

*Chapter Two*  
**ECONOMIC DEVELOPMENT**

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General Plan for the City of Bishop  
**Chapter Two - Economic Development**

**Table of Contents**

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<u>Section</u>	<u>Page</u>
I. INTRODUCTION . . . . .	1
II. OPPORTUNITIES & CONSTRAINTS FOR ECONOMIC DEVELOPMENT . . . . .	1
A. Economic Opportunities . . . . .	1
1. Enhancing Retail Sales . . . . .	1
2. Increasing Lodging Facilities . . . . .	2
3. Increasing Community College Facilities . . . . .	2
4. Enhancing Tourism, Conference and Meeting Activities . . . . .	2
5. Increased Utilization of Bishop Airport . . . . .	3
6. Increased Supply of Developable Land . . . . .	3
B. Economic Constraints . . . . .	3
1. Lack of Available Land . . . . .	3
2. Lack of Affordable Housing . . . . .	3
3. Lack of Financing . . . . .	4
4. Lack of Appropriate and Adequate Facilities . . . . .	4
5. Lack of Lodging for Expanded Tourism . . . . .	4
6. Lack of Outside Promotion . . . . .	4
C. Economic Issues . . . . .	4
1. Short-Range versus Long-Range Economic Strategy . . . . .	4
2. Increase the Supply of Developable Land . . . . .	4
3. Increase Tourism . . . . .	5
4. Improve Community Facilities . . . . .	5
5. Promotional Activities . . . . .	5
6. Industrial Development . . . . .	5
7. Financing . . . . .	5
III. ECONOMIC DATA AND ANALYSIS . . . . .	6
A. Taxable Retail Sales in Bishop . . . . .	6
B. Locally Generated Taxable Retail Sales . . . . .	7
C. Seasonal Variation in Taxable Retail Sales . . . . .	7
D. Summary of Retail Findings . . . . .	8
1. Employment Trends 1983 - 1989 . . . . .	8
IV. GOALS, STRATEGIES & ACTIONS . . . . .	14

General Plan for The City of Bishop  
**Chapter Two - Economic Development**

**Table of Contents - Continued**

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**List of Figures**

<u>Figure</u>	<u>Page</u>
---------------	-------------

**List of Tables**

<u>Table</u>	<u>Page</u>
2-1 Taxable Retail Sales in the City of Bishop (Thousands of 1990 Dollars) . . . . .	6
2-2 Estimation of Locally Generated Retail Sales . . . . .	7
2-3 Seasonal Variation in Taxable Retail Sales . . . . .	8
2-4 Employment Trends - Inyo and Mono Counties 1983-1989 . . . . .	9
2-5 Employment Trends - Inyo County 1983-1989 . . . . .	10
2-6 Employment Trends for Bishop and Adjacent Areas (Zip Code 93514) 1983-1989 . . . . .	11
2-7 Summary of Employment Trends Inyo and Mono Counties versus Bishop 1983-1989 . . . . .	12
2-8 Population by Age in Inyo County . . . . .	12
2-9 Population, Housing and Average Household Size . . . . .	12
2-10 Ethnicity of Inyo County Residents (Percentage) . . . . .	13
2-11 Ethnicity of Inyo County Residents . . . . .	13
2-12 Population Density of Inyo County . . . . .	13

# ECONOMIC DEVELOPMENT

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## I. INTRODUCTION

The Economic Development Element of the Bishop General Plan identifies economic issues and provides essential economic information for the City of Bishop and the Greater Bishop Area. The purpose of this analysis is to help identify major areas of economic concern by addressing the following topics:

- Economic Opportunities and Constraints
- Economic Issues
- Economic Data and Analysis

Economic opportunities in the City of Bishop include enhancement of retail sales and expansion of the tourism industry. Constraints include lack of housing, lack of readily developable land, and lack of financing and adequate facilities to serve the Bishop area.

Economic issues discussed address the short range and long range opportunities and constraints. This raises questions regarding the key economic issues.

The economic data and analysis section includes background information for the Bishop area and Bishop's share of economic growth within Inyo and Mono counties. Data includes information on retail sales, employment trends from 1983 to 1989, and 1990 Census data.

