



2015 ECONOMIC DEVELOPMENT ELEMENT UPDATE



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CONSULTING

PRODUCED BY

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ACKNOWLEDGEMENTS

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VISION:

To be a regional economic and commercial hub with a multitude of services for both residents and visitors. Bishop strives to be a diverse, well-rounded, welcoming, sustainable, vibrant community that collaboratively promotes its unique Eastern Sierra location and provides year-round business and outdoor recreation opportunities.



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INTRODUCTION

The City of Bishop retained BBC Research & Consulting (BBC) and Bauer Planning and Environmental Services (BPES) to prepare an update to the Economic Development Element (EDE) of the city's General Plan. City of Bishop staff, residents and business leaders contributed significant time and effort to the development of the EDE goals and policies. The study team gratefully acknowledges the leadership of Gary Schley, City of Bishop Public Services Officer; Keith Caldwell, City Administrator (retired); and Jim Tatum, City Administrator.

STUDY OBJECTIVES

In support of the vision of the Economic Development Element, the objective of this study is to define the city's strategy for supporting, strengthening and diversifying the larger community economy, and recommend appropriate and actionable public policies for strategy execution. This refresh of Bishop's EDE is part of a comprehensive General Plan update. The Mobility Element and Housing Element updates are complete. The Land Use Element and Municipal Code will be examined in the future as resources become available.

The City of Bishop framed the EDE analysis and development around the following principles:

- Develop, articulate and refine Bishop's economic development strategies and develop specific initiatives at a level of detail appropriate for incorporation into the City's General Plan;
- Ensure that the City's economic development efforts recognize and complement ongoing Inyo County, Mono County and Bishop Paiute Tribe

economic development policies, concepts of economic sustainability, and the community's values regarding protection of its unique environmental setting and community atmosphere;

- Incorporate regional economic infrastructure initiatives, such as Digital 395, the Northern Inyo Hospital complex, and expansion of the Bishop Airport, into the overall economic development plan strategy; and
- Prepare an economic development plan that capitalizes on Bishop's opportunities and is consistent with the likely land use and mobility policies defined in the broader General Plan document.

The City's current EDE, prepared in the early 1990s, identified two major opportunities and three major constraints to economic development. The opportunities included increased retail sales and expanded tourism, and the constraints included lack of housing and developable land as well as constraints on available financing and facilities. All of these constraints and opportunities still exist. Bishop has new opportunities in the emerging technical sector, in expanded regional services, and a wide range of related fields as a result of the recent completion of Digital 395—a fiber optic cable project that extended high-speed data and broadband service to the Owens Valley. This update to the EDE relied heavily on the involvement of residents, community leaders and regional stakeholders.

COMMUNITY INVOLVEMENT

Participation from Bishop residents and business leaders was essential to build a strong foundation for the EDE. Opportunities for resident and business leader contributions to the development of the EDE included an interactive Open House and participation in the EDE's Working Group.

Open house.

The City of Bishop hosted an EDE Open House to provide community members with an opportunity to share their experiences and opinions of Bishop's current economy and goals for the future. More than 120 people participated.

Working group.

City of Bishop staff invited business and community leaders to serve on the EDE Working Group. On average, 30 stakeholders participated. In addition to reviewing interim work products, members of the Working Group participated in four strategy sessions to develop the EDE vision, goals and policies and implementation plan. At the fourth and final EDE Working Group meeting, members shifted their efforts from EDE development to implementation planning (see Appendix A for the preliminary implementation plan), including the formation of four separate committees. This underscores the importance of ongoing community involvement in close partnership with the City during implementation.

REGIONAL COOPERATION

Bishop's economy functions within the context of the greater Eastern Sierra region, providing goods and services to locals, visitors and residents of nearby communities. Developing an understanding of the regional economy included review of applicable economic development plans and studies and in-depth conversations with key stakeholders from the Town of Mammoth Lakes, Inyo and Mono counties, the Bishop Paiute Tribe and the Sierra Business Council. This EDE includes goals and policies that address the regional nature of Bishop's economy, recognizing

that strategic partnerships will strengthen and support Bishop's economic growth.

EDE ORGANIZATION

Following this introduction, the EDE presents:

- A snapshot of Bishop's economic and housing market;
- A summary of community input to the plan development;
- Best practices and case studies; and
- Goals and policies.

ECONOMIC AND HOUSING MARKET SNAPSHOT

This section details the current state of several fundamental components related to the Economic Development Element of the Bishop General Plan: population growth, community demographics, household income, employment and labor markets, taxable retail sales, and housing characteristics. While these elements are analyzed primarily at the city level, the demographic and economic characteristics of surrounding communities are also relevant because of Bishop's role as the regional economic center. Consequently, Bishop's economy is impacted not only by city residents, but by those throughout the greater Bishop area that travel to the city for work, services, retail, entertainment, etc. In order for Bishop to evolve into an even more attractive and complete community, a full examination and understanding of these elements is required. The study team has provided an analysis of these elements below.

POPULATION AND DEMOGRAPHICS

Understanding population and demographic trends is imperative for the successful economic development of Bishop. Strong population and household growth is an indication of employment opportunities in the area, and also signifies opportunities for retail development. Awareness of Bishop's resident characteristics ensures that the needs of sub-communities within Bishop are considered and addressed accordingly. The analysis of the data below provides insight into the evolving Bishop community and highlights certain aspects of Bishop that are likely to impact the trajectory of economic growth and development.

Population and housing units.

The total population of Bishop slightly declined between 2000 and 2009, but then experienced a large increase in 2010 to almost 3,900 residents. The total population since that time has remained relatively stable. The number of total housing units did not change between 2000 and 2009, remaining slightly under 1,900. A moderate increase in housing units occurred in 2010 and 2011, before settling back to the prior level of 1,900 in 2012. Some of the variation in total units can be explained by the margin of error around survey estimates.

The stagnation in population growth is likely a reflection of a multitude of factors impacting Bishop (addressed throughout this section), including the lack of growth in the housing market. Additionally, as employment opportunities are traditionally a primary driver for population growth, a shortage of high-wage jobs may be hurting Bishop's ability to attract new residents.

Figure 1 on the following page shows the total population and total housing units in Bishop in 2000 and between 2009 and 2012.

Household characteristics.

Figure 2 on the following page shows the total households, total family households, and average household size in 2000 and between 2009 and 2012.

The number of total households in Bishop steadily grew between 2000 and 2011, but dropped by almost 100 households in 2012. Total family households mirrored the trend of total households, showing little change between 2000 and 2011 before decreasing by 13

FIGURE 1.
POPULATION AND HOUSING
UNITS IN BISHOP, 2000 AND
2009-2012

Note:
Some of the variation in total units
can be explained by the margin of
error around survey estimates.

Source:
2000, 2010 Census and 2008-2012
American Community Survey (ACS).

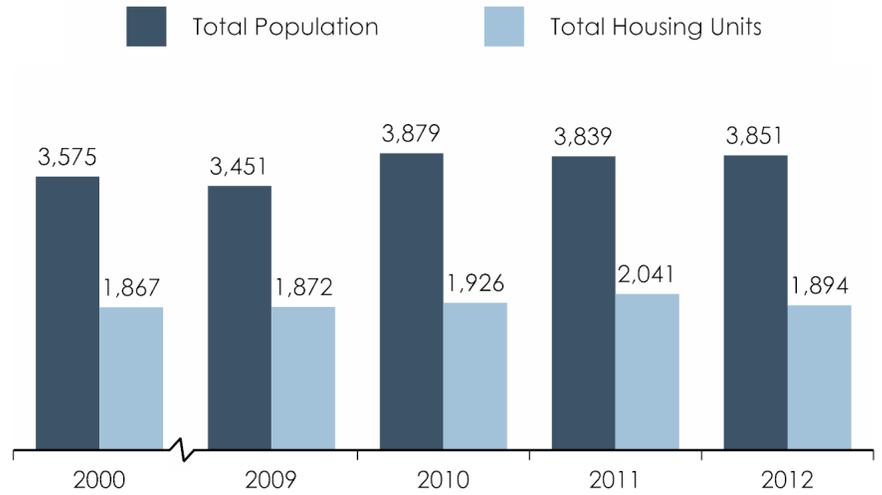
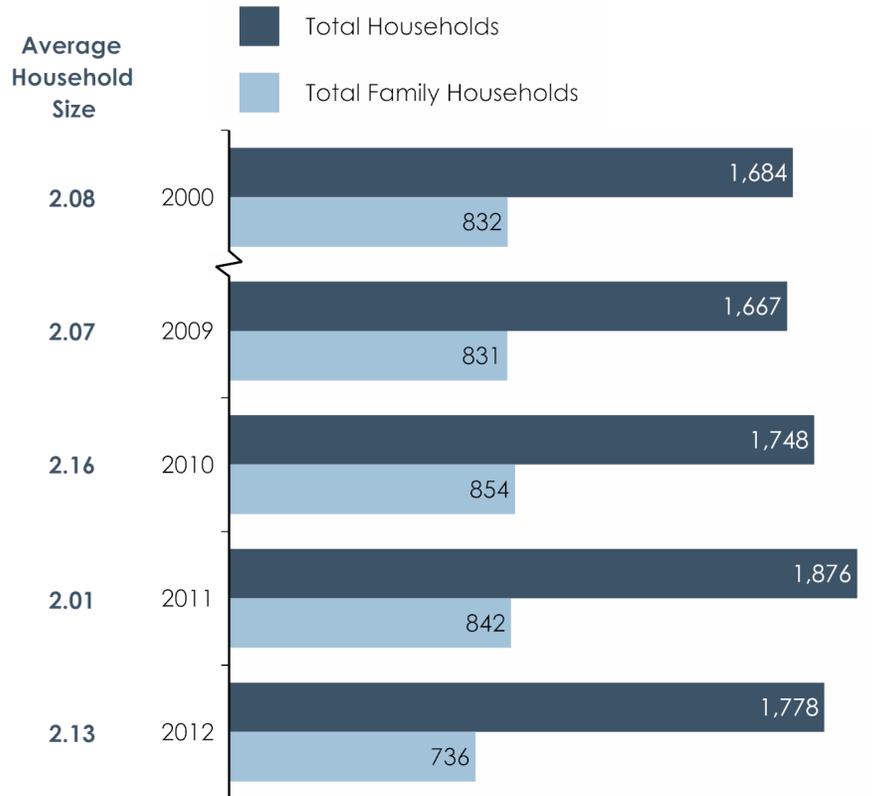


FIGURE 2.
TOTAL HOUSEHOLDS,
TOTAL FAMILY HOUSEHOLDS,
AND HOUSEHOLD SIZE IN
BISHOP, 2000 AND 2009-2012

Source:
2000, 2010 Census and 2008-2012
ACS.



percent in 2012. The average household size has fluctuated from 2.16 to 2.01 in the past several years. However, it is important to note these estimates are derived from a small sample size and the margin of error associated with them doesn't indicate a statistical difference across years.

The distribution of family and nonfamily households in Bishop remained relatively unchanged between 2000 and 2012. Elsewhere in the US, the percentage of nonfamily households steadily increased over the same time period. Nonfamily households are defined as people who live alone or nonrelatives living together, usually unmarried partners or roommates. Economic conditions play a role in the growing number of nonfamily households, as people opt to move in together because housing costs are too expensive to pay on their own. More generally, an increase in nonfamily households is typically associated with a more diverse set of households in the community.

Median age.

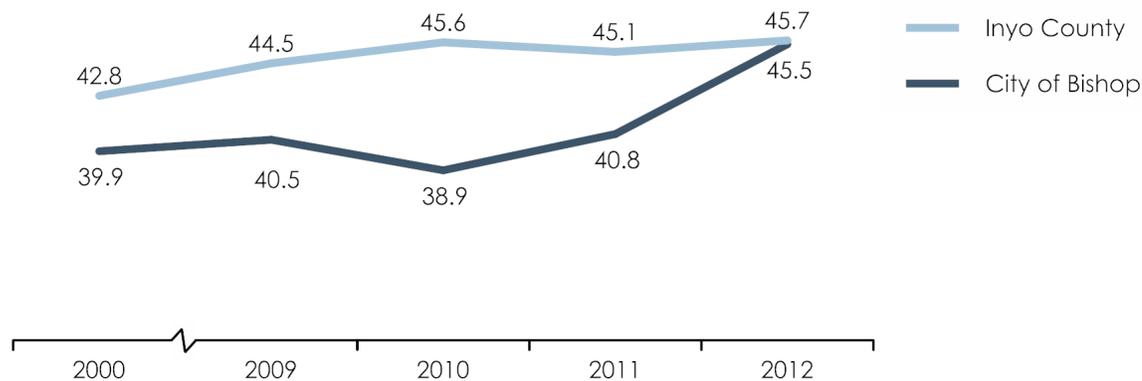
Figure 3 compares Bishop and Inyo County's median age of residents in 2000 and between 2009 and 2012. The median age in Bishop remained relatively constant

between 2000 and 2011, fluctuating between 39 to 41 years old. Over this time period, Bishop's median age was on average four years younger than the median age for Inyo County. However, in 2012 the median age in Bishop increased substantially to 46 years old, equal to that of Inyo County.

An aging population is an important factor to be aware of when envisioning Bishop's future, as it correlates with a larger number of retirees living within the community and a certain set of community needs. One benefit of an older population is that retiree income is often more stable than wage and salary income, providing businesses a resident base that isn't as vulnerable to local economic conditions. At the same time, however, retiree income is generally fixed and spending on nonessential items may be limited.

From an industry perspective, an aging population requires access to high-quality and dependable health care. Additionally, a growing senior citizen community needs appropriate housing options and an adequate home health care service within Bishop. Attracting qualified employees to oversee and operate such facilities is critical in ensuring that community members don't relocate after retirement. Another desirable amenity within the retirement

FIGURE 3.
 MEDIAN AGE FOR BISHOP AND INYO COUNTY, 2000 AND 2009-2012



Source: 2000, 2010 Census and 2008-2012 ACS.

community is public transit. A reliable and intuitive public transportation system, which provides timely service to commercial areas and health care facilities, improves the quality of life for retirees and makes Bishop a more desirable location among this demographic.

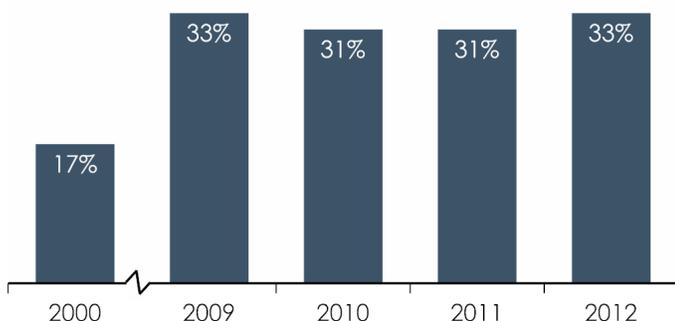
Growing Hispanic population.

Nationwide the Hispanic population has steadily climbed over the past decade, and Bishop is no different. Figure 4 shows the Hispanic population as a percentage of the total Bishop population.

Between 2000 and 2009, the Hispanic population share dramatically increased from 17 percent to 33 percent. Since 2009, one-third of all Bishop residents identify themselves as Hispanic.

