

Eastern Sierra Region CEDS 2025 Annual Update

Year 1 Progress Report

2024 – 2029 Comprehensive Economic Development Strategy

ANNUAL CEDS PROGRESS REPORT

WHAT IS A CEDS?

A Comprehensive Economic Development Strategy (CEDS) is a unified, regionally focused action plan that provides a framework for an area's economic growth and community development. The CEDS serves as an economic blueprint for the region and establishes a collaborative process that will help create jobs, foster more stable and diversified= economies, and improve living conditions. It is a continuous planning process that addresses the economic challenges and opportunities of an area, providing objectives to strengthen economies through regional strategies which focus on economic and workforce development, quality of life, transportation, and other vital infrastructure. This five-year CEDS will guide the direction of the Eastern Sierra region from 2024-2029, encouraging new, collaborative efforts at the regional and local levels.

ABOUT THE REGION

The Eastern Sierra region in California includes Alpine, Inyo, and Mono Counties. The region boasts a rich history of mining, ranching, and agriculture, which has influenced the region's cultural heritage, and it is also known for its stunning natural beauty and abundance of outdoor recreational experiences. The region is home to the Sierra Nevada Mountain Range, including Mount Whitney, the highest peak in the contiguous United States, as well as a few national forests, wilderness areas, and state and national parks. Residents and visitors can experience desert and mountain landscapes with access to lake settings as well. The Eastern Sierra region is largely rural, with many small towns and communities scattered throughout the region. These rural areas offer a unique blend of traditional and modern lifestyles, with a focus on outdoor recreation and a connection to the natural environment.

The Eastern Sierra CEDS was accepted by the EDA in January 2024.

ABOUT THIS REPORT

This report serves as the annual update on the region's progress toward the goals outlined in the 2024-2029 Comprehensive Economic Development Strategy. The report contains the region's implementation plan, actions taken to date, and goals for 2025. In addition, the report contains a current list of regional projects that meet EDA investment priorities and pertain to various funding sources.

ESCOG & CEDS Committee

ABOUT THE EASTERN SIERRA COUNCIL OF GOVERNMENTS

The Eastern Sierra Council of Governments (ESCOG) is a Joint Powers Authority (JPA) agency made up of the following member agencies: City of Bishop, the Town of Mammoth Lakes, Alpine County, Inyo County, and Mono County. The ESCOG coordinates regional planning and economic development efforts throughout the Eastern Sierra, working cooperatively with local, state, and federal partners to support community development, economic diversification, sustainable recreation, ecosystem management and climate resiliency for a more prosperous, sustainable, and resilient region.

The ESCOG is empowered to work across jurisdictional boundaries by the Sustainable Recreation and Ecosystem Management Program, the Community Economic Resiliency Fund Pilot Program and the Inyo Mono Broadband Consortium Program, which were adopted by the resolution of all four member agencies. The ESCOG is empowered to administer the CEDS program and convene regional economic development partners by resolution of the governing bodies of Alpine County, Inyo County, Mono County, the City of Bishop and the Town of Mammoth Lakes.

The ESCOG includes elected representation from each of its four member agencies: Inyo County, Mono County, the City of Bishop and the Town of Mammoth Lakes.

CEDS COMMITTEE

The CEDS Committee is comprised of Economic Development staff from each of the jurisdictions represented by the Eastern Sierra CEDS. The committee meets monthly to discuss regional economic development needs, projects and funding opportunities. Over the inaugural year of the CEDS committee's formation, the monthly meeting has expanded to include Tribal participation from the Bishop Paiute Tribe, the Sierra Business Council (a non-profit partner administering the California Jobs First initiative in the Eastern Sierra Region), Rural County Representatives of California, the UC Cooperative Extension Community and Economic Development Regional Advisor, and the newly established Small Business Resource Center located in Bishop, CA.