## II. OPPORTUNITIES & CONSTRAINTS FOR ECONOMIC DEVELOPMENT

### A. Economic Opportunities

#### 1. Enhancing Retail Sales

The City is currently facilitating the development of a factory outlet mall of about 150,000 square feet in the northeast part of the City along Highway 395. The outlet mall will include an adjacent shopping center of about 21,000 square feet. The Agency will transfer the land from the Los Angeles Department of Water and power (DWP) to the developer through a double escrow.

The development of the outlet mall and adjacent retail center may provide a nucleus for development of other adjacent activities, including commercial recreation or lodging activities.

## 2. Increasing Lodging Facilities

Currently, three lodging projects are in the planning or permitting stage:

Days Inn	34 units
Comfort Inn	124 units (has permit for 60 units)
Super 8	65 units
Super 8	<u>-34 units</u> (tear down existing units)
<b>Total</b>	<b>189 units</b>

These above lodging developments will provide generally smaller rooms of medium quality.

## 3. Increasing Community College Facilities

Currently, Cerro Coso Community College is in the Bishop area with about 200 students. Another community college, which is in the planning stage, may annex to Cerro Coso.

## 4. Enhancing Tourism, Conference and Meeting Activities

There is an untapped market for small and medium sized tourist, business, and professional meetings, as discussed below.

**Association Meetings** — There are a number of Southern California Associations which hold annual business-pleasure meetings at resort and recreation areas. The following is a brief sampling:

- Association of General Contractors  
Annual meeting of 50-60 people  
No vendors; audio-video presentations
- Southern California Rock Products Association  
Annual conference of 200 people  
No vendors; audio-visual presentations
- Los Angeles Trial Lawyers Associations  
Summer Meeting: 300 people  
20 table top vendors; audio-visual presentations
- Business Industry Trade Council of Southern California  
Four meetings annually, each of 200 people (attorneys, bankers, etc.)  
15-20 table top vendors; audio-visual presentations
- California Broadcasters Association  
Annual meeting of 200-300 people  
12-20 table top vendors; audio-visual presentation

**Small Business Conferences** — Small business conferences, with participants of 100 and under, represent additional opportunities for increasing visitors to Bishop. The target companies for these conferences include those with large managerial sales staff:

- Soft drink, beer, wine and liquor distributors
- Insurance, real estate
- Computers and vending concerns
- Stockbrokers, banks and savings and loans

These groups would need meeting facilities, audio-visual equipment, and planned recreational activities.

**Year-Round Visitor Traffic** — Recreation Vehicle (RV) clubs have monthly rallies, usually including between 50 and 200 vehicles, with an average of 2.35 people per RV. Businesses benefiting would be general merchandising, sporting goods, grocery and convenience stores, restaurants, gas stations, and entertainment (movies, bowling, etc.). Local inducement for such events can include a welcome pancake breakfast, square dance, guided fishing, hiking and horseback activities.

One-day events, such as, "A Taste of Bishop," could feature food sampling and beverages supplied by local restaurants, with proceeds benefitting local charities.

#### 5. **Increased Utilization of Bishop Airport**

The general aviation Bishop Airport, which is operated by Inyo County, currently offers two commercial flights per day. These flight area operated by Alpha Air, using 19 passenger Beechcraft 1990 planes. Charter flights make occasional use of the airport. The airport's longest runway is 7,500 feet, sufficient to accommodate Boeing 737 jets. Increased charter and commercial lights would be accommodated as tourism and convention and conference activities are expanded.

#### 6. **Increased Supply of Developable Land**

There is a need to work with the Los Angeles DWP to establish a long range plan for releasing land for housing and economic growth. The General Plan will be a key guiding document and process in achieving this land release policy.

### **B. Economic Constraints**

#### 1. **Lack of Available Land**

The ownership and slow release of land by the DWP is a major constraint on the implementation of economic development plans.

#### 2. **Lack of Affordable Housing**

The current shortage of adequate affordable housing, and the land constraint on the development of housing will slow economic growth.

### **3. Lack of Financing**

Bishop presently does not have tax increment financing powers, not having established a Redevelopment Plan and Project Area for Bishop's redevelopment agency which could use certificates of participation for debt financing. These certificate are secured by a pledge of City general fund revenues. If projects such as the factory outlet mall increase the City's general fund surpluses, financing options may be increased. The formation of a Redevelopment Plan and Project Area may provide an additional substantial funding source.