The dramatic shift in Bishop's racial/ethnic makeup highlights the need to actively engage with the Hispanic community and facilitate inclusion of the Hispanic population in the community. As the Hispanic population has grown relatively recently, there are likely numerous retail and commercial opportunities to better serve this market segment.

FIGURE 4.
HISPANIC POPULATION IN BISHOP, 2000 AND
2009-2012



Source: 2000, 2010 Census and 2008-2012 ACS.

HOUSEHOLD INCOME

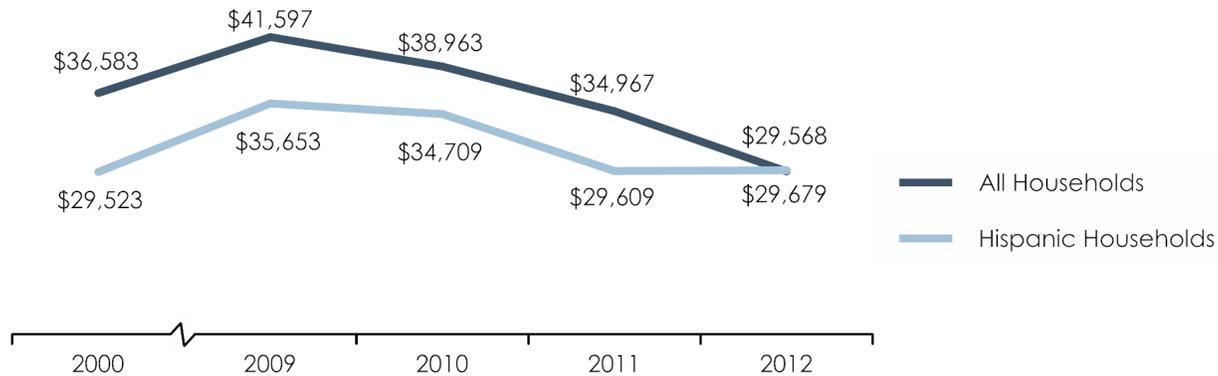
Household income is a significant driver of economic and commercial development within a community. Resident incomes directly impact consumer spending, municipal tax revenues, and prospects for future public and private capital investment. With the growing Hispanic community, analyzing Hispanic household incomes in relation to the community-wide income is important in determining the potential for new businesses targeting the Hispanic community. Figure 5 on the following page displays the median household income of all households and Hispanic households.

Between 2000 and 2009, median household income for Bishop increased from around \$37,000 to \$42,000 (adjusted for 2012 dollars). In contrast to this growth, median household income has steadily decreased each year between 2009 and 2012, by about \$4,000 per year. Bishop median household income declined by 24 percent between 2009 and 2012.

Between 2000 and 2011, the median household income of Hispanic households was on average \$6,000 less than the median household income associated with all households, and generally followed the same pattern as all households. In 2012, however, the median household income of Hispanics did not experience the same decline experienced community-wide, resulting in median household income parity between Hispanic and non-Hispanic households.

The decrease in median household income beginning in 2009 indicates that Bishop was not immune to the national economic recession, and that its impact was substantial. The recession's effect on Bishop was amplified due to the city's reliance on tourism for employment and income. As tourism jobs are often not salaried positions, the associated earnings vary with the volume of tourists and their level of spending, both greatly reduced in the wake of the recession. Another key takeaway from the median household income data is that Hispanic households have the same purchasing power as non-Hispanic households.

FIGURE 5.
 MEDIAN HOUSEHOLD INCOME, 2000 AND 2009-2012 (ADJUSTED FOR 2012 DOLLARS)



Source: 2000, 2010 Census and 2008-2012 ACS, www.bls.gov/data/inflation_calculator.htm

This provides further evidence that viable business opportunities targeting the Hispanic community exist within Bishop.

EMPLOYMENT AND LABOR MARKETS

Bishop's current employment conditions and future employment opportunities are integral to the city's economic and commercial growth. Historically, Bishop has served as a regional economic center for Inyo and Mono counties; as a "bedroom community" for Mammoth Lakes; and as a gateway community for the vast number of tourist and recreational activities in the area. Along the same lines, Bishop traditionally has two primary industries: industry related to being a regional service center (government, health care, education, social services, etc.) and industry related to tourism. Consequently, a strong economy requires regional wealth that enables individuals to travel and spend in Bishop, as well as favorable tourist conditions (snow, moderate summer temperatures, instream flows, healthy fisheries, etc.).

Figure 6 on the following page presents the number of wage and salary jobs over the past 15 years in Bishop.

After peaking in 2004 with 4,655 wage and salary jobs, Bishop has seen this number decrease to around

3,700 in recent years. This current number of wage and salary jobs is roughly 300 jobs less than what was observed in the late 1990's, just prior to the brief growth period.

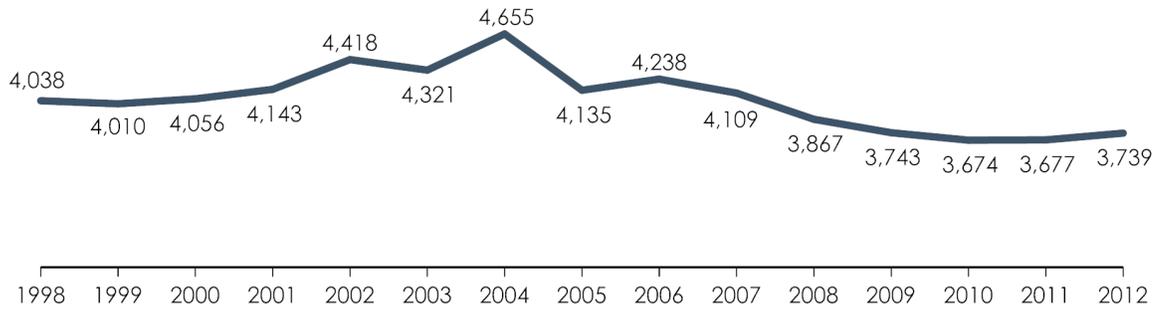
The lack of a substantial increase in the number of wage and salary jobs since 2004 suggests that no new medium- or large-sized employers have entered into the Bishop market. The stagnant growth in jobs parallels the flat population growth within Bishop, not surprising as these two values tend to move in unison. As discussed in greater detail below, a key determinant of Bishop's future economic growth will revolve around its ability to attract industries and employers providing high-wage jobs, as well as retain current high paying professional jobs, such as government positions.

Relatively low unemployment.

The potential workforce population, the number of people employed, and unemployment rate for Bishop between 2009 and 2012 is presented in Figure 7 on the following page.

The unemployment rate remained relatively unchanged between 2009 and 2011, staying in the 6.8 percent to 6.9 percent range. However, in 2012 the unemployment rate fell substantially to 5.5 percent.

FIGURE 6.
NUMBER OF WAGE AND SALARY JOBS IN BISHOP, 1998-2012



Source: U.S. Census Bureau, 1998-2012 ZIP Code Business Patterns.

Throughout this four-year span, both the number of people in the workforce and the number of people employed increased each year.

Figure 8 on the following page compares the unemployment rate of Bishop with the unemployment rates of Inyo County and the State of California.

Bishop's unemployment rate was consistently lower than the unemployment rate associated with the State of California as a whole, and, to a lesser degree, Inyo County's unemployment rate. The most noticeable deviation occurred in 2012 when Bishop's unemployment rate decreased by almost 1.5 percentage

FIGURE 7.
UNEMPLOYMENT RATE, CITY OF BISHOP, 2009-2012

Source: 2000, 2010 Census and 2008-2012 ACS.

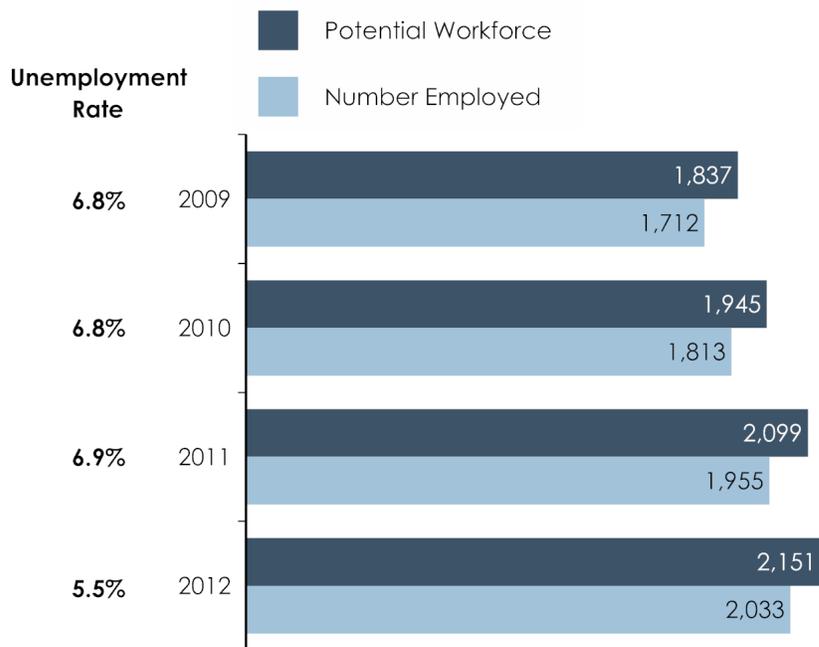
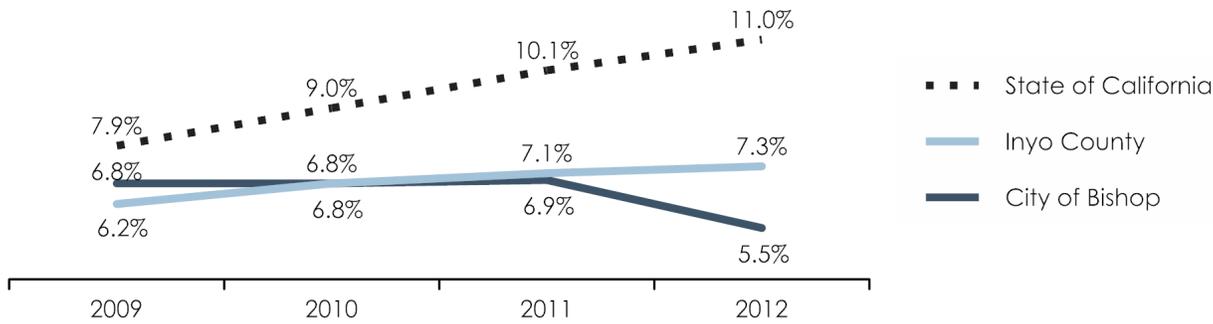


FIGURE 8.
UNEMPLOYMENT RATE IN BISHOP, INYO COUNTY, AND THE STATE OF CALIFORNIA, 2009-2012



Source: 2010 Census and 2008-2012 ACS.

points while the unemployment rate for Inyo County and the State of California increased.

Bishop's low unemployment rate is a positive indicator for the local economy and bodes well for retail and commercial development within Bishop. However, taking these data and interpreting them in conjunction with the median household income data, it appears that the majority of jobs added in Bishop have not been high-wage positions, contributing to the decreasing median household income. While an unemployment rate of 5.5 percent is quite impressive in today's current economic climate, it also signals that there is a sufficient workforce population without jobs that could fill jobs created from new economic development.

Net importer of jobs.

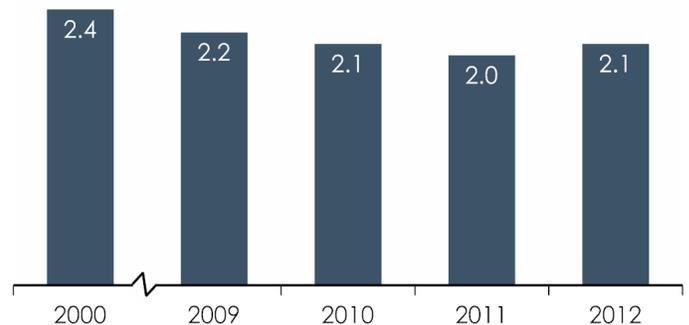
Figure 9 highlights the fact that Bishop is a net employment importer, with a jobs to households ratio greater than 1.0. The jobs to household ratio is a measure of local employment opportunities, comparing the total number of jobs in a community to the total number of households.

The highest jobs to households ratio observed was in 2000 with 2.4 jobs for each household. Over the past several years the jobs to households ratio has

remained relatively stable, ranging from 2.2 to 2.0.

The jobs to household ratio observed in Bishop is not surprising given its role as a regional economic center. People throughout Inyo and Mono counties commute to Bishop for work while residing in surrounding areas. This presents an opportunity to attract and retain a portion of the commuters coming into Bishop. The desirability of relocating into Bishop is largely contingent upon the availability of an adequate inven-

FIGURE 9.
JOBS TO HOUSEHOLDS RATIO IN BISHOP, 2000 AND 2000-2012



Source: U.S. Census Bureau, 1998-2012 ZIP Code Business Patterns.

tory of affordable and quality housing, a long-term constraint for the city (discussed in detail below).

Industry centered on regional commerce and tourism.

Figure 10 shows the percentage of workers employed in a specified industry, as defined by the U.S. Census Bureau, in 2012.

Slightly more than one in four residents is employed in arts, entertainment, recreation, accommodation, or food services. The educational services, health care and social assistance jobs (18%), along with retail trade (18%), are the other primary industries in the Bishop area.

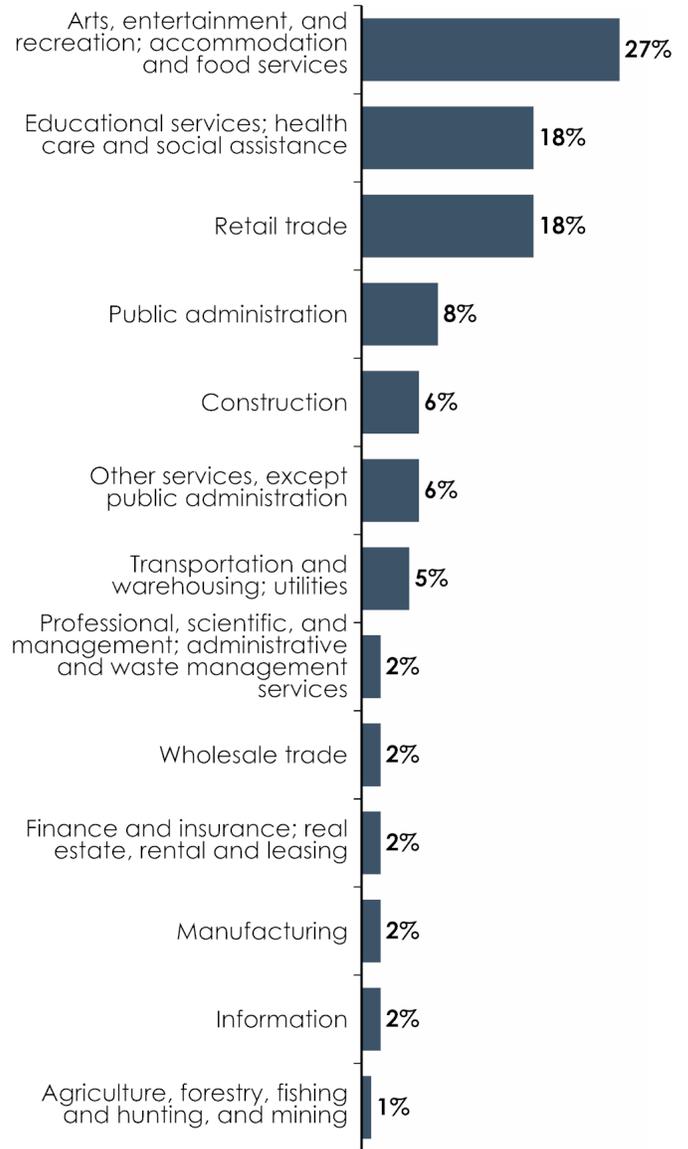
Bishop industry clusters in two general sectors: regional services (government, health care, education, social services, etc.) and tourism businesses (lodging, entertainment, recreation, retail, etc.). With over half of the population working in these two broad categories, an emphasis should be placed on developing other industries within the local economy, mitigating the risk of being overly reliant on a few industry sectors. For example, with the emergence of broadband internet service in Bishop, the city has the ability to attract new enterprises or individuals that require a high-bandwidth internet connection to work.