Strategy & Data Updates

ADJUSTMENTS TO THE STRATEGY

The CEDS sets forth six focus areas with identified goals and objectives. The CEDS strategies present a high-level planning approach through the Evaluation Framework section of the document in outlining Metrics for Success for each area. In response to Economic Development Administration direction on an application submitted by the Town of Mammoth Lakes, all member agencies provided a supplemental project list of priorities to be included as an Appendix to the CEDS to increase opportunities for project funding.

Alpine, Mono and Inyo Counties and their incorporated jurisdictions have provided appendices to included in the document. These lists provide identified projects and programs necessary to meet the strategic goals and objectives of the regional CEDS document. The lists are intended to be dynamic and be updated regularly. The lists have been approved by each respective Board. The project list are attached to these reports as Appendices A-D.

DATA UPDATES

There are no significant data updates to be incorporated into the Eastern Sierra CEDS at this time.

REGIONAL EDA INVESTMENTS

There have not been any investments from the EDA in the jurisdictions of Alpine, Mono or Inyo Counties since adoption of the CEDS in 2024.

The Bishop Paiute Tribe, which operates under an independent CEDS has received a $2.1 million Economic Adjustment Assistance grant from the U.S. Economic Development Administration (EDA), Yuhubi Nobi is the second filling station and convenience store operated by the Bishop Paiute Tribe and managed by the Bishop Paiute Development Corporation.

The Fort Independence Tribe, which also operates under an independent CEDS, was awarded an $8 million grant in 2022, to support Tribal enterprises on the Fort Independence Reservation. This grant is funded by the American Rescue Plan. This grant will support the construction of a new gas station and travel center on Tribal lands.

The City of Bishop and Inyo County met with the EDA during a field visit to discuss opportunities for EDA funding for critical wastewater capacity improvements, however it was determined that PWEAA funding was not adequate to meet the needs of the community due to the number of residential connections that would be supported by the project.

Economic Development Activity

ECONOMIC DEVELOPMENT IN PRACTICE

ESCOG
The ESCOG supports economic development in the Eastern Sierra region through a range of initiatives that promote sustainability, job growth, and regional collaboration. The ESCOG programs of work include:

Sustainable Recreation
ESCOG's collaborates with public land managers, community organizations, local partners and businesses to improve recreation infrastructure and encourage responsible tourism. Specific initiatives include the Buttermilk Infrastructure and Recreation Planning Initiative, which identified sustainable management and infrastructure needs for a prime recreation area and the Towns-to-Trails plan, which identified a multi-use trail alignment to connect communities to each other and to recreation destinations. Tourism is the primary economic driver of the region.

Ecosystem Management
Recognizing the increasing threat of wildfires, ESCOG is actively working to strengthen wildfire preparedness and mitigation efforts. Through funding support, strategic planning, and partnerships with land managers and regional partners, ESCOG enhances regional capacity to protect communities, infrastructure, and natural resources from fire-related disasters. These efforts support workforce development partnerships with local community colleges to develop Forestry and Land Management career paths.

Broadband
The Inyo Mono Broadband Consortium (IMBC) facilitates expansion and adoption of broadband technology in the Eastern Sierra region. The IMBC will facilitates the deployment of broadband services in Inyo and Mono counties by assisting with project development, grant applications, and projects related to state broadband programs.

California Jobs First
This statewide initiative focuses on strengthening the local workforce by creating job opportunities that align with the region's industries, including outdoor recreation, natural and working land management, healthcare, agriculture, and renewable energy.

Regional Collaboration
ESCOG serves as a coordinating body for local governments, fostering partnerships that address shared economic and environmental challenges. By bringing together stakeholders from across the region, ESCOG helps align policies, secure funding, and implement projects that benefit the Eastern Sierra as a whole.

ALPINE COUNTY

Alpine County aims to establish a balanced economy that aligns with sustainable environmental preservation. Key objectives include diversifying the economy, revitalizing stagnant businesses, attracting new enterprises, and enhancing services to support economic growth.