### **4. Lack of Appropriate and Adequate Facilities**

The City lacks a modern community meeting facility to host local groups and conference and tourist activities. facilities currently in use include the Elks and Masonic Lodges, the fairgrounds and the golf course clubhouse. The City of Ridgecrest opened a facility in December 1989 which may serve as a model for Bishop. The Ridgecrest facility is a multipurpose center with a gymnasium floor and banquet hall. When converted into one large room, this facility can seat up to 1,000 people. The facility can also be broken up into four smaller meeting rooms. There are ancillary rooms for meetings, day care, exercise and racquetball. The Ridgecrest facility is currently used by local community and school groups.

### **5. Lack of Lodging for Expanded Tourism**

According to the Bishop Chamber of Commerce, the Greater Bishop Area has about 1,000 motel rooms, 2,000 recreation vehicle (RV) spaces, and the potential for parking about 1,200 additional Rvs at the fairgrounds. If conference and convention tourism is to be attracted to Bishop, higher quality lodging facilities will need to be provided. Of 771 lodging rooms listed by the Chamber of Commerce as of October 1991, some 553, or about 68 percent had a AAA rating.

### **6. Lack of Outside Promotion**

The Chamber of Commerce provides extensive promotional materials within Bishop, but provides limited promotion outside the Greater Bishop Area. Several years ago there was an attempt by the Chamber at outside promotion with a limited budget of \$7,000, but this program could not be sustained with this budget.

## **C. Economic Issues**

### **1. Short-Range versus Long-Range Economic Strategy**

While the long range plan is being implemented, continue to pursue short range actions than will enhance retail sales, lodging and tourism.

### **2. Increase the Supply of Developable Land**

The City should work with DWP to develop a long range plan for releasing land to housing and economic development.

**3. Increase Tourism**

There is a need to identify the level of desired increases in tourism, and the types of groups which should be sought.

**4. Improve Community Facilities**

As tourism expands, the required mix and quantity of lodging facilities will change. Expansion of RV facilities is a related issue.

**5. Promotional Activities**

Currently, Bishop conducts very little outside promotion. If increased tourism is sought, the Chamber of Commerce might be the appropriate organization to provide this service. This promotion would require increased funding for part time staffing and promotional materials.

**6. Industrial Development**

Should the City desire to promote industrial development, prospective industries will require a skilled labor force and available housing. Currently, the demand for light manufacturing has been limited, although some land is available for industrial expansion.

**7. Financing**

Limited financial resources are available for economic development. Currently, the City's general fund is the main financing source. A comprehensive financing strategy, the General Plan, and an economic development plan should be more closely integrated.

### III. ECONOMIC DATA AND ANALYSIS

#### A. Taxable Retail Sales in Bishop

Table 2-1 shows taxable retail sales by quarter for the City of Bishop for 1990. Sales are shown by retail category, based upon California State Board of Equalization data. Total taxable sales in Bishop for 1990 amounted to \$94.48 million. The greatest share of these retail sales, at 19.5 percent of the total, was generated by auto dealers and auto supplies stores. Service stations generated the next largest share, at 18.1 percent. General merchandise stores and eating and drinking places each generated about 15 percent of the total.

Retail Category	First Quarter 1990	Second Quarter 1990	Third Quarter 1990	Fourth Quarter 1990	Total Year 1990	Percent of All Retail Sales
Apparel Stores	415	530	528	557	2,030	2.1
General Merchandise	2,759	3,542	3,648	4,738	14,687	15.5
Drug Stores/1 Food Stores						0.0
Packaged Liquor Stores	859	1,095	1,576	1,121	4,651	4.9
Eating and Drinking Places	335	389	399		1,123	1.2
Home Furnishings/Appliances	332	352	381	162	1,227	1.3
Bldg. Materials/Farm Implements	2,006	3,027	3,200	2,275	10,508	11.1
Auto Dealers and Auto Supplies	4,435	4,901	4,659	4,406	18,401	19.5
Service Stations	3,620	4,471	5,877	3,178	17,146	18.1
Other Retail Stores	1,891	2,884	2,455	2,702	9,932	10.5
<b>Total</b>	<b>\$19,881</b>	<b>\$25,334</b>	<b>\$27,031</b>	<b>\$22,230</b>	<b>\$94,476</b>	<b>100.00</b>
<b>Percent of Total by Quarter</b>	<b>21.0</b>	<b>26.8</b>	<b>28.6</b>	<b>23.5</b>	<b>100.0</b>	
Source: Stanley R. Hoffman Associates, Inc. California State Board of Equalization, Taxable Sales in California, 1990						
Note: 1. Taxable sales not reported because of confidentiality; taxable sales from drug stores reported under "Other Retail Stores" category.						