Large public sector employers and collection of small employers.

The largest employer in the area is the Northern Inyo Hospital, with over 250 employees. Government (federal, state, and local) is a large source of employment in the Bishop area, as is the school district. Kmart and Vons are the only two major employers in the retail sector.

It is important to note that Bishop's retail and tourism sector is made up of a collection of small employers. As these small employers are vital to Bishop's economy, gathering input from this contingent regarding retail and commercial development is beneficial in ensuring that all relevant stakeholder needs and opinions are addressed.

FIGURE 10.
 EMPLOYMENT BY INDUSTRY, CITY OF BISHOP,
 2012



Source: 2008-2012 ACS.

TAXABLE RETAIL SALES

Retail sales are an important driver of a community's economic and commercial development, as well as a key revenue source for the City. Figure 11 presents taxable retail sales for the City of Bishop between 1997 and 2011.

The general trend of taxable retail sales between 1997 and 2006 was stable with steady growth. After peaking in 2006 at \$154.7 million, taxable retail sales precipitously decreased until 2009, equating to a 17 percent decrease. Taxable retail sales grew in 2010 and 2011 by roughly \$4.7 million each year.

For a city the size of Bishop, the amount of money collected through taxable retail is quite high (relatively high taxable retail sales per capita)—a trait of a community with high levels of tourism. This also means that taxable retail sales are subject to nationwide economic influences, such as the precipitous decrease seen between 2006 and 2009. The national economic recession heavily impacted Bishop as tourist visits and associated spending declined, effectively lowering taxable retail sales.

FIGURE 11.
 TAXABLE RETAIL SALES, CITY OF BISHOP, 1997-2011 (THOUSANDS OF DOLLARS)



Source: City of Bishop.

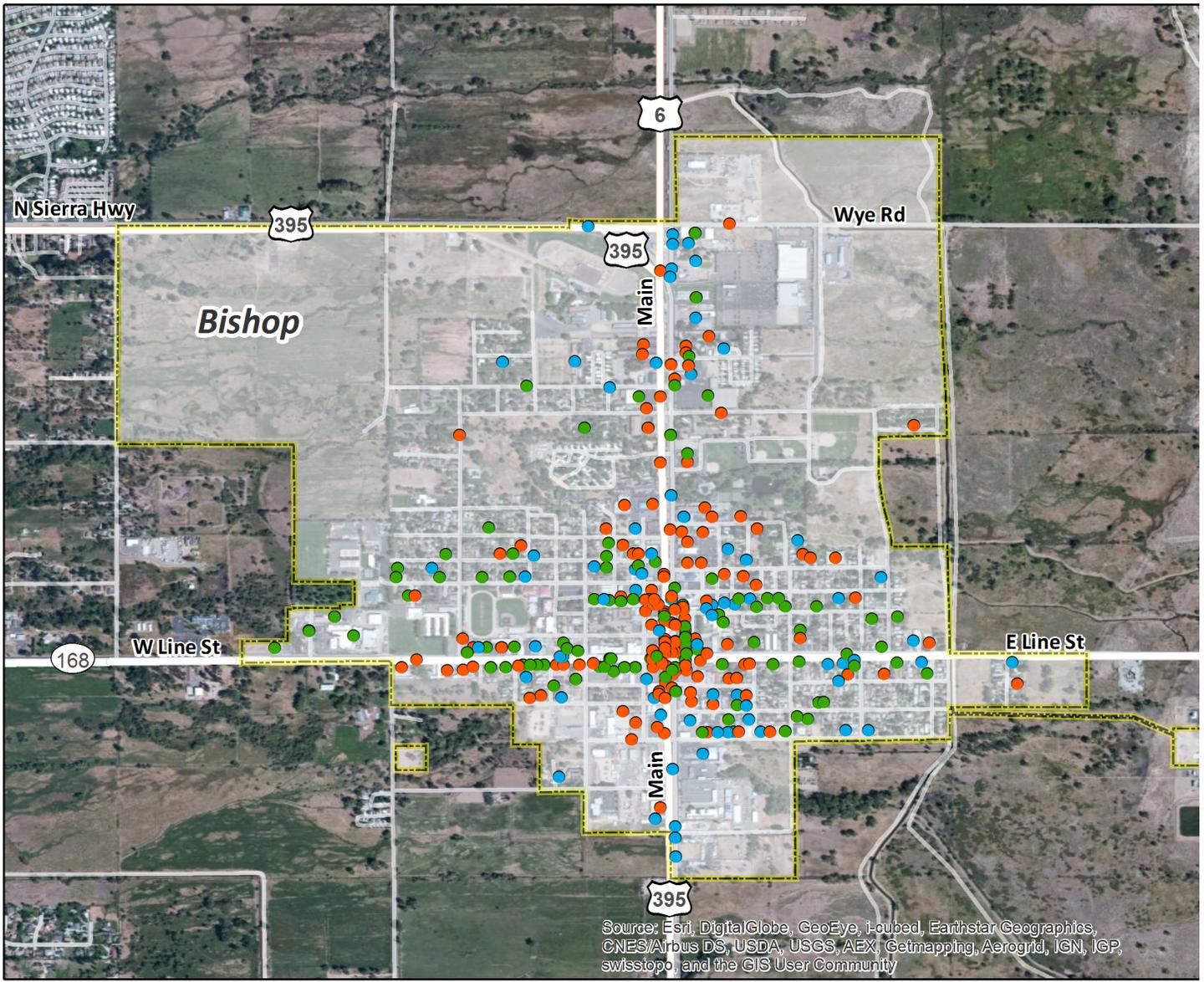
BUSINESS LOCATIONS AND LAND PARCEL OWNERSHIP

Critical to economic development are the existing industrial, office, and retail businesses that exist within a community, as well as the vacant land available for commercial development, leading to more employment opportunities. Bishop faces a unique challenge in its economic and commercial development as the City of Los Angeles Department of Water and Power (DWP) owns a significant amount of land, both within the City of Bishop and in the immediate surrounding area.

Figure 12 on the following page shows the location of the 500 registered businesses within Bishop's city limits, broken out by business type.

The majority of retail, restaurant, and personal services are located along Bishop's main arterial roadways, US 395 (Main Street) and State Route 168 (W Line Street), as well as a clustering along Warren Street. Businesses in the industrial category are more spread throughout the city and are not primarily located in the downtown area.

FIGURE 12.
BUSINESS LOCATIONS IN BISHOP



Source: Esri, DigitalGlobe, GeoEye, i-cubed, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

 Bishop City Limit

Bishop Business Locations
500 Registered City Businesses

-  Retail/ restaurant/ personal services
-  Professional services/ public/ institutional/ nonprofit/ technology/ healthcare
-  Industrial/ automotive/ construction/ home repair/ landscaping

Source: City of Bishop.

When considering the location of new retail and commercial development sites, it is advantageous to identify areas with high traffic volume, ample parking, and close proximity to residential neighborhoods. One area on the map with limited businesses is near the intersection of US 395 and US 6. While this is in the area of Kmart and Vons, a complementing retail business could benefit from the traffic visiting these retailers.

Figure 13 on the following page presents the land parcel ownership status for land parcels within the Bishop city limit, as well as those in the immediate area. City-owned land parcels are highlighted in blue, DWP parcels are depicted in orange and Bishop Paiute Reservation parcels are shown in purple.

Immediately apparent is the vast amount of land owned by DWP. DWP owns several large land parcels within the Bishop city limits, as well as the majority of the land in the surrounding area, nearly encapsulating the city. The large city-owned parcel north of E Line Street and east of US 395 (Main Street) is the Bishop City Park. The Bishop Paiute Reservation lies to the west of Bishop and is primarily located between US 395 and State Route 168 (full extent not seen on map). The reservation totals 877 acres.

While the DWP land ownership presents a challenge for commercial development, it is also a feature that attracts people to Bishop in the first place: wide open areas of land and assurance that Bishop won't become a sprawling city with an ever-expanding footprint. If Bishop has the ability to acquire DWP land parcels in the future, it must do so strategically to ensure a balance between economic growth and open space preservation. The DWP land on Main Street may be the most appropriate to acquire or develop.

HOUSING CHARACTERISTICS

The availability of affordable and quality housing is a critical component in attracting new residents to Bishop. Equally as important is the need to retain current residents that may be looking to purchase a

home. Understanding Bishop's current demographics and the type of resident Bishop is looking to attract dictates the type of housing that is needed within the community.

The following analyses focus on the City of Bishop, which does not include the surrounding communities of West Bishop or Dixon Lane-Meadow Creek.¹ As the City of Bishop, West Bishop, and Dixon Lane-Meadow Creek function as a single housing and rental market in Inyo County, a discussion of housing characteristics in these surrounding communities, as it relates to the greater Bishop area's housing situation, is presented at the end of this section.

Relatively aged housing stock.

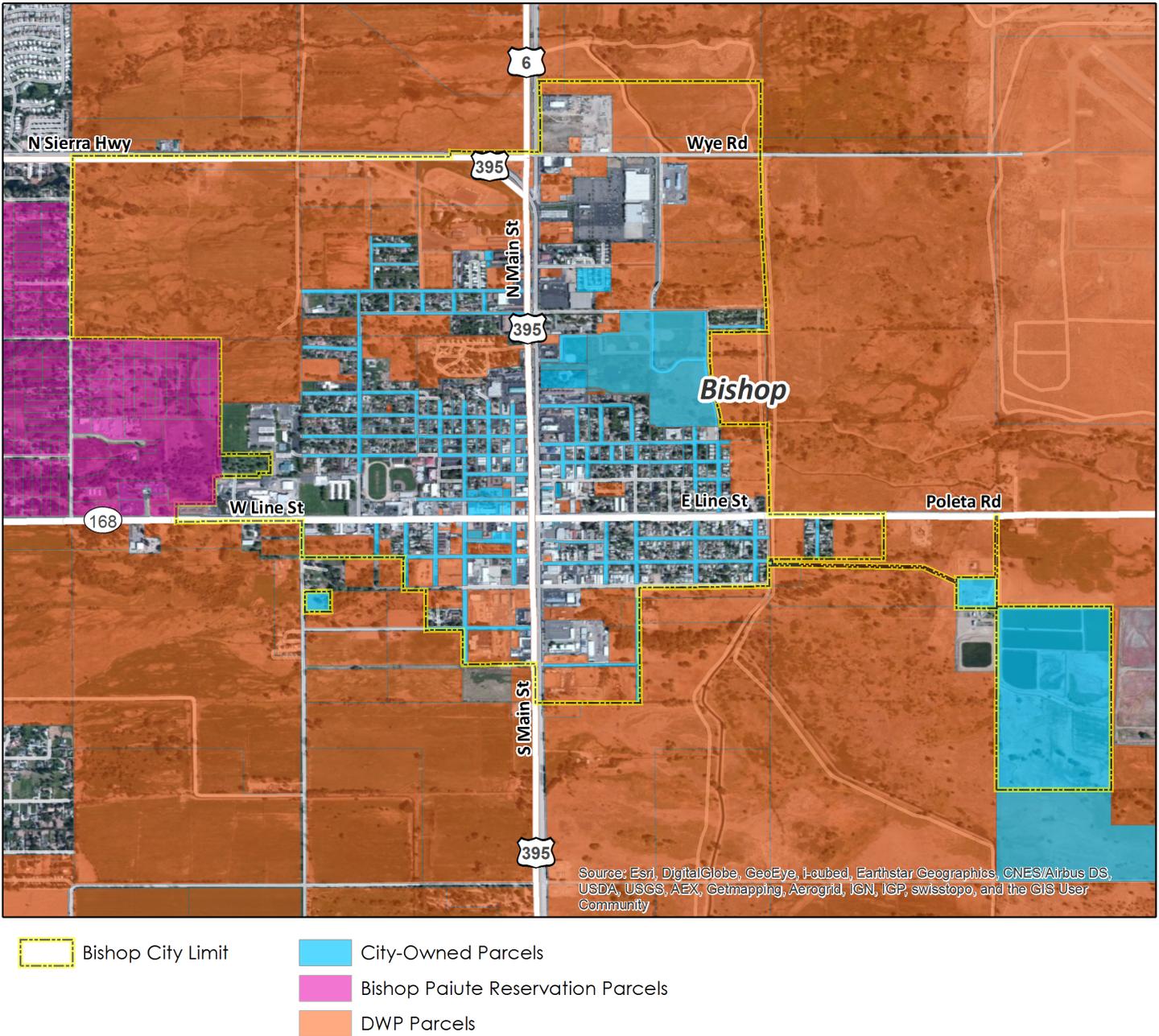
Figure 14 on page 15 shows the percentage of Bishop, Mammoth Lakes, and Inyo County's housing stock that was built in each time period, as defined by the ACS.

Almost half (48%) of all Bishop housing units were built between 1960 and 1979, and 84 percent prior to 1980. Only 16 percent of housing in Bishop was built after 1980, with no new housing construction since 2010. Relative to Inyo County and Mammoth Lakes, Bishop's housing stock is substantially older. However, housing construction is relatively similar in Bishop, Inyo County, and Mammoth Lakes after 2000.