Community Development Initiatives

- The Community Development Department has focused on various projects, including:
- Wildfire Risk Mitigation: Implementing strategies to reduce wildfire hazards and enhance community safety.
- Transportation Planning: Developing plans to improve transportation infrastructure and connectivity within the county.
- Hazard Mitigation Planning: Updating the Alpine County Hazard Mitigation Plan to address potential risks and ensure community resilience.

Housing Development

- In July 2022, the county submitted the Draft 6th Cycle Housing Element to the California Department of Housing and Community Development. This plan outlines strategies to meet housing needs through 2024, including actions to develop and preserve affordable housing.

Infrastructure Enhancements

- In 2022, Alpine County issued a Request for Proposals for the installation of Electric Vehicle (EV) Charging Stations, aiming to promote sustainable transportation and support tourism by accommodating electric vehicles

INYO COUNTY

Inyo County undertook several economic and community development initiatives in 2024, including:

Strategic Planning

- In July 2024, the Board of Supervisors approved the county's first-ever Strategic Plan for 2024–2026. This plan outlines goals to support thriving communities through infrastructure investments, effective service delivery, and thoughtful planning. It also emphasizes economic enhancement by encouraging growth for existing industries and promoting business and workforce resilience.

Community Support

- The Community Project Sponsorship Program (CPSP) continued to provide financial contributions to local non-profit organizations for events and projects that enhance visitation and offer cultural or recreational enrichment. In October 2023, the county invited applications for the 2024 grant cycle, with up to $40,000 available for competitive grants.

Infrastructure and Environmental Initiatives

- In March 2024, the Public Works Department proposed an Electric Vehicle Charging Infrastructure Plan to expand and strengthen the public EV charging network, aiming to support economic development and accommodate long-distance travelers visiting Inyo County's destinations.

MONO COUNTY

Mono County's Economic Development Department promotes sustainable growth and community well-being. Key initiatives include supporting local businesses, tourism, and film industries, enhancing broadband access, and fostering workforce development. Programs also focus on grant opportunities for events, historical preservation, and arts initiatives. These efforts aim to build economic resilience while preserving the county's natural beauty and quality of life.

- Mono County allocatees funding to support community events, local historical societies and museums, and performing and visual arts groups to increase year-round visitation, preserve local history, and promote cultural enrichment.
- The County adopted a five-year Capital Improvement Plan for significant infrastructure projects, including development of roads, sewers, water systems, bike lanes, sidewalks, multi-use paths, parking facilities, parks, airports, and public offices.
- Mono County appointed a Housing Coordinator to advance housing strategies throughout Mono County.

CITY OF BISHOP

The City of Bishop undertook several initiatives to bolster economic and community development in 2024, including:

Downtown Revitalization

- Began implementation of the Downtown Bishop Specific Plan and Mixed-Use Overlay to promote a vibrant, pedestrian-friendly environment.
- Implemented a new signage ordinance to enhance visual appeal.
- Initiated the design phase for the Whitney Alley Improvements Project, aiming to enhance public spaces.

Housing Development

- Collaborated with developers to plan housing projects on potential land acquisitions from the Los Angeles Department of Water and Power, including negotiations acquire approximately 10 acres of Los Angeles Department of Water and Power land in the city's northeast for future housing developments.
- Supported the Silver Peaks housing project, in partnership with Inyo Mono Advocates for Community Action, to provide 72 units for lower-income residents.

Community Engagement and Events

- Supported community events by facilitating road closures for Friday Night Markets, various parades, and the 4th of July fireworks show.
- Collaborated with the Bishop Area Bike Organization to develop a mountain bike park, promoting outdoor recreation.