## B. Locally Generated Taxable Retail Sales

Retail sales in Bishop amount to about \$25,400 per capita, compared to the statewide average of about \$6,100 per capita. This high per capita figure reflects the fact that a large portion of retail sales in Bishop are generated by drive-through and tourist demand and from people living outside the City. Table 2-2 presents an estimate of the share of total taxable retail sales that was generated by residents of Bishop, column 1, and the Greater Bishop Area, column 2. As shown, the 1,779 households in Bishop are estimated to generate about \$13.786 million in taxable retail sales, about 14.6 percent of total taxable retail sales. The 4,560 households in the Greater Bishop Area are estimated to generate about \$35.337 million in taxable retail sales, or about 37.4 percent of total taxable retail sales.

<b>Table 2-2</b>		
<b>Estimation of Locally Generated Retail Sales</b>		
	<b>Retail Trade Area</b>	
	<b>City of Bishop</b>	<b>Greater Bishop Area</b>
Number of Households	1,779	4,560
Estimated Average Household Income (1)	\$22,792	\$22,792
Aggregate Household Income (\$1,000s)	\$40,547	\$103,932
Estimated Expenditure-Taxable Retail Sales @ 34% of Household Income	\$13,786	\$35,337
Actual Taxable Sales in Bishop, 1990	\$94,476	\$94,476
Percent of Total Taxable Retail Sales Generated From Local Households	14.6	37.4
Source: Stanley R. Hoffman Associates, Inc. The Planning Center Note: 1. Estimated average household income based on 1989 estimate of \$21,000 adjusted using the consumer price index, an increase of 8.5 percent.		

## C. Seasonal Variation in Taxable Retail Sales

The percentage share of total annual taxable retail sales occurring in each quarter for the City of Bishop and for California is shown in Table 2-3. Retail sales in Bishop are highest during the second and third quarters, corresponding to the summer vacation months. The fourth quarter, traditionally a strong period for retailing, because of Christmas demand, shows a lower percentage for Bishop than the second and third quarters. For California as a whole, however, the fourth quarter has the greatest share of retail sales of all quarters. The high proportion of retail sales during the second and third quarters indicates increased sales to travelers passing through Bishop on Route 395 and increased destination tourism in Bishop during the summer months.

This pattern of increased sales during the summer months is particularly reflected in sales from service stations, for which 34.2 percent of the annual sales occur during the third quarter alone. Other retail types, such as eating and drinking places, and auto dealers and auto supplies show significant increases during second and third quarters. Sales in general merchandise, other retail stores, and apparel stores are highest in the fourth quarter, however, reflecting their connection to the Christmas season.

<b>Share of Total Taxable Retail Sales</b>				
<b>Area</b>	<b>First Quarter</b>	<b>Second Quarter</b>	<b>Third Quarter</b>	<b>Fourth Quarter</b>
City of Bishop	21.0	26.8	28.6	23.5
California	23.1	24.9	25.2	26.8

Source: California State Board of Equalization, Taxable Sales in California, 1990.

#### **D. Summary of Retail Findings**

The following points summarize the key findings about retail trade in Bishop:

- Bishop is capturing a significant amount of retail sales dollars from sources outside the City and the greater Bishop area.
- About 14.6 percent of all retail sales in Bishop are generated by the population living in the City of Bishop.
- About 37.4 percent of all retail sales in Bishop are generated by the population within the Greater Bishop Area.
- About 62.6 percent of all retail sales in Bishop are generated by population outside the Greater Bishop Area. These sales are generated primarily by drive-through traffic and destination tourism.
- Bishop's retail sales are highest during the period from April to September. These sales are linked to the tourism industry associated with the summer months.