Bishop's housing stock is older than Inyo County and Mammoth Lakes, placing Bishop at a comparative disadvantage. However, when including the surrounding communities of West Bishop and Dixon Lane-Meadow Creek, which have a higher percentage of modern housing than Bishop, the area's housing stock more closely resembles Mammoth Lakes and Inyo County overall (see Figure 20). People interested in relocating to a city-type environment in the Bishop area are more likely to find modern housing options in Mammoth Lakes, potentially overlooking Bishop as a viable living location. In order for Bishop to compete with Mammoth Lakes in acquiring new residents, and

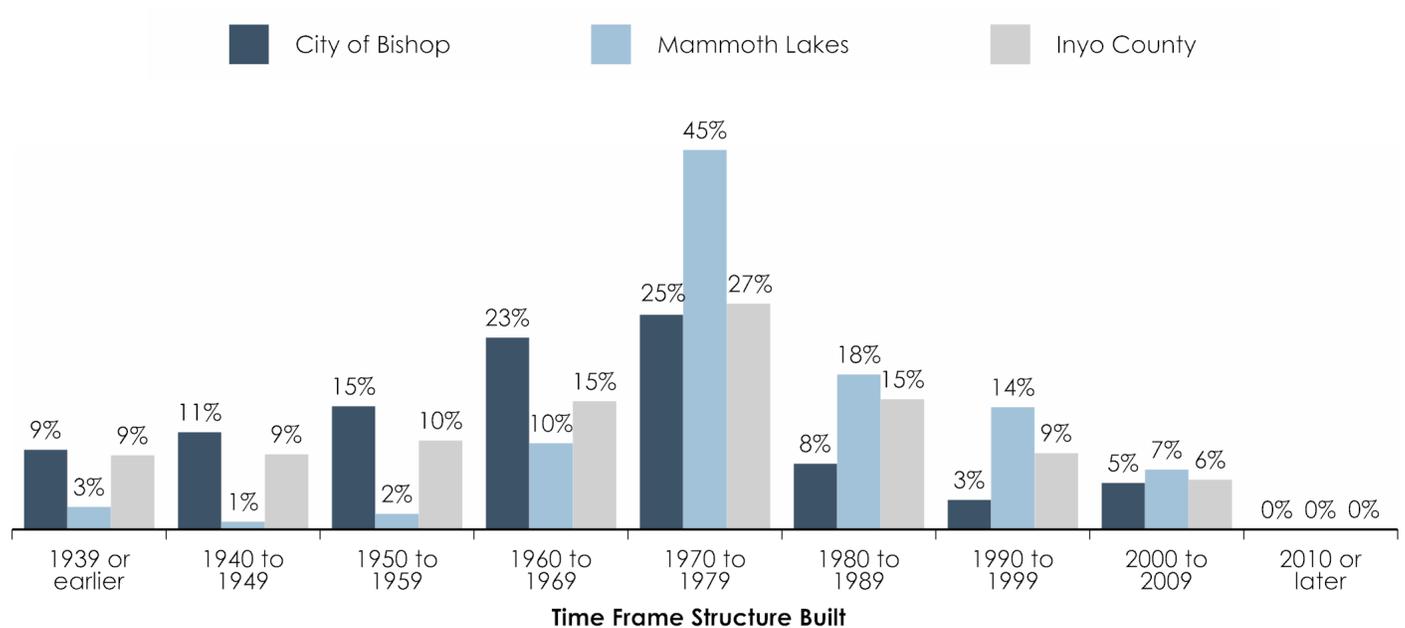
¹ West Bishop and Dixon Lane-Meadow Creek are census designated places that lie outside of Bishop city limits.

FIGURE 13.
LAND PARCEL OWNERSHIP IN BISHOP AND THE SURROUNDING AREA



Source: City of Bishop.

FIGURE 14.
AGE OF HOUSING STOCK IN BISHOP, MAMMOTH LAKES, AND INYO COUNTY, 2012



Source: 2012 ACS.

ensuring that current residents don't relocate, the construction of new housing is imperative.

Tenure and household type.

The proportion of a community that owns a home, as well as the type of home being occupied, can help inform certain demographic and resident information such as age, life stage, income level, and intended duration of residence. Figure 15 on the following page presents the proportion of owner-occupied and renter-occupied housing units in Bishop, Inyo County, and the State of California.

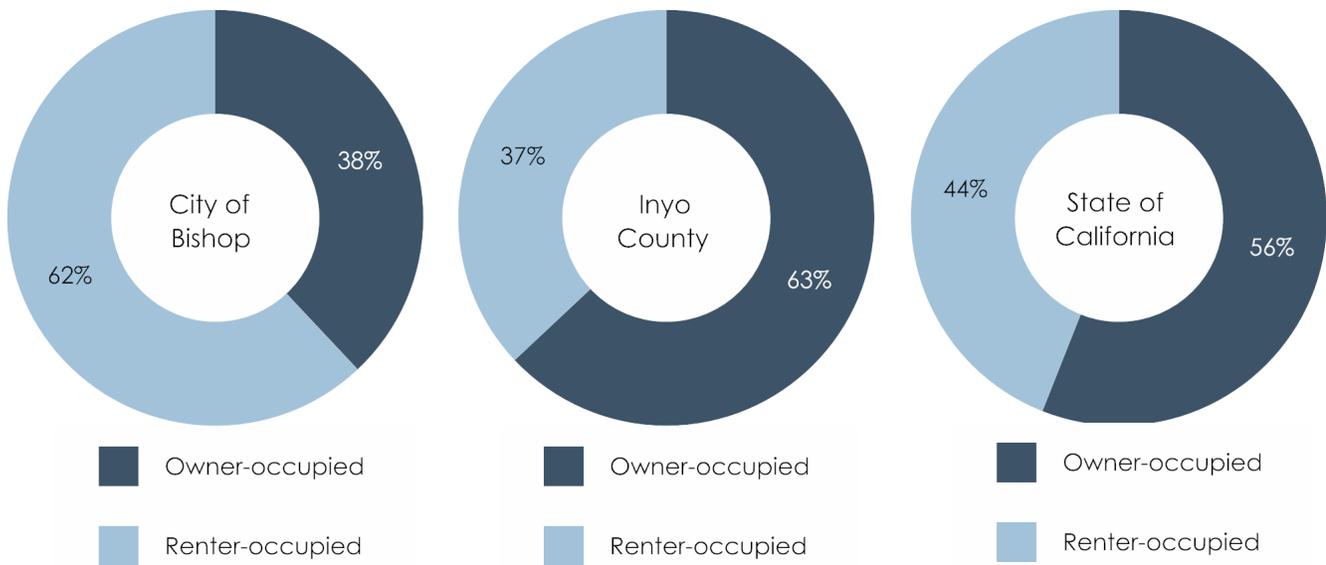
Of the 1,778 occupied housing units in Bishop, 62 percent are renter-occupied, with the remaining 38 percent being owner-occupied. The Bishop housing market is heavily skewed towards renter-occupied housing compared to Inyo County (37% renter-occupied) and the State of California (44% renter-occupied). Incorporating data from the West Bishop and Dixon Lane-Meadow Creek communities with

very high levels of home ownership, renter-occupied housing in the greater Bishop area falls to 34 percent (see Figure 20).

Figure 16 on the following page presents housing unit distribution in Bishop in 2012. Multifamily housing accounts for almost half (47%) of all housing in Bishop. Single-family homes represent 40 percent, and mobile homes and RVs comprise the remainder.

A high percentage of renter-occupied housing and multifamily housing generally indicates lower income, a younger demographic, and a more transient population. Having a large portion of city residents fall into this category presents a challenge as they are less likely to be actively involved in the community—often because their time in the community is limited. Although more permanent residents may be found outside city limits, achieving a more equitable single-family/multifamily and renter-/owner-occupied distribution within the city is important for long-term

FIGURE 15.
TENURE OF HOUSING UNITS, CITY OF BISHOP, 2012



Source: 2012 ACS.

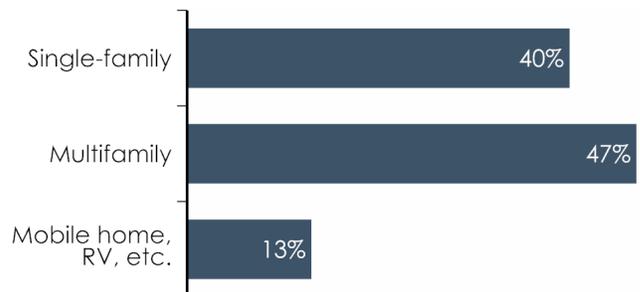
economic growth.

Additionally, the lack of owner-occupied housing combined with the aged housing stock is a deterrent for attracting new businesses. While newer housing may be available in areas outside of the city, Bishop’s ability to offer modern housing in close proximity to existing businesses and future employment sites, as well as community amenities (restaurants, shopping, entertainment, etc.) is critical for attracting new businesses and employees to the area, as well as retaining current ones. The high rental tenure in Bishop may give rise to questions regarding a settled and reliable workforce (especially if the surrounding communities are overlooked), necessities for a new business. Encouraging and facilitating increased levels of homeownership within Bishop has the potential to alter how invested people are in the community and in Bishop’s future; greater community engagement; higher likelihood to vote for ballot measures improving the city, etc.

High home values.

While home values can vary widely within a community, median home value is a useful metric for understanding housing market conditions in a location.

FIGURE 16.
HOUSING UNIT DISTRIBUTION BY TYPE, CITY OF BISHOP, 2012



Source: 2012 ACS.

Figure 17 presents the median home value for Bishop and Inyo County between 2009 and 2012.

The median home value for Bishop and Inyo County steadily decreased between 2009 and 2011. However, between 2011 and 2012 the median home value increased by 5 percent for Bishop, close to the value observed in 2010. In Inyo County, the downward trend continued into 2012, resulting in roughly a \$75,000 difference in median home values between Bishop and the county.

For a prospective homeowner, the real estate market in Bishop is substantially more expensive compared to the rest of Inyo County, plus a comparably-priced house is likely older within Bishop. Analyzing median home values in West Bishop (\$467,000) and Dixon Lane-Meadow Creek (\$70,000) reveals a stark difference between the two communities and suggests that moderately priced housing is scarce outside of Dixon Lane-Meadow Creek, which is predominantly a manufactured and mobile home neighborhood. The construction of new homes in Bishop that are priced competitively could attract new residents and increase home ownership. Failure to do so will result in the continued trend of individuals living outside of Bishop, but commuting into the city for employment and access to services and commerce.

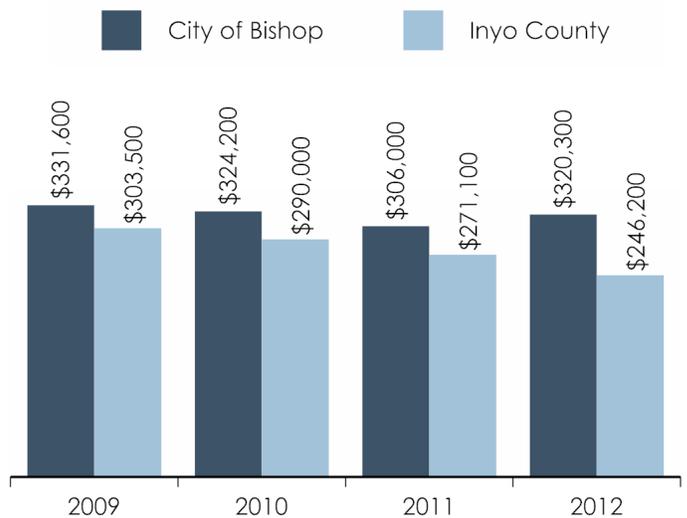
Gross rents and rental vacancies.

Median gross rents and rental vacancy rates between 2009 and 2012 are shown in Figure 18 on the following page.

A noticeable increase of \$72 per month in median gross rents occurred between 2010 and 2011. Over this same time period the rental vacancy rate decreased from 3 percent to almost 0 percent, indicating that the increased rental amounts did not adversely impact the rental vacancy rate. As West Bishop and Dixon Lane-Meadow Creek are predominantly single-family communities, median gross rent rates are higher, yet the vacancy rate for both remains very low.

Increased rents coupled with decreased rental vacancy rates signals that the supply of rental prop-

FIGURE 17.
MEDIAN HOME VALUE IN BISHOP, 2009-2012



Source: 2010 Census and 2008-2012 ACS.

erty in the Bishop market is not keeping up with demand. As seen above, the majority of city residents (62%) are in the rental market, a value that will likely stay constant due to decreased median household incomes, an aged housing stock, and high real estate prices. As such, a rental property shortage seems unavoidable without the development of additional rental housing.

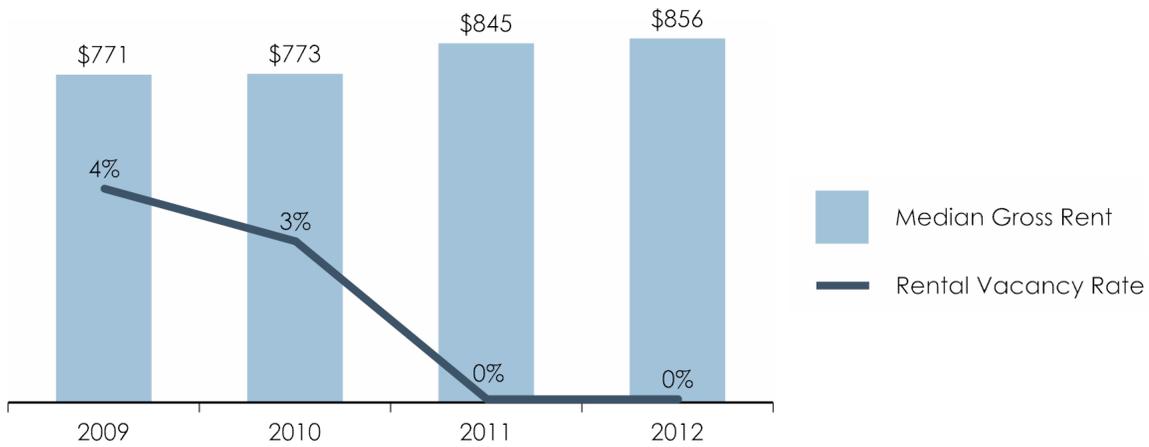
West Bishop and Dixon Lane-Meadow Creek.

As noted throughout the housing section, the City of Bishop, West Bishop and Dixon Lane-Meadow Creek function as a single housing and rental market. West Bishop and Dixon Lane-Meadow Creek are both categorized as census designated places (CDP) by the U.S. Census Bureau. Figure 19 on the following page shows the location of these communities relative to the City of Bishop.

Housing in the greater Bishop area.