TOWN OF MAMMOTH LAKES

Between 2022 and 2024, the Town of Mammoth Lakes undertook several initiatives to enhance community and economic development:

Commercial Development

- Limelight Hotel: Approved in July 2022, this project includes a six-story condominium hotel with 149 hotel rooms and 15 residential units. Amenities feature a lounge, meeting rooms, fitness center, childcare facilities, and an outdoor pool. Construction commenced in summer 2022.
- In December 2022, the town released a Notice of Preparation for an Environmental Impact Report concerning the redevelopment of the Mammoth Mountain Ski Resort Main Base. The proposed plan aims to combine diverse overnight accommodations, resort residences, retail, entertainment, food and beverage options, and facilities for skiers and visitors.

Housing Initiatives

- In summer 2021, the town acquired a 0.2-acre site at 60 Joaquin Rd. with plans to develop four for-sale units for households earning up to 150% of the area median income. The project is scheduled for review by the Planning and Economic Development Commission in 2023, with construction expected to begin the same year and occupancy targeted for 2024.

Strategic Action Plan Update

REGIONAL VISION

A cohesive regional vision is essential for ensuring the CEDS effectively addresses economic challenges, leverages regional strengths, and fosters long-term prosperity. The Eastern Sierra CEDS is intended to align goals for collective impact, strengthen the competitiveness of the region, leverage resources efficiently, enhance resilience and sustainability, facilitating Federal and State support, and encourage innovation and entrepreneurship.

"The Eastern Sierra region envisions a future which includes economic prosperity and environmental stewardship realized through collaborative efforts to preserve natural assets and historic culture, enhance regional connectivity and resiliency, and advance vibrant and inclusive communities"

FOCUS AREAS AND GOALS

The strategic action plan builds on this vision by building goals and objectives around the following focus areas:

ACCESS & CONNECTIVITY
From roadways to broadband to air travel, the importance of connectivity was a focus in stakeholder sessions and is supported by regional data and literature.

COMMUNITY & CULTURE
The Eastern Sierra region boasts a strong culture of community among the residents, workers, and other key stakeholders with vested interest in the success of the region and its economies.

ECONOMIC EXPANSION & DIVERSIFICATION
With the undisputed asset of a healthy tourism and outdoor recreation industry, regional leaders want to leverage the industry's benefits for economic growth while pursuing opportunities for economic diversification in pursuit of increased community resiliency.

ENVIRONMENTAL RESILIENCE & SUSTAINABILITY
The region has a robust inventory of natural assets to protect, frequent exposure to natural hazards, and a population accustomed to persevering and "bouncing back," calling for efforts related to environmental resilience and sustainability.

GOVERNMENT AFFAIRS & ADVOCACY
Regional collaboration and advocacy with state and federal entities is an important strategic implementation item and essential to pursue promising state and federal funding opportunities.

HOUSING AVAILABILITY & LAND USE
The extremely limited supply of privately owned land within the region colored the discussion around housing and land use, with stakeholders frustrated by rising housing costs and lack of opportunities for development.

Access & Connectivity

Strategies	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Improve and enhance regional access and connectivity within the region and with surrounding geographies. **Partners/Champions:** Local governments, Internet service providers, CAT, OES, Caltrans				
Increase access to digital resources through broadband infrastructure buildout across the region.	• Catalog existing assets that may help to offset the cost of buildout for providers. Include capital resources as well as in-kind resources and donations, such as waived permitting fees, access to poles for aerial networks, or efficiencies with other utility maintenance or buildout projects • Encourage local governments to partner with internet service providers to apply for state and federal broadband funding with a focus on last mile connectivity • Develop, deploy, and monitor a broadband speed test tool that will allow communities to track achieved speeds vs. advertised speeds, potentially expanding the locations eligible for federal funding • Participate in statewide planning efforts tied to Senate Bill 156, the Broadband Equity, Access, and Deployment Program, and other programs to ensure that the region's challenges are accounted for in funding distribution	Medium-term (2-3 years)	• Creation of local asset & incentive catalog • Number of grant opportunities pursued • Creation of speed test tool • Meeting attendance, committee membership, etc.	• 5 FFA applications submitted (2023) • 2 FFA applications approved so far (2024). The remaining 3 applications are pending (expected to be approved soon) • 2024 had no other construction grant opportunities • Developed concise narratives to be included in future grant applications or to assist providers in selecting feasible projects. • Established public portal for localized speed test at https://connectedeasternsierra.net/get-connected/speed-tests/