##### **1. Employment Trends 1983 - 1989**

###### **Inyo and Mono Counties**

Table 2-4 shows the employment trends from 1983 to 1989 for Inyo and Mono Counties combined. Employment for the two counties in 1983 is estimated at 11,425 employees, increasing to an estimated 13,275 employees in 1989. This employment growth represents an increase of approximately 16.2 percent over the 6-year period, or an average annual growth rate of 2.5 percent. This rate is significantly below the statewide average annual growth rate of 3.8 percent.

The growth increment for Inyo and Mono Counties is estimated at 308 employees per year. The largest increases over the entire 1983-1989 period occurred in services (1,450 jobs), retail trade (500 jobs), and construction (250 jobs). Wholesale trade added 100 jobs, and all other industry division showed employment declines.

<b>Table 2-4 Employment Trends Inyo and Mono Counties 1983-1989</b>			
<b>Industry Division</b>	<b>1983</b>	<b>1989</b>	<b>Change 1983-1989</b>
Agriculture, forestry, fisheries	200	100	(100)
Mining and manufacturing	850	625	(225)
Construction	475	725	250
Transportation, communication, utilities	475	375	(100)
Wholesale trade	250	350	100
Retail trade	2,750	3,250	500
Finance, insurance, real estate	475	475	0
Services	2,875	4,325	1,450
Government	3,075	3,075	(25)
<b>TOTAL</b>	<b>11,425</b>	<b>13,275</b>	<b>1,850</b>
Source: Stanley R. Hoffman Associates, Inc. California Employment Development Dept., Annual Planning Information. Inyo and Mono Counties, August 1991.			

### Inyo County

Table 2-5 presents the employment trends from the years 1983 to 1989 for the Inyo County. Total employment for the County in 1983 is estimated at 6,734 employees, increasing to an estimated 7,355 employees in 1989. This represents an increase in employment of approximately 9.2 percent over the 6-year period, or an average annual growth rate of 1.5 percent.

The growth increment for Inyo county is estimated at 104 employees per year. The largest percentage increases occurred in retail trade at 18.2 percent and government at 15.4 percent.

In 1989, Inyo county represented about 55 percent of the total employment of the two county area.

<b>Table 2-6 Employment Trends for Bishop and Adjacent Areas (Zip Code 93514) 1983-1989</b>			
Industry Division	1983	1989	Change 1983-1989
Agriculture, forestry, fisheries	109	112	3
Mining	153	176	23
Manufacturing	242	209	(33)
Subtotal Mining and Manufacturing	395	385	(10)
Construction	119	202	83
Transportation, communication, utilities	221	179	(42)
Wholesale trade	178	234	56
Retail trade	1,348	1,503	155
Finance, insurance, real estate	218	159	(59)
Services	897	1,145	248
Government	623	735	112
<b>TOTAL</b>	<b>4,108</b>	<b>4,654</b>	<b>546</b>
Source: Stanley R. Hoffman Associates, Inc. Market Statistics.			
Note: Adjacent area includes the following communities:			
Bishop	Bishop Creek	Chalfant Valley	
Laws	Pine Creek	Round Valley	
Rovana	Small Meadows	Tom's Place	
	Wilerson Ranch		

### Bishop Area as a Share of Inyo and Mono Counties

As presented in Table 2-7, Bishop's share of all employment in Inyo and Mono counties combined has dropped slightly from 36.0 percent in 1983 to 35.1 percent in 1989. When compared to Inyo county alone, Bishop's share of county employment has increased slightly from 61.0 percent in 1983 to 63.3 percent in 1989 of total Inyo County employment.

<b>Table 2-7</b>				
<b>Summary of Employment Trends</b>				
<b>Inyo and Mono Counties versus Bishop 1983-1989</b>				
	1983	1989	Change 1983-1989	Percent Change 1983-1989
Inyo and Mono Counties	11,425	13,275	1,850	16.2%
Bishop (93514)	4,108	4,654	546	13.3
Bishop as percent of two county area	36.0	35.1	29.5	
Inyo County	6,734	7,355	621	9.2
Bishop (93514)	4,108	4,654	546	13.3
Bishop as percent of Inyo county	61.0	63.3	87.9	
Source: Stanley R. Hoffman Associates, Inc. California Employment Development Department, annual Planning Information. Inyo and Mono Counties, August 1991. Market Statistics.				