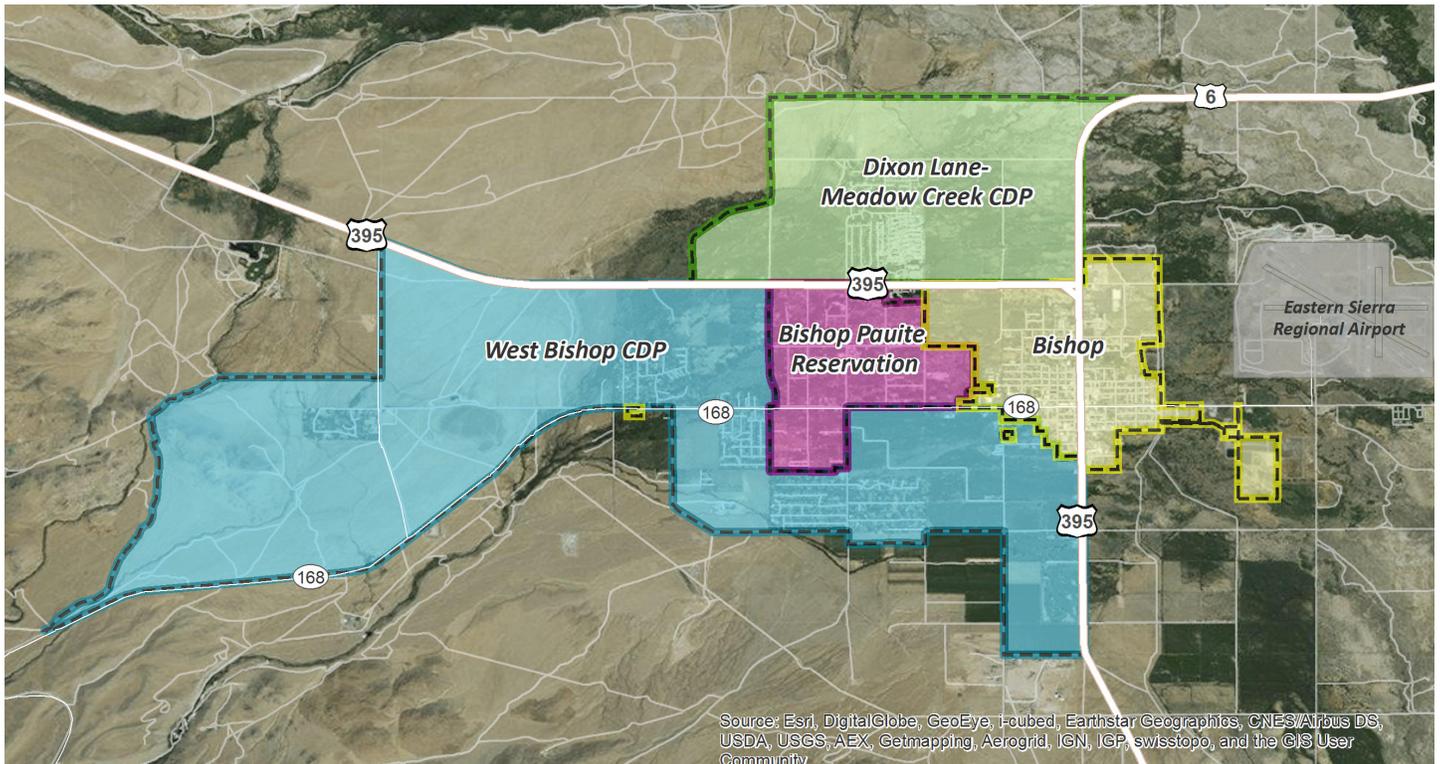
Discussion of West Bishop and Dixon Lane-Meadow Creek has been incorporated throughout the housing

FIGURE 18.
MEDIAN GROSS RENT AND RENTAL VACANCY RATE, CITY OF BISHOP, 2009-2012



Source: 2010 Census and 2008-2012 ACS.

FIGURE 19.
LOCATION OF WEST BISHOP AND DIXON LANE-MEADOW CREEK



Source: BBC Research & Consulting, 2014.

section where appropriate. Figure 20 presents key housing and rental metrics for the City of Bishop, West Bishop and Dixon Lane-Meadow Creek. An aggregation of all three communities is also presented.

West Bishop and Dixon-Lane Meadow Creek contain slightly fewer housing units than the City of Bishop, with each accounting for roughly 28 percent of all housing units in the greater Bishop area (the three communities combined). West Bishop (88%) and Dixon-Lane Meadow Creek (85%) have significantly more owner-occupied housing than Bishop (38%), as well as higher proportions of modern housing (constructed post 1980). Median home values are noticeably higher in West Bishop (\$467,000) compared to Bishop (\$320,000), while median home values in Dixon Lane-Meadow Creek (\$70,000) are substantially lower.

The addition of West Bishop and Dixon Lane-Meadow Creek housing and rental data make the greater Bishop area more closely resemble the housing and market conditions found in Mammoth Lakes and Inyo County. The amount of modern housing increases to 27 percent and owner-occupied housing dramatically increases to 66 percent. These metrics highlight that homeowners are choosing to live outside of the City of Bishop, perhaps due to the older housing stock

found within the city, availability of housing units, and other neighborhood characteristics. While the data show not all homebuyers are greatly influenced by price, as median home values are higher in West Bishop than in the City of Bishop, some homeowners are likely attracted to Dixon Lane-Meadow Creek due to the affordability of housing, with the median home value roughly \$250,000 lower than those in Bishop. Overall, the data support the need for more moderately priced housing throughout the area. The same is true of rental properties in the area, with rental vacancy rates at 0 percent for each community, signaling strong demand in the rental market with limited to no supply.

SUMMARY

Overall, Bishop is in a favorable position as the region emerges from the recession. The stagnant growth associated with population, housing units, households, and jobs all indicate that a catalyst is needed to grow the local economy. One potential solution is to encourage and facilitate new housing construction, as moderately priced homes are needed throughout the area. The housing stock within the city is significantly outdated compared to surrounding areas and in need of modernization. Failing to do so will result in

FIGURE 20.
LOCATION OF WEST BISHOP AND DIXON LANE-MEADOW CREEK

Community	Housing Units	Housing Constructed Post 1980 (%)	Owner Occupied Housing (%)	Median Home Value	Median Gross Rent	Rental Vacancy Rent (%)
City of Bishop	1,894	16%	38%	\$320,300	\$856	0%
West Bishop	1,248	28%	88%	\$466,600	\$1,634	0%
Dixon Lane-Meadow Creek	1,251	44%	85%	\$69,400	\$1,171	0%
All Communities	4,393	27%	66%	\$290,413	\$1,167	0%

Source: BBC Research & Consulting, 2014.

the continued trend of potential residents, many of whom may work in Bishop, opting to live in surrounding communities, representing lost opportunity (social, economic, etc.) for Bishop. Furthermore, there is a shortage of rental properties within Bishop and the surrounding area. Given the relatively expensive real estate market throughout much of the area, purchasing a home may be cost-prohibitive for many households. Consequently, increasing the supply of rental properties is important to allow for population growth.

Bishop faces a unique challenge in its pursuit of economic development as DWP has a substantial amount of land holdings within the city limit, as well as owning the majority of land parcels surrounding the city. While this is certainly a constraint on where prospective businesses can locate, it is also a defining feature of Bishop. Bishop would benefit from development of a strategic plan for what parcels to acquire and how to appropriately develop them thereafter, ideally striking a balance between economic growth and preservation. Perhaps DWP parcels located within City limits would be most appropriate to consider for development.

The Hispanic community in Bishop grew at a rapid pace between 2000 and 2012. One-third of all Bishop residents identifies as Hispanic. While this demographic has rapidly grown in recent years, it is unlikely that retail and commercial businesses that target the Hispanic community have kept pace. Consequently, actively engaging the Hispanic community and understanding where there are unmet needs in the retail and commercial sectors can lead to economic growth for Bishop.

- “Be more expansive and forward thinking about tourism and promotional opportunities. Embrace our tourism economy. Our ‘landlocked’ nature makes other industry development difficult. Promote and grow what we have and what we know works.”
- “Expand airport. Become more of a regional hub.”

ECONOMIC DEVELOPMENT STRENGTHS AND CHALLENGES

Open House attendees shared their perceptions of Bishop’s strengths that support economic development, challenges to economic development and their recommendations for how to address challenges.

Strengths.

Bishop’s strengths that support economic development are the area’s natural environment—big backyard—and world class outdoor recreation opportunities, proximity to national parks, and Bishop’s quaint, small town feel.

The top strengths identified by Open House participants and endorsed by others include:

- “Tourism, outdoor activities, small town environment.”
- “Fishing, fairgrounds, bouldering, hiking, bird watching.”
- “Digital 395.”
- “Tourism, recreation, undeveloped land.”

Challenges.

Open House participants identified myriad challenges they believe constrain economic development in Bishop. Surprisingly, about half of the challenges related to attitudes or mindsets held, or perceived to be held, by local residents and business owners.

- “Old thinking, small mindedness.”

- “Tolerating tourists rather than welcoming them whole-heartedly.”
- “Old school fears or values that are resistant to trends and problem solving ideas that may have been used in similar communities elsewhere; e.g. the fight over parking, the resistance to things like hostels and AirBnB.”
- “Zero growth, total preservation mentality.”
- “Current business antipathy to new business coming in.”

It is important to be aware that some residents or business owners have these attitudes, or are perceived to hold these attitudes, as the EDE is developed and implemented.

Other challenges shared and endorsed by participants include:

- Attracting commercial flights to Bishop airport;
- Vacant commercial properties;
- A lack of land available for new development;
- Downtown parking;
- A need for a true city center gathering place/focal point;
- Insufficient funding for tourism promotion;
- A tight housing market; and
- A need for Downtown revitalization.

Opportunities to address challenges.

Participants offered a wide variety of solutions to Bishop’s challenges. These included:

- Downtown beautification;
- Leasing/redeveloping vacant commercial spaces;
- Investing in tourism promotion;
- Expanding the airport to provide reliable commer-

cial air service;

- Creating a commission focused on economic development and hiring someone to lead economic development plan implementation;
- Creating a business/conference center; and
- Genuinely welcoming tourists to the community.

PROMOTING BISHOP

Open House attendees described how they would promote Bishop to potential tourists and new residents. They also described aspects of Bishop they would not share. This reveals both how Bishop residents would “sell” the community and the aspects of Bishop they would omit from their sales pitch.

Promoting Bishop to potential tourists.

Much like the aspects of Bishop they value personally, Open House attendees would promote Bishop's “big back yard” and access to world class outdoor adventures, proximity to national parks, and Bishop's friendly, small town atmosphere to draw tourists to the area.

- “Absolutely beautiful in every season. Endless adventure and discovery. Activities for everyone. Year-round possibilities.”
- “Diverse: wide variety of activities to satisfy all interests. Convenient: perfect stop-over while visiting national parks. Friendly: we appreciate and value our guests.”
- “Sunny, sunny weather. Funky town; not preten-

FIGURE 25.
HOW WOULD YOU DESCRIBE BISHOP TO SOMEONE THINKING OF VISITING HERE?



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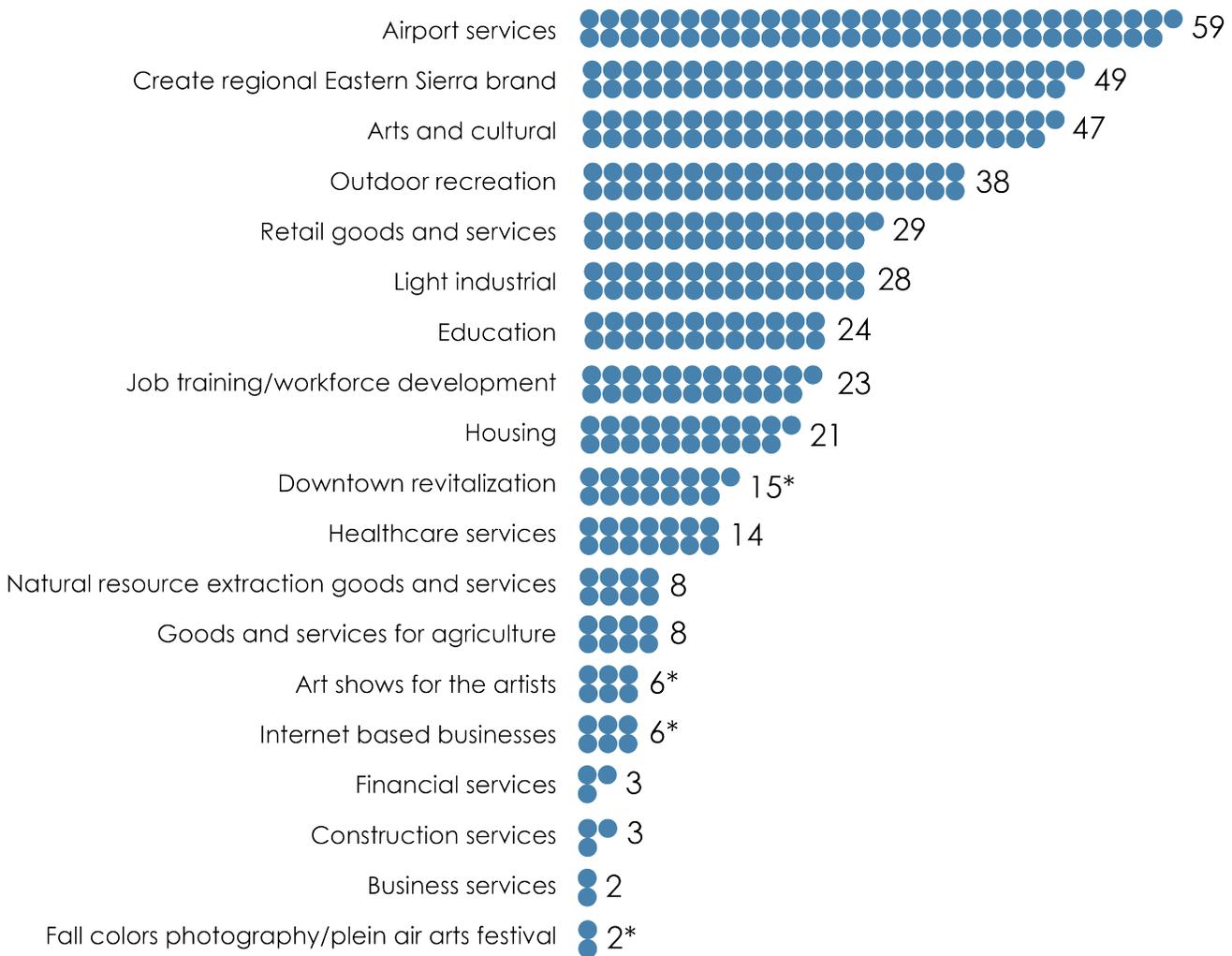
Source: BBC Research & Consulting from Bishop Open House exercise.

BISHOP'S ROLE IN THE REGIONAL ECONOMY

Attendees were asked to think about Bishop's role in the regional economy and to allocate up to five dots to the sectors they would like to see grow or strengthen as part of Bishop's role in the regional

economy. Airport services, followed by creating a regional Eastern Sierra brand/market the region and arts and cultural received the greatest number of endorsements from participants. Figure 29 presents how all sectors were prioritized.

FIGURE 29.
WHICH SECTORS SHOULD BISHOP GROW/STRENGTHEN?



Note: *Write-in responses from open house attendees.

Source: BBC Research & Consulting from Bishop Open House exercise.

