation and Activities

One of the prevalent assets for the City of Clearlake is its lakefront location on one of the largest freshwater lakes in California, Clear Lake. However, the lake is plagued with environmental issues such as rotten algae and mercury contamination, making it difficult to enhance lakefront commercial opportunities and water-related activities for tourists and locals. In order to increase tourism and optimize the City's lakefront access, the City needs to develop policies and collaborate with nearby agencies to clean the lake and prevent any additional environmental damage. With a clean and uncontaminated lake, lakefront businesses can work together and optimize services for water-related activities such as fishing, boating, and recreational use. As these services enhance lake usage and attract additional tourism, nearby commercial activity may also benefit from incoming tourists looking for shops, restaurants, and accommodations. In order to take advantage of its picturesque location and economic opportunity, it is important for the City to keep the lake clean and pollution free.

## Arts and Culture

Clearlake has the opportunity to build off existing Lake County arts and entertainment activities to attract regional visitors and business. The only performing arts center is located in Lakeport, on the northwest side of Clear Lake. With availability of land and vacant commercial space, the City could build a theater for performing arts and live entertainment, and attract visitors from near-by Kelseyville and Clearlake Oaks which must drive to Lakeport for performances. This additional visitor activity could act as a supplement to outdoor recreation and tourism, which tend to decrease during the cold, winter months. By establishing a venue for year-round activity, the City would have a constant source of revenue. Additionally, Clearlake is home to several locally owned businesses, restaurants, and lodging facilities. The additional business activity resulting from incoming visitors to a performing arts center would increase revenue for local businesses, and would contribute to an increase in the overall economy. Many of the locally owned shops along Lakeshore Drive are closed in the early evening as business slows. These businesses could re-open at night and act as a venue for acoustic musical performances or small art galleries displaying local artists' work, similar to the 'First Friday Fling' which takes place monthly in Lakeport.

## Regional Shopping

Shopping opportunities in Lake County are limited and consist of mostly small boutiques with an assortment of products from local merchants. While this type of retail shop contributes to the small town charm of the County and provides a unique shopping experience for visitors and tourists, the shopping needs of local residents are unmet. Clearlake has the Clearlake Shopping Center which has a Wal-mart Store as well as a few chain restaurant dining options; however, the surrounding land is vacant. The adjacent area along SR 53, Old Highway 53, and Dam Road could be developed as a regional shopping center to serve the daily needs of Lake County residents. New commercial development could benefit from the business generated from the Wal-mart, and provide the retail shopping needs suited to locals instead of tourists. While Lakeshore Drive can be developed as a tourist serving commercial corridor, focused on dining,



lodging, and unique locally owned businesses, the area along SR 53 could serve a different purpose. Providing the regular shopping needs of locals could provide sales tax revenue for the City and attract business from other unincorporated Lake County communities.

## Community Feedback

The performance measures that were discussed in this chapter can be used to help guide decision making into the future. Housing, development, and employment policies should be coordinated to achieve an ideal balance. The lack of appropriate jobs for Clearlake residents, combined with the surplus of unsuitable housing for Clearlake workers, has led to a vast employment imbalance within the region. Addressing this disparity of jobs and housing will improve the quality of life and economic health of residents within Clearlake and Lake County. In order to correct the imbalance, the City will need to attract employers that can accommodate the skill-level of the existing labor force. Community members participating in the second community meeting preferred locally owned businesses as well as larger 'big-box' retail stores similar to Wal-Mart, which not only boost the local economy, but can provide increased employment. Although large retail centers may provide a quick fix and easily accessible jobs, the community should consider the type of jobs and business that the City should attract and encourage new businesses which will provide workers full time employment for a living wage in a relatively low-income community. A labor force that commutes outside of the City for higher or lower wage jobs is neither environmentally or economically sustainable. The City would benefit by improving the supply of market rate housing for Clearlake workers who are living outside of the City.

The community feedback during the first community meeting, held on October 27, 2012, is consistent with the findings from this chapter. At this meeting, the jobs and housing imbalance within the City was directly addressed. The lack of employment opportunity was a major focus during the meeting, with the majority of community members indicating that the lack of job and business variety was one of the main anchors of the community. Similarly, the community wished for more jobs, better paying jobs, and job training. As education can also be a limiting factor, several meeting participants voiced the need for increasing adult education opportunities, to create a strong and well-skilled labor force. This notion was confirmed during the second community meeting on November 10, 2012, with community members showing a preference for skilled-labor type jobs and community facilities which offered job training programs. The other focus of the community meeting was the need to encourage economic development along Lakeshore Drive, creating a tourist destination that will attract visitors and serve local residents alike. Although large retail centers, similar to the existing Wal-Mart may provide increased jobs and sales tax revenue, the community agreed that downtown should be developed to encourage more sustained commercial activity along the lake. Further, these goals coincide with the need to clean up Clear Lake's water quality and appearance. As one of the City's biggest assets, the Lake should be clean and attractive for visitors. Both shopping and eco-tourism were mentioned by community members as tactics to improve the local economy.

The goals and wishes identified in the community meeting also appear consistent with the 2007 Clearlake Vision Task Force document, which identifies long-term goals for the Clearlake community. The Vision will play an integral role throughout the development of the General Plan Update, and provides insight to the community's long-term goals and priorities. The Task Force has not only identified long-range goals for the City of Clearlake, but also discussed ways in which to achieve these goals. Key goals and objectives from the Vision Task Force are to:

Establish the City as the retail center for the county by providing a wide range of retail needs for all types of visitors and residents throughout the year, and welcome tourists into the community to take full advantage of the beautiful scenery and lakeside location of the City. Clearlake should be a vacation destination, offering services and facilities to all types of travelers.

It will be important to reflect on the 2007 Vision Task Force report to reiterate the goals identified in 2007 and the goals discussed in the course of this plan. The Vision report will act as a valuable source of background information, and will guide the development of goals, objectives, policies, and programs.

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