Access & Connectivity

Strategies	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Improve and enhance regional access and connectivity within the region and with surrounding geographies. **Partners/Champions:** Local governments, Internet service providers, CAT, OES, Caltrans				
Enhance the regional transportation network to provide residents, visitors, and businesses with more accessible, reliable options for moving in, out, and within the region.	• Catalog and prioritize existing roadway infrastructure deficiencies, including but not limited to depressions in asphalt, dangerously narrow roadways, and areas lacking critical safety infrastructure • Determine which populations lack transportation options most severely, and describe the transportation needs of these groups • Explore options to meet the transportation needs of populations identified above, potentially ranging from fixed route services to major metros or local anchors to responsive services provided at a subsidy • Ensure that local planning efforts include provisions for commercial corridors and surrounding neighborhoods in existing communities to enhance walkability and options for multi-modal transit	Long-term (3-5 years)	• Creation of roadway need prioritization document • Creation of transportation need summary • Report written, committee formed, # of interventions considered, etc. • # of local planning efforts incorporating	• Both Inyo and Mono County maintain Regional Transportation Plans (RTP). • Each jurisdiction submitted Caltrans Active Transportation Grants to advance RTP projects. • ESCOG submitted a grant application in collaboration with all Eastern Sierra jurisdictions and tribes under the federal Reconnecting Communities program.
Enhance emergency response services to ensure remote communities are equipped for periods of time with no access to services.	• Support communities at risk for isolation in winter months in efforts to reserve critical supplies to sustain residents through periods of isolation • Collaborate with Caltrans and county partners to accelerate response times for road clearance and maintenance in isolated communities • Explore emerging tools to anticipate response needs and accelerate response times	Short-term (1-2 years)	• Amount and type of additional supplies reserved • Correspondence facilitated, improved average response times • # & summary of emerging tools evaluated	

Community and Culture

Objectives	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Maintain and capitalize on strong community culture. **Partners/Champions:** Community-based organizations, arts and culture partners, emergency services providers/responders, tribal communities				
Improve partnerships and interagency collaboration to benefit localities and facilitate regionally-focused efforts.	• Conduct a mapping exercise to identify all partnerships critical to CEDS execution with point of contact information • Devise an outreach strategy to bring these partners in as stakeholders • Create regular opportunities for these partnerships to engage in the implementation process • Establish regular communication channels and platforms to facilitate information sharing among the partners	Short (1-2 years)	• CEDS execution partners map • Creation of outreach strategy • Number of meetings with regional partners	• The ESCOG and CEDS jurisdictions have formed a regional economic development collaborative that meets monthly to discuss local project and regional project and funding opportunities. The collaborative has expanded to include the Bishop Paiute Tribe and non-profit partners such as the Sierra Business Council. • Eastern Sierra partners worked together to develop the Sierra Jobs First Strategic Plan supporting the California Jobs First initiative, such as establishing a regional community foundation, economic analysis of tourism drivers, programming for the new Small Business Resource Center, and other projects.
Garner support for new economic development-related initiatives, projects, etc. by developing and capitalizing on strong community engagement	• Effectively educate the public on continuous activities related to the implementation of the CEDS • Provide opportunities for community members to actively participate in the implementation of new initiatives and projects	Short (1-2 years)	• Number of region residents participating in activities • Number of agencies and organizations engaged with CEDS implementation • Annual publication and promotion of CEDS progress	