INVESTING IN ECONOMIC DEVELOPMENT

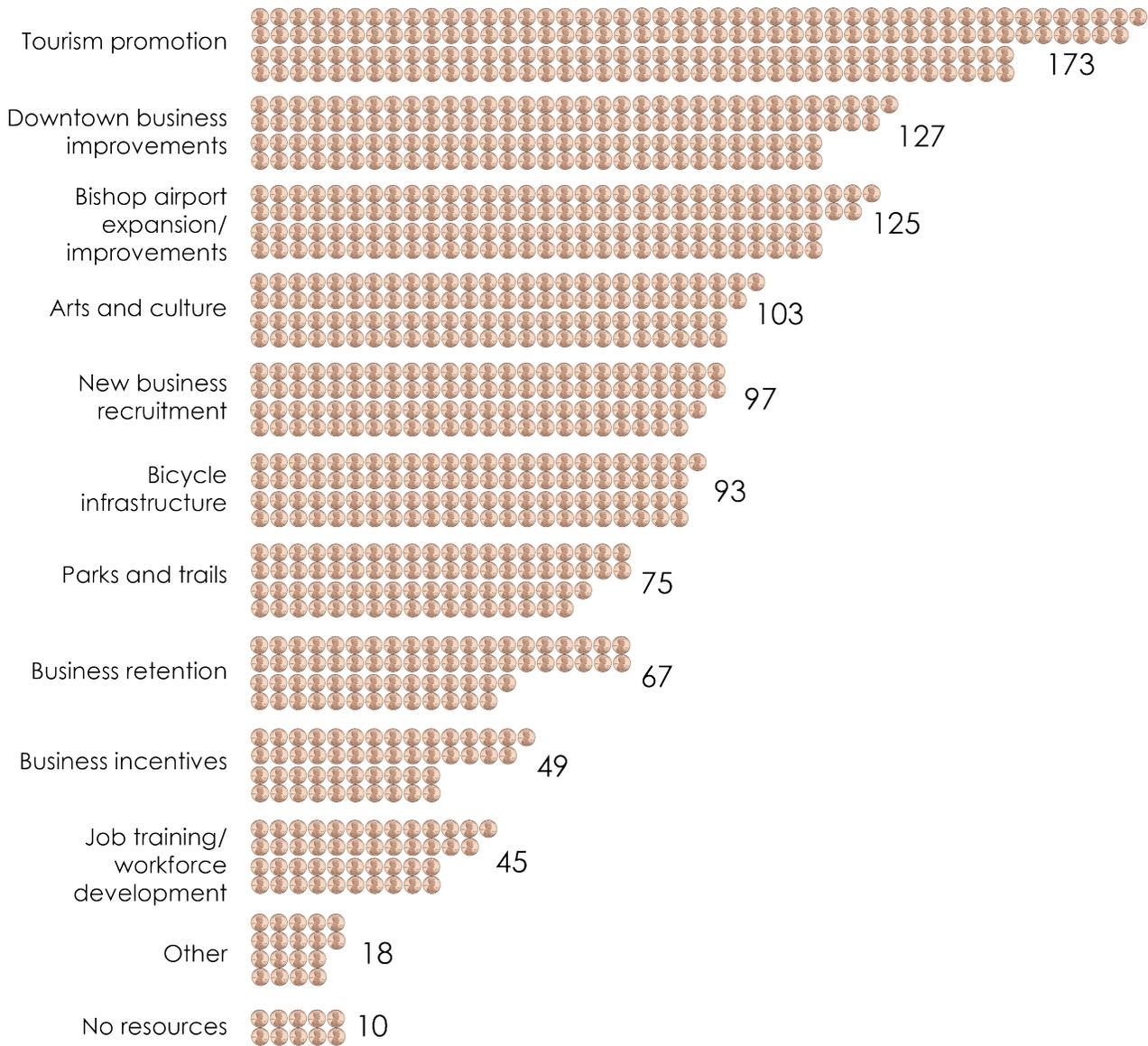
To understand how residents and stakeholders would prioritize investment in Bishop's economic development activities, attendees had the opportunity to allocate up to 10 pennies to 12 economic development activities. As shown in Figure 30 on the following page, tourism promotion received the greatest amount of investment, followed by downtown business improvements and Bishop airport expansion/improvements. Other ideas included:

- "Beautify downtown and make it easy and make a reason for tourists to stop."
- "Recognize that Bishop is more than mules and trout. Rock climbing, outdoor recreation, mountain sports are huge draws. Support them."
- "Downtown public bathrooms are really needed. Put in back parking lot. Buses would stop, tourists with motor homes. It would truly help downtown merchants!"
- "There are many professionals who 'try out' Bishop but have found the infrastructure lacking in the past. We need to accommodate them with better short term office/professional/housing solutions while they decide whether to stay."
- "Expand airport to become Eastern Sierra commercial hub."
- "Open it up to bring in tourists. Bring it up to FAA and TSA standards. Think long term."
- "Reliable regional air service is essential to maintaining our tourism market and diversifying our economy. Businesses need reliable air services to consider moving here."
- "Combined with the advent of Digital 395, air services for Bishop would have great economic potential for the future."

BISHOP AIRPORT

With respect to how the airport can contribute to Bishop's economic growth, nearly all Open House attendees were very supportive of investing in expanding the airport for commercial flights. In addition to providing reliable air transport, they suggested that expansion of the airport would make Bishop a more attractive location for light industry or high tech companies because the ease of reaching other destinations would be greatly improved. It is important to not that establishing and maintaining commercial flights into the Bishop Airport would likely require a sizeable subsidy.

FIGURE 30.
HOW WOULD YOU INVEST RESOURCES TO STRENGTHEN BISHOP'S ECONOMY?



Note: Attendees could allocate 10 pennies.

Source: BBC Research & Consulting from Bishop Open House exercise.

GOALS

To orient Open House attendees to the general plan process, one station featured the goals from the previous EDE as well as selected goals from the recently completed housing and mobility elements that are relevant to economic development. The station featured several maps of Bishop showing where commercial business are located by industry as well as a map showing parcels owned by LADWP within and surrounding Bishop. As a part of this station, Open House attendees were encouraged to craft their suggestions for goals for this EDE. These are presented below as written by attendees and show the number of “ditto” dots (if any) placed by other participants who agreed with the goal.

- Preserve and protect local small business. 
- Grow tourism dollars—get people here. 
- Revitalize Downtown—uniform look and beauty. 
- Give the residents an opportunity to invest in Bishop's growth. Offer an avenue to act as venture capitalist or angel investor. 
- Establish a Town theme. Support Chamber to market Bishop. Reduce empty Main Street. We need a town promoter like Mammoth. 
- Work with the County to develop more airport services. 
- The City needs to be in charge. Buildings standing empty is poor advertisement for business and community. City take charge. 
- Empty big box storefronts = rural blight!!! How can we creatively repurpose? Library? Post Office? Conference or community center? 
- Find ways to increase the density of development— more housing, more retail, more business. 
- The 1990 goals still sound like good ideas. 
- Create a lively, vibrant focal point for the city. 
- Light industry. Be more bicycle friendly. Airport development. 
- Preserve small town. 
- Grow tourism dollars, raise the TUT. Tourists are paying most of it anyway. 
- More attractive pedestrian signage. 
- Airport and tourism development are the key. We are a natural as a destination for conferences, corporate retreats, etc. Dependable air service is the answer! 
- Remove expired business signs. 
- Signage needs to be improved - existing is almost invisible to tourists. 

- All these "goals" are very beautiful but have no depth, no plan of action or specifics.
- Mammoth was in the same boat 30 years ago. They made a decision to DO something about it. Summer was dead. Today summer is bigger than winter. We need to sit down with Mammoth and learn.
- Not sure about all that money on Warren Street.
- 100% business occupancy on Main Street.
- A recruiter or headhunter for GMC, Dodge, Subaru - businesses that will bring in people from other areas to shop in Bishop and boost economy.
- Businesses don't have to be uniform, but storefronts painted and kept up.
- Create architectural committee - make Bishop pedestrian friendly and prettier.
- Finish the 395.
- More housing for students or younger adults starting out on their own. Maybe apartments. I see this as a plus because we get a lot of young mountain climbers and outdoor enthusiasts here.
- Placemaking.
- Please remain true to high quality of life for residents. Don't bring in noisy, polluting ATVs as economic base. Bike paths and trails attract bicycles.
- Re-examine all general plan elements to ensure they support economic development priorities or leverage to attract new businesses.
- The need for additional housing to meet employment needs. Collaborate with larger employers for employee housing. Seek additional funding for needed city infrastructure.
- Use some of the parking area behind City Hall for "Town Center" for community concerts, gathering place (like Farmer's Market but also programs to attract tourists who are in town).

WORKING GROUP SUMMARY

In addition to the Open House, the EDE process included the active participation of 30 local stakeholders (Working Group) in vision, goal, policy and implementation plan development.

VISION FOR SUCCESS

Working Group members shared in strategy sessions how the EDE, if successfully implemented, would manifest in Bishop. Success stories ranged from eating a nice dinner before departing for San Diego from Bishop Airport; to a vibrant downtown with nice facades and flowers and being a great place for tourists. A successful Bishop may be known as a college town, where locals can get an education and find good jobs in the community. The economy will expand and grow in diversity, leveraging Digital 395. Bishop itself will be a year round tourist destination where visitors access outdoor activities and enjoy staying in town to eat and shop. Bishop's retail, education and healthcare facilities will serve residents of the greater region.

GOALS FROM THE WORKING GROUP

Each working group member crafted at least one goal for the EDE. Goals were written on large post-it notes and grouped by topic on the meeting room walls. These initial goals (43 total) addressed:

- Tourism and regional cooperation;
- Main Street/Warren Street/Downtown Bishop;
- Business retention;
- Bishop airport;
- Entrepreneurship and business development;
- Supportive infrastructure;
- Education, training and workforce development;

- Conservation and preservation;
- Arts and culture; and
- Housing.

To narrow the number of goals, attendees participated in a prioritization exercise. Each received six dot stickers to allocate to the goal(s) they believe should be included in the EDE. Overall, 34 of the original 43 goals received at least one dot. All of the original goals are included at the end of this document. The goals that received at least eight endorsements are presented in Figure 31.

FIGURE 31.
TOP SIX GOALS

Create a vibrant, attractive, authentic and pedestrian-friendly downtown that is an attraction for residents and visitors



Commercial air service at Bishop airport



Bishop is known as a college town



Create a regional brand and effective, informed marketing campaign leveraging our natural resources to attract visitors across all activities - outdoor and cultural



Develop a regional Inyo/Mono brand to promote tourism to the area and develop an advertising/PR campaign to support that brand



Economic diversity capitalizing on Digital 395



Source: EDE Working Group September 2014 session.

BEYOND GOALS

The quick consensus about the top goals from the working group led to a discussion about policies and tactics, EDE implementation, measuring progress towards goals and next steps.

Policies and tactics.

The policies and tactics developed to support the successful achievement of the EDE goals should be rooted in best practices from other communities. Ideas for policies and tactics suggested by the Working Group include:

- Identify the appropriate incentives the City of Bishop could offer to attract private sector investment. For example, if Bishop successfully increases the number of tourists, would it be appropriate to offer incentives to increase the number of hotel beds?
- Develop a comprehensive off-season marketing plan to build year round tourism;
- Retain a "headhunter" to recruit specific businesses to Bishop (e.g., Trader Joe's, car dealerships);
- Retain a professional grant writer to seek new resources for the community to support infrastructure investments and other tactics to achieve goals;
- Identify the resources currently available in the community (e.g., talent, funds, and other expertise) that residents and business owners could contribute to implementing the EDE.
- Develop a comprehensive one-stop shop for how to start a business that includes the current system related to Bishop's regulations and policies as well as business plan development assistance, assistance in obtaining capital from public and private sources, and so forth.
- Learn from other communities that have succeeded in making changes that Bishop

desires. See King's Beach as an example. (Note: the EDE document will include relevant best practices where applicable that the City and its partners can apply to Bishop.)

- Take advantage of knowledge, examples and opportunities from other regional organizations (e.g., Sierra Business Council, county organizations, the Mammoth Lakes Trails and Public Access Foundation) and collaborate regionally to achieve goals and secure resources.
- Work with Caltrans to make downtown more bicycle and pedestrian friendly.
- Invest in fish stocking programs.
- Welcome tourists to Bishop with banners in multiple languages.

Implementation.

With respect to implementing the EDE, Working Group members emphasized the importance of building accountability in to the plan. In the final strategy meeting, Working Group members volunteered to chair implementation committees related aligned with four of the five EDE goals. The airport is under the County's jurisdiction, so members felt Bishop could be contribute by participating in County's planning process, rather than a leadership role.

CASE STUDIES AND BEST PRACTICES

Based upon the goals and policies section, the study team identified a series of case studies from around the country that showcase communities' actions to address various economic development issues. The communities represented in the case studies were chosen for their similarity to Bishop in terms of community characteristics as well as the economic challenges faced. Each case study concludes with an analysis of how it relates directly to Bishop.

BROADBAND ACCESS

Broadband (high-speed Internet service) is essential for businesses to operate and increasingly expected by American households. In addition to attracting new businesses that seek broadband access, self-employed individuals and full- or part-time telecommuters (a growing portion of the American workforce) require the connection for their jobs. Promoting broadband service, along with other desirable community features, can be a successful tactic for attracting new residents and growing the economy.

Bend, Oregon has successfully used the combination of a fast broadband network and marketing itself as a desirable community to attract new businesses and residents. Bend prominently features the broadband network on the Chamber of Commerce website, while also noting the high quality of living and outdoor recreation activities associated with the area.¹ These efforts have resulted in an estimated 9 percent of Bend's workforce telecommuting, one of the highest

in the nation.² As one Bend telecommuter stated, "being so close to world-class recreation here, your work and life can intermingle." The City of Bend has embraced the telecommuter draw, and has been rewarded with population and economic growth.

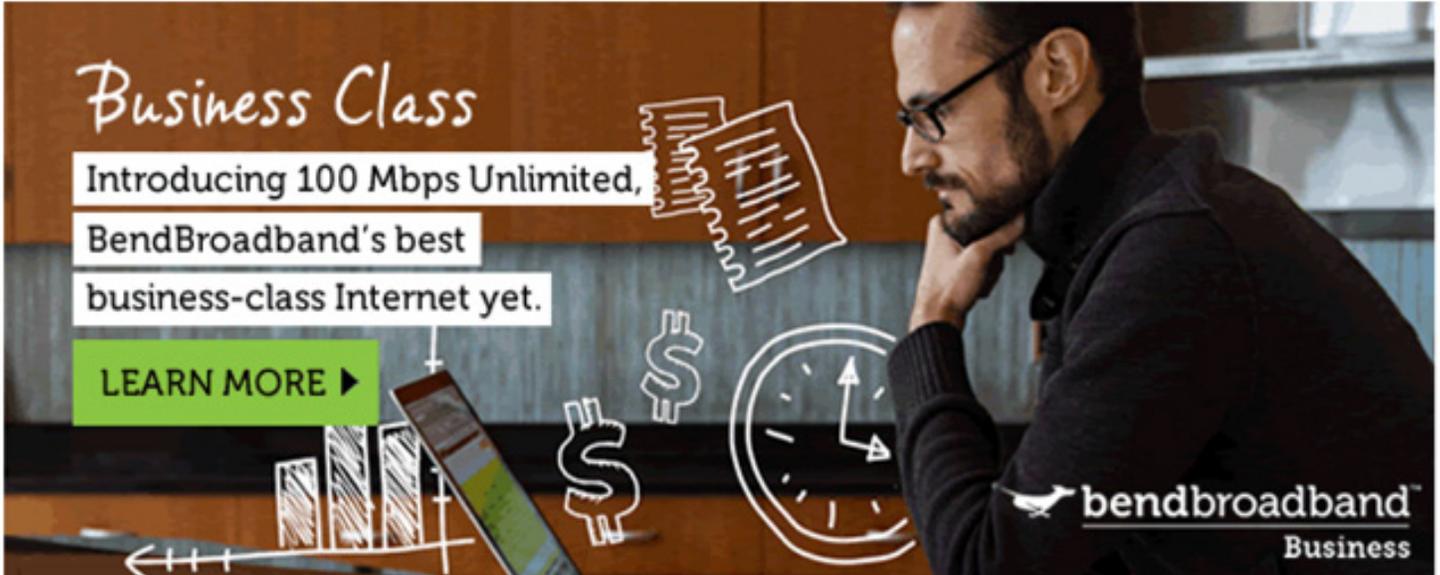
In addition to attracting telecommuters and the self-employed, broadband access is capable of increasing the overall community appeal. As stated in a report for Minnesota local governments,³ broadband internet has the capability to greatly improve public education and place school districts connected to "fiber" at a comparative advantage over neighboring districts. The report also mentions the benefits of a broadband network to the health care system, as this sector is increasingly reliant on information technologies, requiring secure and reliable internet connections.