<b>Table 2-8</b>				
<b>Population by Age in Inyo County</b>				
Area Name	Under 18	Over 18	Total Population	Percent Under 18
Inyo County	4,437	13,844	18,281	24.27
City of Bishop	724	2,751	3,475	20.83
Dixon Ln.- Meadow Ck.	629	1,932	2,561	24.56
West Bishop	746	2,162	2,908	25.65
Bishop Reservation	505	903	1,408	32.79
Greater Bishop	2,604	7,748	10,352	25.15

<b>Table 2-9</b>			
<b>Population, Housing and Average Household Size</b>			
Area Name	Total Population	Number of Housing Units	Average Household Size
Inyo County	18,281	8,712	2.10
City of Bishop	3,475	1,779	1.95
Dixon Ln.-Meadow Ck.	2,561	1,141	2.24
West Bishop	2,908	1,133	2.57
Bishop Reservation	1,408	507	2.78
Greater Bishop	10,352	4,560	2.27
Source: Inyo County Planning Department. 1990 Census.			

Area Name	White	Native American	Asian	Black	Hispanic	Total
Inyo County	83.6	10.0	1.0	0.4	8.4	18,281
City of Bishop	92.8	1.5	1.7	0.2	11.4	3,475
Dixon Ln.- Meadow Ck.	96.1	1.2	1.0	0.1	6.4	2,561
West Bishop	97.2	1.4	0.7	0.1	4.1	2,908
Bishop Reservation	30.8	66.4	0.4	0.0	13.4	1,408
Greater Bishop	86.4	10.2	1.0	0.1	8.4	10,352

Area Name	White	Native American	Asian	Black	Hispanic	Total
Inyo County	15,777	1,826	178	79	1,536	18,281
City of Bishop	3,226	53	59	8	395	3,475
Dixon Ln.- Meadow Ck.	2,462	31	25	2	164	2,561
West Bishop	2,826	42	19	2	120	2,908
Bishop Reservation	433	935	5	0	188	1,408
Greater Bishop	8,947	1,061	108	12	867	10,352

Source: Inyo County Planning Department.  
1990 Census.

Area Name	Total Population	Land Area (sq. mi.)	Population Density (Population/sq. mi.)
Inyo County	18,281	10,192.06	1.79
City of Bishop	3,475	1.75	1,984.58
Dixon Ln.-Meadow Ck.	2,561	8.74	332.80
West Bishop	2,908	1.36	1,036.82
Bishop Reservation	1,408	1.36	1,036.82
Greater Bishop	10,352	15.26	678.46

Source: Inyo County Planning Department.  
1990 Census.

## IV. GOALS, STRATEGIES & ACTIONS

The primary goal of the Economic Development Element is to provide the City with direction for stimulating the overall economic conditions and identify programs (actions) that will be necessary to achieve that end. As stated earlier, the primary issues that relate to the economic vitality of Bishop center around the recreation/tourist industry, housing opportunities, re-vitalization of the downtown commercial core, and expansion of the industrial/educational sector. This activity must provide a basis for future economic growth while assuring that the integrity of the community environment is left intact.

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**Primary Goal**      **To maintain and enhance the high quality of life for the City's residents by developing and sustaining a strong and diverse economic base.**

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This goal can be achieved through the implementation of the goals, strategies, and actions contained below. These are the policy level programs which will help stimulate the local economy and provide for a stronger, more diverse economic base.

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**Goal 1**      **To capture a larger share of the tourist dollars that pass through the City.**

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- Policy 1.1**      Expand and/or enhance the recreational opportunities that currently exist within the City and the surrounding region.
- Policy 1.2**      Upgrade the quality and quantity of lodging facilities within the City.
- Policy 1.3**      Encourage the development of recreational facilities and programs both in the private and public sector.
- Policy 1.4**      Coordinate tourist and recreational activities with various agencies, including Inyo County, National Parks Service, and the State Department of Forestry.
- Policy 1.5**      Provide additional facilities for business retreats, conventions, trade shows/expos, and other small to moderate size organizations.