Community and Culture

Objectives	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Maintain and capitalize on strong community culture. **Partners/Champions:** Community-based organizations, arts and culture partners, emergency services providers/responders, tribal communities				
Enhance the region's existing quality of life with additional amenities to attract and retain talent.	• Support individual communities in their development of achievable plans for talent attraction and retention based on each community's assets and needs • Engage employers about talent retention priorities and strategies • Incorporate natural and cultural assets in local and regional marketing efforts	Long-term (3-5 years)	• See Economic Expansion & Diversification section • Marketing plan updates that reflect incorporation of natural and cultural assets	• ESCOG has secured funding from the Inyo National Forest to assist with partnership mapping to support recreation and ecosystem management priority setting and implementation. • ESCOG continued to identify regional opportunities to invest in sustainable recreation amenities, including the Buttermilk Infrastructure and Recreation Initiative (BIRPI), which was a community-led conceptual recreation management plan for a key tourism destination located on federal lands, and the Towns-to-Trails plan, a feasibility analysis of a long-distance bike path connected communities throughout Inyo, Mono and Alpine Counties. • The City of Bishop partnered with Inyo County to develop a plan for athletic facility improvements at City Park. • The City of Bishop supported the Bishop Bike Organization in constructing a mountain bike facility within City Park. • The City of Bishop assisted in the design and construction of the Community Garden Enhancement Project, promoting community engagement and sustainability.

Community and Culture

Objectives	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Maintain and capitalize on strong community culture. **Partners/Champions:** Community-based organizations, arts and culture partners, emergency services providers/responders, tribal communities				
Strengthen tribal relationships in the communities and counties and involve leadership in conversations and decisions to plan and implement strategies.	• Designate a point of contact for the region to provide ongoing, focused communication and ensure tribal leadership is engaged in conversations and decisions • Organize regular engagements with tribal leaders and representatives from tribal communities • Support each tribal community's ongoing and future economic development initiatives	Short-term (1-2 years)	• Number of meetings with tribal representatives and leaders • Partnerships with tribal communities to support economic development initiatives • Incorporate plan adjustments recommended by tribal leadership • # of executed opportunities to support each tribal community's economic development initiatives	• ESCOG is working to build collaboratives including Tribal communities to ensure efficient community and economic development coordination. • The City of Bishop has initiated the process to include the Bishop Paiute Tribe into the Bishop Area Wastewater Authority JPA , with future plans to secure funding for a consolidated regional sewer facility to serve the greater Bishop area.
Build out a more robust, uniform regional communication strategy for sharing information, including emergency responses, with people who live, work, and recreate in the region.	• Conduct a comprehensive needs assessment to understand the existing communication landscape throughout the region across government partners and key partners like chambers of commerce and business associations • Collaboratively develop a comprehensive communication plan that outlines the strategies, tactics, and responsibilities of each participating entity • Align resources for implementation which may involve securing funding for communication equipment, technology upgrades, and training for relevant staf	Long-term (3-5 years)	• Completion of needs assessment • Adoption of regionwide communication strategy • Communications and marketing reach • Funding secured for increased capacity related to communications strategy	