With the emergence of the broadband network D395 in Bishop, the community stands to benefit immensely from its presence. Inyo County's 21st Century Obsidian Project—a county-owned, open-access, last-mile fiber gigabit network serving the Owens Valley—will greatly enhance the available technical infrastructure. Bishop and Bend are similar in their natural scenic beauty and access to outdoor recreation. Like Bend, Bishop could heavily promote D395 in conjunction with the outdoor appeal in hopes to bring telecommuters and entrepreneurial businesses to the area.

2 Kotkin, Joel. "Lone Eagle Cities: Where the Most People Work from Home." *Forbes*, 2014.

3 Gonzales, Lisa and Chris Mitchell. "All Hands on Deck – Minnesota Local Government Models for Expanding Fiber Internet Access." September, 2014.

1 Bend Chamber of Commerce website: www.bendchamber.org.



<https://bendbroadband.com/business/>

Additionally, ensuring that Bishop's schools and health care facilities are utilizing the broadband network to its full potential is likely to result in improved quality of education and health services. The presence of D395 could also be leveraged to create a Free WIFI Zone in the downtown area, benefiting residents and visitors alike.

EDUCATIONAL INSTITUTIONS

Higher education institutions serve as a valuable community resource for all residents when properly utilized. In addition to educating the students enrolled, higher education institutions can help local small businesses in a variety of ways. At a basic and informal level of involvement, community colleges and vocational schools can provide a place for local business owners and educators to meet and discuss their successes and challenges; receiving input from faculty and other local business leaders. A more involved level of participation could entail helping to launch new small businesses through business incubator programs, internships, or short-term job training programs. A strong relationship between higher education institutions and the local community also increases the likelihood that graduates will seek out

and find employment in the region, benefiting the local economy as well as the community.

Central Carolina Community College in Siler City, North Carolina started a local business incubator, with an emphasis on the arts. This idea was created in wake of the city losing much of its industry and the downtown filled with vacant buildings. Prior to the incubator's formation, meetings with local stakeholders were held to gauge community interest and discuss the incubator's viability. After a small-scale rollout that proved successful, the community college became a tenant in a previously vacant building downtown, offering low-cost studio space for students and community members, community art classes and general business consulting. The "North Carolina Arts Incubator" has been well received and attracts tourists from the local area.^{4, 5}

Bishop is well positioned to take advantage of the benefits associated with higher education institutions since both Cerro Coso Community College and Deep

4 Swanger, Dustin Ed.D. "Community Colleges – Partners in Community Development: Approaches to Developing our Regions." August, 2013.

5 NC Arts Incubator website: www.ncartsincubator.org.



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1 2 3 4

<http://www.ncartsincubator.org/>

Springs College are located in the area. Deep Springs College is unique in that it is located on a cattle-ranch and alfalfa farm, with part of the college's curriculum involving agricultural labor. Deep Springs College with its specialized focus could help bring together those in the agricultural sector and discuss best practices.

As a more traditional community college, Cerro Coso could become an integral part of Bishop's entrepreneurial and small business community. Hosting regular informal meetings or workshops for local businesses and entrepreneurs would provide local business support and could help spur economic growth. With underutilized properties in the community, Cerro Coso, with the support and assistance of the City, could take a similar approach to Central Carolina Community College and house an incubator in the downtown area. The incubator could bring Cerro Coso students and local businesses together through the creation of workshops and internships. Additionally, the incubator could provide general business counseling (business

plan, permits, etc.), technical assistance (accounting, web development, etc.) and community classes—incorporating student involvement in the majority of activities.

AIRPORT

Montrose, Colorado serves as a “bedroom community” to the nearby mountain resort destination of Telluride, while also functioning as a regional business center for the area. Much like the relationship Bishop has with Mammoth Lakes, Telluride has its own airport with commercial flights, but these flights are expensive and often unreliable during the winter months. According to the “2013 Economic Impact Study for Colorado Airports,” the Montrose Regional Airport created 2,035 jobs and led to region-wide revenues of \$222 million, after applying multiplier effects. This is roughly three times as many jobs and revenues that were attributed to the Telluride Regional Airport.

Turning again to an example from Bend, Oregon, the

City heavily promotes the ease and accessibility to nearby Redmond Regional Airport. The City's website depicts the direct flight locations and the number of daily flights available. From a business perspective, the City of Bend uses the flights to make the community seem connected: "With direct flights to Los Angeles, [...], Bend is connected to major markets." The perceived connectivity of Bend makes it more appealing for potential residents or businesses.

Reinstating commercial service to the Eastern Sierra Regional Airport, located two miles outside of Bishop, could be a valuable community resource for bringing additional tourists to the area and attracting new residents and businesses. If flights into Eastern Sierra Regional Airport were priced competitively or lower than flights into Mammoth Yosemite Airport, the flight traffic generated could translate into significant economic impacts. For potential residents, an airport providing reliable service to large metro areas could help Bishop feel more connected and not as isolated. The ability to attract new businesses and telecommuters to the area is highly dependent upon convenient flight service to and from Bishop, as frequent travel is often necessary for new business owners and telecommuters.

REGIONAL HEALTH CENTER

Health care facilities are often the largest employment sector within a rural community, thus an integral part of the local economy. The presence of a regional health care center, specifically a critical access hospital, not only directly employs health care professionals and support staff, but helps attract a higher proportion of private practices. Another added benefit of a regional health care center is the ability to better serve an aging community, often encouraging retirees relocating to the area.

In a joint study by the National Center for Rural Health Works and Oklahoma State University in Lafayette

County, Missouri,⁶ researchers noted the strong link between a good local health care system and business and industry growth. Employees and business management may be unwilling to relocate into a county with "substandard or inconveniently located health services." Additionally, the productivity of the local labor force is an important determinant in choosing a business or industry location; and since good health is a key factor in productivity, a strong health care system is needed. The study also highlights the importance of a health center on the entire local economy. While the Lafayette Regional Health Center employed 237 people, the total employment impact throughout the community was 370, with many of these additional jobs associated with the construction industry due to hospital/private practice expansion or renovations.

Bishop's Northern Inyo Hospital is a critical access hospital that provides a wide range of services. Given its relatively rural location, Northern Inyo Hospital is in a rare position with its access to broadband internet. In the increasingly digital age of health care, Bishop can provide its residents with modern health care technology. Additionally, the hospital could heavily engage in the increasingly popular telemedicine practice, especially if people throughout the region continue to gain access to high-speed internet; limiting the need to travel for medical appointments.

In the coming years, Bishop will be well positioned to provide health care service to the aging baby boomer generation. As this generation begins to retire, and in many cases think about relocating, Bishop could attract some of these relocating retirees by promoting the hospital and all of its capabilities. Should the retiree community grow in coming years, there will likely be a need for additional private practitioners in the community, leading to job creation and economic growth.

⁶ National Center for Rural Health Works, Oklahoma Cooperative Extension Service, Oklahoma State University. "The Economic Impact of Lafayette Regional Health Center on Lafayette County, Missouri." February, 2010.

REGIONAL TOURISM BRANDING

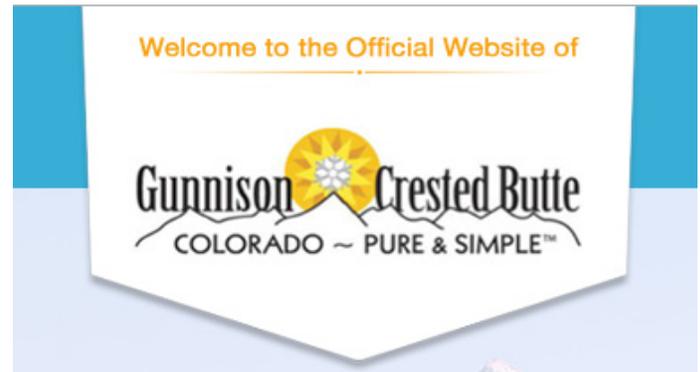
Gunnison, Colorado is a “bedroom community” for Crested Butte, Colorado that is roughly 25 miles to the south. Gunnison and Crested Butte have worked jointly in recent years to promote tourism in the area. The two communities (three if distinguishing between Crested Butte and Mt. Crested Butte) created an easy-to-navigate website highlighting activities, events and dining, emphasizing the region and not a particular destination.⁷ In addition to the two main communities, smaller surrounding communities that could serve as tourist attractions/day trips are showcased on the site. The end result of the joint collaboration is a vacation destination that feels much larger and richer than what one community could achieve on its own.

Bishop is in a position similar to Gunnison, with the resort community of Mammoth Lakes located nearby. With the exceptional year round outdoor activities and natural scenery surrounding both communities, Bishop and Mammoth Lakes already market themselves in a similar fashion. The marketing and branding could extend beyond just Bishop and Mammoth Lakes, with the entirety of the Eastern Sierra being the focus. A collaborative effort by Bishop, Mammoth Lakes, Lone Pine, Inyo and Mono counties, other communities in the Eastern Sierra and tourism organizations would likely result in reaching a broader audience and bring more tourism into the area.

REGIONAL GRANT COORDINATION

The Kitsap Regional Coordinating Council in Kitsap, Washington brings together county representatives, representatives from four cities and two federally-recognized tribes (associated members).⁸ This regional council is seen as one of the most innovative and

progressive in the country. As part of a state funded program, the region installed 120 miles of broadband network fiber and then ran a pilot program to encourage telework throughout the county, in an effort to minimize traffic and car accidents. The council's executive board is responsible for the distribution of state and federal grant funds, most notably federal transportation funds, community development block grants, and low income housing grants. The council was formed to more effectively and efficiently use funds, minimize duplicative efforts, grow the regional economy and increase the transfer of knowledge between local representatives.



Events

Lodging

Dining



⁷ Gunnison and Crested Butte Tourism Association website: www.gunnisoncrestedbutte.com.

⁸ The Council does not have full-time paid staff, choosing to instead contract out much of its work (grant writing, policy planning, etc.) to a third party. The Council finances the third party operations through annual membership dues (determined by population and negotiation), as well as grant program financing.

Residents of Inyo and Mono counties could benefit from a regional coordinating council to oversee grant distribution and facilitate innovative approaches to economic growth. Because the local economies throughout the region are heavily reliant upon each other, coordinated efforts are likely to result in the greatest economic benefit for the region.

UNDERUTILIZED PARCELS

The Mayor of the City of Frederick, Maryland created the Blighted and Vacant Property Ad-Hoc Committee to evaluate the status and policies regarding commercial and residential vacancy within the City. The Committee developed a database of the vacant and blighted properties, documenting location, facility type, and property conditions. The Committee recommended targeted property tax credits for vacant and blighted commercial property rehabilitation, a compounding or escalating fine system for code enforcement violations and a property receivership program. The public and private receivership program allows appointed third party receivers to manage, rehabilitate, demolish, market and sell distressed commercial assets.

In another example from the east coast, the Board of Aldermen of the Town of Richlands, North Carolina has proposed an amendment to the code of ordinances in order to regulate vacant commercial property within the town. This proposal is intended to "preserve the historic integrity of Richlands' Historic District and to protect the Town's commercial districts from becoming blighted through the lack of adequate maintenance and security of abandoned and vacant properties." The measure would require vacant commercial property be registered by the owner with the Town and that the appearance of the property "not provide Evidence of Vacancy," including the interiors visible to people passing by. Owners found in violation of the ordinance would be subject to various citations and must submit a plan detailing

how the property will be brought up to code.⁹ Owners have the ability to appeal the citation in writing to the Town.

With vacant and underutilized property adversely affecting the downtown, Bishop could at a minimum more strongly enforce the current Code of Ordinances. Another actionable task would be the development of a public database of vacant and blighted commercial properties. The database would allow potential business owners to see the availability of commercial property within Bishop, while also providing some community pressure on the property owner to make improvements. The City could choose to take more forceful actions such as increasing ordinance violation fines or amending the ordinances to hold property owners more accountable.¹⁰

FAÇADE IMPROVEMENTS AND BUSINESS IMPROVEMENT DISTRICTS

Rediscover Main Street featured a series of small Iowa municipalities that successfully utilized federal Community Development Block Grant (CDBG) funds for façade improvements. Belle Plaine, Iowa rehabilitated 36 of the 49 main street properties while also implementing a building-to-building street scape project. The City of Belle Plaine commits \$30,000 per year to fund the program.¹¹ Bloomfield, Iowa improved 27 facades around the historic downtown area for approximately \$1.8 million, \$500,000 of which came from CDBG funds. In both cases, this initial expenditure led to further downtown improvements.

⁹ The citations include: 1) Failure to register with the Town within the time frame - \$50; 2) Failure to register annually - \$50; 3) Failure to meet the maintenance and security requirements - \$500; 4) Failure to submit a plan - \$50; and 5) Failure to implement plan within 50 days of plan approval or complete in timely manner - \$500.

¹⁰ The City Attorney of the City of Bishop should be consulted prior to the amendment of the Code of Ordinances, if such action is considered.

¹¹ http://www.belleplainecommunitydevelopment.net/Downtown_Revitalization.pdf.

With the vast amount of Bishop retail space located on Main Street and Warren Street, façade improvements along these streets would improve the attractiveness of the city and encourage additional tourist activity. Identifying funding sources such as CDBG would lower the cost incurred by the owners and by the City. If possible, façade upgrades coupled with overarching street improvements (see Downtown Planning below) would likely result in the greatest economic benefit to the community.

Hotels in Billings, Montana were severely underperforming compared to nationwide trends in 2007, leading to a \$0.75 per-room per-night tourism district assessment. After going into effect, the assessment generated \$400,000 marketing dollars and led to a 4.3 percent occupancy increase. The assessment was raised to \$1.00 per-room per-night in 2009 and led to over an additional \$125,000 dollars for marketing. The funds raised through the assessment were used to launch a tourist-centric website. A study concluded that every bed-tax dollar invested in promoting Billings led to \$3.50 in state and local tax revenue, in addition to raising awareness as a vacation destination.

As Bishop recently created a tourism improvement district that assesses only lodging, the example of Billings, Montana is useful for how to best utilize the generated revenue. A successful advertising campaign that includes the development of a tourism based website could bring in a significant number of additional tourists, leading to increased local tax revenues. Depending on the success and public sentiment of the tourism improvement district, Bishop could consider a small increase in the assessment fee in the coming years. Overtime, the need for

the tourism improvement district could dissipate as Bishop's reputation as a tourist destination increases.