*Actions*

1.      Develop the proposed Community Center as a multi-purpose facility that can accommodate a wide range of civic, cultural, and recreational activities, including conventions, trade shows, etc.
2.      Promote the establishment of a tourist/convention bureau, possibly in conjunction with the Chamber of Commerce, whose responsibility will be to actively promote the community's recreational attributes, as well as opportunities to capitalize on the conference center/convention market potential.

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**Goal 2**      **To diversify the local economy by creating opportunity for light industry.**


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**Policy 2.1**      Allow development of vacant industrial land use areas of the City into job-rich light industrial facilities and capitalize on the existing labor force.

**Policy 2.2**      Increase the role of the educational system to provide jobs by expanding the courses that are currently offered to students. The courses offered should capitalize on the local attributes, including recreation, geology, soil science, agriculture, forestry, etc.

**Policy 2.3**      Assist local (existing) industrial manufacturers in attracting new business opportunities through programs similar to those established for the tourist industry, such as the organization of an industrial/educational council or league.

**Policy 2.4**      Increase the utilization of the Bishop Airport and the surrounding land to stimulate business development within the City and the surrounding area. It could be useful, but not necessary, to develop businesses and industry at the airport. Proximity and accessibility can be just as advantageous as being located on the flight line.

*Actions*

1.      Coordinate with the DWP and prepare a strategic master plan that will create the momentum for phased light industrial development. This program must involve a high degree of planning on behalf of both the City and the DWP, but will ensure that the highest and best use can be achieved on those properties, including the airport.

2.      Assist the Community College in expanding the existing curricula by providing various support mechanisms, financial aid programs, job placement assistance, etc.

3.      Appoint, or encourage the Chamber of Commerce to develop, a Business Action Committee, whose purpose is to identify potential businesses that could locate in Bishop and can provide information that will help attract them to locate in the City.

4.      Facilitate the development of the factory outlet mall and encourage spill over development to allow for a mix of uses, including commercial, recreation or lodging facilities.

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**Goal 3**      **To preserve and protect the City's economic core: the downtown business district.**


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**Policy 3.1**      Assure that the downtown business district remains a viable economic hub of the City, especially for residents of the immediate and surrounding community.

**Policy 3.2**      Provide direct input on all transportation alternatives that may be presented for Highway 395 by Inyo County and Caltrans, especially in regard to the impact that such alternatives will have on the economics of the downtown.

- Policy 3.3** Maintain as much control as possible on the decision making process which will be established for any circulation improvement plans by Inyo County and Caltrans.
- Policy 3.4** Enhancement/beautification of the downtown should be considered which will increase marketability and generate increased revenues.

*Actions*

1. Recommend the preparation of a downtown/Highway 395 corridor study that will focus on circulation, economic impact, safety, noise, and other issues. This study must be coordinated with the Bishop Transportation Improvement Study that is being sponsored by Inyo County. Such coordination will result in a complementary relationship to the transportation plan and the Bishop General Plan.
2. Recommend, as part of the Corridor Study, a Downtown Revitalization Program that can be established to make the core area more attractive to residents and visitors.
3. Recommend the creation of a technical advisory committee that will oversee the development of alternative scenarios for the 395 improvement study. This committee will assure that the objectives of the City, especially the downtown business community, are achieved.

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**Goal 4** To assure that adequate housing opportunities are made available in the City.

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- Policy 4.1** Encourage the development of a range of housing types, including low and moderate income housing, to be made available to residents of the City.
- Policy 4.2** Promote the cooperation from the DWP to allow a phased, long term program for development of new housing in Bishop.
- Policy 4.3** Encourage densification of existing land uses, including the conversion of lower density housing, to increase the housing stock of the City. Such densification is needed to allow for a healthy rate of growth and to provide housing opportunities for the work force.
- Policy 4.4** Promote the establishment of programs that are aimed at rehabilitating the existing housing units that are in need of repair and maintenance.

*Actions*

1. The City shall prepare and present a comprehensive land release program for the DWP, which can be implemented (phased) throughout the 20 year planning period so that the City can meet the State required mandate for affordable housing, as well as other housing types.

2. The City shall provide incentives to developers to construct various housing products within the City, once land becomes available for new development. State funded programs could be utilized for such purposes and are identified in the Housing Element contained herein.
3. The City shall adopt, as part of the Housing Element, a long-range program that focuses on rehabilitation of existing housing units and properties in need of repair and/or maintenance.