Economic Expansion & Diversification

Objectives	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Grow and diversify the regional economy through support of existing and new businesses. **Partners/Champions:** Regional economic development organizations, local chambers of commerce, entrepreneurial supportive services				
Build relationships with existing businesses and respond to their needs.	• Build a formal business retention and expansion (BRE) program • Assemble and deploy a network of supportive services and providers to provide technical assistance • Seek funding opportunities to build capacity to grow the BRE program over time	Medium-term (2-3)	• Number of BRE visits conducted annually • Established network of service providers and supportive services • Number of firms referred/connected to service providers and supportive services • Tracked outcomes of companies that successfully navigate services/resources	• Inyo County, in partnership with other Eastern Sierra jurisdictions, and the Sierra Business Council established the Eastern Sierra Business Resource Center in Bishop, CA. The Center opened December 10, 2024 and will provide free technical assistance and business consulting for small businesses throughout the region.
Build upon and transform opportunities for businesses to convene by industry sector to better understand and address common issues related to supply chain, workforce, etc.	• Leverage existing groups convened by partners like chambers or industry associations and adopt a sector partnership model • Assist industry-identified priorities with supportive services, advocacy, funding efforts, etc.	Short (1-2 years)	• Leverage existing groups convened by partners like chambers or industry associations and adopt a sector partership model • Assist industry-identified priorities with supportive services, advocacy, funding efforts, etc.	
Enhance network of entrepreneurial and small business resources to encourage new business development within the region	• Support and promote opportunities for entrepreneurs to convene, network, and learn • Collaborate with service providers like SBDC, SCORE, and local service providers to bring workshops and trainings to the region • Create a regional asset map of entrepreneurial and small business resources • Develop a plan to address gaps in the regional asset map	Long-term (3-5 years)	• Number of networking events • Number of workshops/trainings • Asset map • Plans to address one or more gaps in the asset map	• The Business Resource Center will partner with SBDC and other local service providers to provide workshops and trainings in the region. • The City of Bishop assisted with administration of philanthropically funded façade improvement program to support downtown areas.

Economic Expansion & Diversification

Objectives	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Grow and diversify the regional economy through support of existing and new businesses. **Partners/Champions:** Regional economic development organizations, local chambers of commerce, entrepreneurial supportive services				
Initiate and support efforts related to real estate solutions that complement industry and residential needs.	• Create façade improvement programs for downtown areas • Leverage historic designations to secure funding for building improvements • Establish a revolving loan fund to support investment in real estate solutions that support the needs of businesses • Invest in business district upgrades that improve walkability and bikeability • Revisit and update potential industrial sites in the region and determine priority, viability, funding, etc.	Long-term (3-5 years)	• Establishment of programs • Number of businesses or buildings receiving assistance • Improved walkability scores in main street/ downtown districts	• Inyo County, Mono County, The City of Bishop, the Town of Mammoth Lakes and the ESCOG collaboratively to initiated a Regional Housing Needs Assessment.
Thoroughly study and review the current status of the labor market and gaps in workforce services provision, for both employers and individuals.	• Conduct a workforce and skills gap analysis with asset mapping of workforce and employment services • Provide new workforce development solutions that address gaps and improve outcomes for companies and individuals	Short-term (1-2 years)	• Workforce and skills gap analysis • Asset map of workforce and employment services	• The region participated in the California Jobs First initiative, which included the following labor and industry analysis: https://sierrajobsfirst.org/regional-summary/
Identify additional data-informed opportunities that may exist for economic diversification and expansion.	• Conduct a regional targeted industry analysis	Medium-term (2-3 years)	• • Completion of analysis • Adoption of recommendations in regional and local economic development efforts	• The region participated in the California Jobs First initiative, which included the following labor and industry analysis: https://sierrajobsfirst.org/regional-summary/

Environmental Resiliency & Sustainability

Strategies	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Prioritize opportunities to preserve natural assets and support service provision needs of residents during weather and disaster events. **Partners/Champions:** Local government, emergency services providers/responders, tribal communities, California Climate Adaptation Strategy				
Reduce the challenges experienced by residents and visitors during climate events.	• Create a regional working group that encourages collaboration across the three counties with their current plans, offices, and staff related to emergency response and disaster preparedness • Pursue climate action planning as a region, leveraging resources for greater impact	Short (1-2 years)	• Working group established and meeting regularly • Climate action plan for the region	• Local, State and Federal partners including ESCOG, the Inyo National Forest, Inyo County, Mono County, the Town of Mammoth Lakes, the City of Bishop, the Los Angeles Department of Water and Power, community organizations such as the Whitebark Institute, and state partners including the Sierra Nevada Conservancy, CalFire and the California Department of Fish and Wildlife have collaborated to build capacity in climate resiliency planning and funding opportunities. Efforts include the Eastern Sierra Pace and Scale Accelerator, established to expand the scale and pace of wildfire mitigation projects.