DOWNTOWN PLANNING

The city of Victor is a small "bedroom community" for Jackson, Wyoming and faces many of the same challenges as Bishop, CA. Through the EPA's Smart Growth Implementation Assistance program, Victor identified barriers to downtown economic growth and developed a plan to overcome many of these barriers. To date, Victor has implemented a number of the plan recommendations.

A major obstacle for Victor is having its Main Street also function as a state highway. The EPA's Smart Growth Implementation Assistance program noted that "a wide roadbed and high truck and car traffic created an unpleasant experience for pedestrians and a disincentive for quality future development in the downtown area." To alleviate this issue, City officials worked with the Idaho Transportation Department to improve the appeal of Main Street through a variety of tactics:

- Striped Main Street to reduce truck and car speed;
- Created on-street parking to serve adjacent businesses; and
- Plan for additional streetscape improvements (wide sidewalks, street trees, new street lighting), including the medians necessary to create a boulevard.

Another recommendation that came out of the EPA's Smart Growth Implementation Assistance program was to pursue development in and around a historic

<http://www.belleplaineiowa.us/>



train depot (no active train service), seen as a catalyst for other downtown growth. The City of Victor purchased the property in 2011 and has begun renovation, with the intention of creating an open-air pavilion and interactive community function and meeting space. As part of the downtown revitalization process, Victor reviewed its transportation plan and determined that creating a reconnected grid system will benefit the community.

SIERRA BUSINESS COUNCIL

The Sierra Business Council is a great resource for communities in the midst of economic development. One of the Council's publications ("A Commercial and Mixed Use Handbook") provides a great deal of information pertaining to building successful and vibrant communities in the area. The publication is free of charge and available at their website.¹² Some of the high level takeaways from the handbook are:

- Infill development in downtown areas that preserves or enhances the "main street" feel;
- The development or improvement of neighborhood convenience centers; and
- Development and support of shopping districts that avoid duplicating downtown/main street services.

¹² Sierra Business Council website: www.sbcouncil.org.

GOALS AND POLICIES

Achieving the goals outlined in the City of Bishop Economic Development Element (EDE) will require the participation of the City of Bishop and public and private partners from Bishop and beyond. The study team recommends creation of an EDE implementation committee, similar to the EDE Working Group to lead, contribute to and monitor the community's progress toward achieving the EDE goals. The EDE cannot be implemented solely by community volunteers or by existing staff due to a lack of capacity. Ideally, the City will fund and hire a new FTE to oversee implementation of the EDE and economic development in general.

Vision:

To be a regional economic and commercial hub with a multitude of services for both residents and visitors. Bishop strives to be a diverse, well-rounded, welcoming, sustainable, vibrant community that collaboratively promotes its unique Eastern Sierra location and provides year-round business and outdoor recreation opportunities.

GOAL 1: CREATE A VIBRANT, AUTHENTIC AND PEDESTRIAN-FRIENDLY DOWNTOWN THAT IS A DESTINATION FOR RESIDENTS AND TOURISTS.

Policy 1.1: Work with appropriate agencies and investigate options to calm traffic and better the pedestrian and bicycle environment on the downtown portion of 395.

Policy 1.2: Explore methods to incentivize downtown property owners to invest in façade improvements to make downtown more attractive to visitors and residents.

Policy 1.3: Initiate contact with owners of vacant and underutilized properties to encourage more productive uses that support the vision of a vibrant downtown.

Policy 1.4: Explore property owner interest in developing a Property-Based Improvement District to fund downtown enhancements (e.g., trash and recycling, public realm cleaning, beautifications, public restrooms), special events and parking and access management.

Policy 1.5: Update the Municipal Code to strengthen the downtown overlay zone to allow for increased density (height); mixed-use buildings (e.g., retail first floor, housing above); and to reflect updated planning goals as established through the General Plan.

Policy 1.6: Collaborate with local partners to design and implement programs to enliven downtown (e.g., longer business hours, improved lighting, special

events and festivals) and draw tourists and residents downtown.

Policy 1.7: Promote infill redevelopment of vacant or underutilized commercial sites through the reform of municipal zoning, parking requirements and public incentives.

Policy 1.8: In conjunction with Caltrans, revisit options for a truck route that will remove truck traffic from downtown while ensuring private motorist traffic remains.

GOAL 2: PROMOTE BISHOP AND THE EASTERN SIERRA REGION AS A WORLD-CLASS, YEAR-ROUND TOURIST DESTINATION.

Policy 2.1: Work with the Bishop Area Chamber of Commerce and Visitor's Bureau and other local partners (e.g., Town of Mammoth Lakes, Inyo and Mono counties) to develop and implement a strategic plan to market Bishop and the Eastern Sierra as a year-round destination.

Policy 2.2: Collaborate in the creation of an Eastern Sierra brand to promote the region as a tourist destination in all seasons.

Policy 2.3: Support the modernization of the Bishop Area Chamber of Commerce website and other web portals and collateral materials to better attract tourists in the digital and social media age.

Policy 2.4: Continue to invest in city infrastructure to support Bishop's commercial development and transition from a tourism support community to a tourism destination.

Policy 2.5: Create opportunities to encourage the development of diverse retail and food options (e.g., pop-up stores, open air markets).

Policy 2.6: Work with partners to identify appropriate public and private sector mechanisms to sustainably fund investment in tourism promotion and the infra-

structure necessary to make Bishop a viable year-round destination.

Policy 2.7: Work with Bishop Union High School, Cerro Coso Community College, existing vocational programs and tourism industry business leaders to determine the workforce and entrepreneurial skills necessary for Bishop's tourism sector to grow and flourish; and facilitate development of appropriate on-campus or online courses.

GOAL 3: SUPPORT A BALANCED AND DIVERSE LOCAL ECONOMY THAT CONTRIBUTES TO BISHOP'S HIGH QUALITY OF LIFE; PROTECTS THE COMMUNITY'S AMENITY BASE; LEVERAGES BROADBAND ACCESS; AND IMPROVES THE FINANCIAL WELL-BEING OF ITS RESIDENTS.

Policy 3.1: Promote broadband access in city communications and encourage the Bishop Area Chamber of Commerce and the local real estate community to market broadband access.

Policy 3.2: Work with neighboring jurisdictions, federal agencies and regional economic development organizations to coordinate efforts to promote the Eastern Sierra to a diverse range of prospective businesses.

Policy 3.3: Purchase, lease or co-develop LADWP and Inyo County-owned land for residential, commercial and light industrial uses.

Policy 3.4: Coordinate economic development goal implementation with other general plan elements.

Policy 3.5: Work with other jurisdictions and local institutions to implement a grant-writing program that will benefit all sponsors.

GOAL 4: STRENGTHEN THE COMMUNITY'S ROLE AS A REGIONAL CENTER FOR RETAIL, EDUCATION AND HEALTHCARE.

Policy 4.1: Support creation of a business development center that will help entrepreneurs navigate City processes as well as assist with business planning and capital formation.

Policy 4.2: Work with financial institutions to develop a small business startup or expansion loan fund.

Policy 4.3: Refine the City of Bishop's processes and regulations to encourage businesses to locate in Bishop.

Policy 4.4: Provide information (e.g., link to third-party site, inventory database) related to available commercial sites and existing businesses.

Policy 4.5: Support existing local retail businesses and recruit appropriate businesses to diversify Bishop's retail base and retain spending that is otherwise leaking from the community.

Policy 4.6: Support development of modern housing products to attract a diverse and educated workforce.

Policy 4.7: Provide support to Northern Inyo Hospital's role as a regional healthcare provider (e.g., efforts to attract and retain medical professionals).

Policy 4.8: Encourage and support local educational institutions' efforts to offer courses, certificates and degree programs that enable residents of the region to find sustainable employment locally.

GOAL 5: SUPPORT DEVELOPMENT OF COMMERCIAL AIR SERVICE AT THE BISHOP AIRPORT TO PROVIDE RELIABLE AIR TRAVEL YEAR-ROUND.

Policy 5.1: Participate in and support plans to expand the Bishop airport with a long-term goal of commercial air service.

Policy 5.2: Work with Inyo County and other regional partners to provide support for all-weather air service to the Eastern Sierra region with good local ground connections and integrated transit services.

Policy 5.3: Investigate financing mechanisms if it is necessary to subsidize commercial air service.

APPENDIX A

IMPLEMENTATION PLAN

City of Bishop Economic Development Element Implementation Plan

GOAL 1. Create a vibrant, authentic, and pedestrian-friendly downtown that is a destination for residents and tourists (CONTINUED).

ACTIONS	RESPONSIBLE PARTIES	IMPLEMENTATION TIMELINE												
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
Policy 1.4	Explore property owner interest in developing a Property-Based Improvement District (PBID) to fund downtown enhancements (e.g., trash and recycling, public realm cleaning, beautifications, public restrooms), special events and parking and access management.													
Action 1.4.1	Host a PBID informational meeting with downtown property and business owners.	EDEIC Downtown Committee, City of Bishop												
Action 1.4.2	Develop PBID recommendations.	EDEIC Downtown Committee, downtown business and property owners												
Action 1.4.3	Implement PBID recommendations.	EDEIC Downtown Committee, downtown business and property owners, City of Bishop												
Policy 1.5	Update the Municipal Code to strengthen the downtown overlay zone to allow for increased density (height); mixed use buildings (e.g., retail first floor, housing above); and to reflect updated planning goals as established through the General Plan.													
Action 1.5.1	Develop recommendations for updating the Municipal Code.	City of Bishop, EDEIC												
Action 1.5.2	Implement recommendations.	City of Bishop												
Policy 1.6	Collaborate with local partners to design and implement programs to enliven downtown (e.g., longer business hours, improved lighting, special events and festivals) and draw tourists and residents downtown.													
Action 1.6.1	Develop downtown activity plan for year-round events.	Bishop Area Chamber of Commerce, EDEIC Downtown Committee												
Action 1.6.2	Implement plan.	Bishop Area Chamber of Commerce, EDEIC Downtown Committee, downtown businesses, residents												
Policy 1.7	Promote infill redevelopment of vacant or underutilized commercial sites through the reform of municipal zoning, parking requirements and public incentives.													
Action 1.7.1	Identify potential barriers to redevelopment.	City of Bishop, EDEIC												
Action 1.7.2	Reform zoning and requirements.	City of Bishop												
Policy 1.8	In conjunction with Caltrans, revisit options for a truck route that will remove truck traffic from downtown while ensuring private motorist traffic remains.													
Action 1.8.1	Create EDEIC subcommittee to lead efforts to explore and build community support for a truck route.	EDEIC Truck Route Committee												
Action 1.8.2	Develop truck route policy recommendation.	EDEIC Truck Route Committee												
Action 1.8.3	Implement truck route policy recommendation.	City of Bishop, EDEIC												

*EDEIC is the Economic Development Element Implementation Commission, comprised of the Bishop Area Chamber of Commerce and Visitor's Bureau leadership, local business and commercial property owners and residents.

City of Bishop Economic Development Element Implementation Plan

GOAL 2. Promote Bishop and the Eastern Sierra Region as a world-class, year-round destination (CONTINUED).

ACTIONS	RESPONSIBLE PARTIES	IMPLEMENTATION TIMELINE												
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
Policy 2.6	Work with partners to identify appropriate public and private sector mechanisms to sustainably fund investment in tourism promotion and the infrastructure necessary to make Bishop a viable year-round destination.													
Action 2.6.1	Create EDEIC Finance Committee													
Action 2.6.2	Develop sustainable funding plan													
Action 2.6.3	Implement sustainable funding plan													
Policy 2.7	Work with Bishop Union High School, Cerro Coso Community College, existing vocational programs and tourism industry business leaders to determine the workforce and entrepreneurial skills necessary for Bishop's tourism sector to grow and flourish; and facilitate development of appropriate on-campus or online courses.													
Action 2.7.1	Create EDEIC Workforce Committee													
Action 2.7.2	Research workforce and entrepreneurial skill needs													
Action 2.7.3	Research local skill training/education opportunities													
Action 2.7.4	Develop training/education recommendations													
Action 2.7.5	Work with local partners to develop training/education programs													

Draft timeline frames contingent on staff and/or volunteer capacity

City of Bishop Economic Development Element Implementation Plan

GOAL 5. Support development of commercial air service at the Bishop Airport to provide reliable air travel year-round.

ACTIONS	RESPONSIBLE PARTIES	IMPLEMENTATION TIMELINE											
		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Policy 5.1	Participate in and support plans to expand the Bishop airport with a long-term goal of commercial air service.												
Action 5.1.1	Create a subcommittee of the EDEIC to participate in Inyo County's airport planning efforts.												
Action 5.1.2	Continue to provide staff support for planning efforts.												
Policy 5.2	Work with Inyo County and other regional partners to provide support for all-weather air service to the Eastern Sierra region with good local ground connections and integrated transit services.												
Action 5.2.1	Coordinate and support implementation of Mobility Element policies 5.1 and 5.2.												
Policy 5.3	Investigate financing mechanisms if it is necessary to subsidize commercial air service.												
Action 5.3.1	EDEIC research best practices from similarly sized airports and regions.												

Draft timeframes contingent on staff and/or volunteer capacity

APPENDIX B

ADDITIONAL RESOURCES

ADDITIONAL RESOURCES

The intention of this Appendix is to highlight additional resources and potential sources of grant dollars for the EDE implementation. The Sierra Business Council (SBC)¹ provides resources related to community, economic and environmental opportunities in the Sierra Nevada region. Their publication, *Investing for Prosperity*,² includes case studies and resources for rural development and capacity building. We highlight several of those resources that directly address goals for the EDE.

- Main Street revitalization—National Trust for Historic Preservation’s Main Street Center (www.mainstreet.org or 202-588-6219). In *Investing for Prosperity* the Sierra Business Council mentions its work with the California Trade and Commerce Agency to assist Sierra communities with a regional Main Street program. Contact SBC at 530-582-4800 or sbcinfo@sbcouncil.org

- Small business “microloans”—The Small Business Association’s Microloan Program³ funds small business loans up to \$50,000. These loans are administered through SBA-approved lending intermediaries. Inyo County is served by the Fresno SBA District Office. <https://www.sba.gov/offices/district/ca/fresno/about-us>

- The Chronicle of Philanthropy offers subscribers a searchable database of private grant donors, state and federal opportunities, and other resources (e.g.,

best practices). <https://philanthropy.com/>

- The California Association for Local Economic Development offers resources, networking and education opportunities for local economic development. CALED offers a 4-day certificate course—Introduction to Economic Development—that may prove valuable to City of Bishop staff or EDE Implementation Committee members. <http://www.caled.org/introduction-economic-development-certificate-program>

- This study was funded by a federal Community Development Block Grant (CDBG) administered by the State of California.⁴ The State’s CDBG program offers several economic development funding programs⁵ including planning and technical assistance (this project’s funding source), business assistance and microenterprise assistance.

1 <http://sierrabusiness.org/>

2 http://sierrabusiness.org/images/Publications/Investing_for_Prosperty/Investing%20for%20Prosperity.pdf

3 <https://www.sba.gov/content/microloan-program>

4 <http://www.hcd.ca.gov/fa/cdbg/>

5 <http://www.hcd.ca.gov/fa/cdbg/EconDevelopment.html>

APPENDIX C

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