Environmental Resiliency & Sustainability

Strategies	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Prioritize opportunities to preserve natural assets and support service provision needs of residents during weather and disaster events. **Partners/Champions:** Local government, emergency services providers/responders, tribal communities, California Climate Adaptation Strategy				
Enhance the network of industry and community stewards to develop, adopt, and promote guidelines for sustainable tourism.	• Designate a group of sustainable tourism champions to plug into state-level initiatives to leverage plans and resources to advance outcomes in the region • Develop regional guidelines to inform and encourage sustainable tourism initiatives and practices	Short (1-2 years)	• Sustainable tourism champions identified and actively participating in state-level initiatives • Adoption of state-level sustainable tourism initiatives at the regional level	• The Eastern Sierra Sustainable Recreation Partnership (ESSRP) is a collaborative of government and land management agencies that meets monthly to discuss regional sustainable recreation projects. This group helped establish the Sustainable Recreation and Tourism Initiative (SRTI), a regional community-led recreation planning project that identified priorities for existing and new recreation infrastructure and assets. Implementation priorities from the SRTI currently include Towns-to-Trails, BIRPI, the Visitor Connection Package (a visitor education platform), campground improvements, dispersed camping mitigation, the Eastern Sierra Scenic Byway analysis, and building additional capacity in the ESCOG to support regional recreation capacity.
Consider sustainable tourism as a budding industry with workforce needs, entrepreneurial opportunities, and infrastructure requirements.	• Embed sustainable tourism into other plan elements to address workforce, entrepreneurial, and infrastructure needs • Gain support for any needed infrastructure developments like visitor centers, trail systems, amenities upgrades, and more • Sustainable tourism champions identified and actively participating in state-level initiatives	Short (1-2 years)	• Sustainable tourism represented in industry-led groups, BRE outreach, entrepreneurial supports and services • Sustainable tourism represented in workforce analysis and mapping	• The region participated in the California Jobs First initiative, which included the following labor and industry analysis: https://sierrajobsfirst.org/regional-summary/ • The region applied for California Jobs First Catalyst funding to support interjurisdictional sustainable tourism projects including economic impact analysis, branding and marketing, recreation planning, and others.

Government Affairs & Advocacy

Strategies	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Promote stronger government affairs & advocacy efforts. **Partners/Champions:** Local elected officials, local government entities, state government agencies, federal agency representatives and regional offices, philanthropic and private funders				
Build capacity within ESCOG as well as Alpine, Inyo, and Mono Counties and other key partners for improved government affairs, prioritizing relationship-building with the key state and federal entities who directly impact the implementation of CEDS strategy recommendations.	• Map all local, state, and federal government agencies who can directly impact the implementation of CEDS strategy recommendations • Conduct strategic outreach to these government agencies to pinpoint an effective point of contact for conversations and activities related to the CEDS	Short (1-2 years)	• Completion of map of target government agencies for collaboration • Number of agencies with base relationship and point of contact established	• Eastern Sierra communities maintain relationships with State agencies to advance regional goals. In particularly, Inyo County has established a Project Management Office that focuses on identifying State and Federal funding opportunities and fostering State-level relationships. • The Eastern Sierra Sustainable Recreation Partnership (ESSRP) is a public/public partnership between tribal, local, state, and federal government agencies and a regional voice for sustainable outdoor recreation in California that meets monthly to provide regional updates related to recreation projects. ESCOG has partnered with the ESSRP to administer inter-jurisdictional recreation project including the Buttermilk Infrastructure and Recreation Initiative and the Towns-to-Trails project.

Government Affairs & Advocacy

Strategies	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Promote stronger government affairs & advocacy efforts. **Partners/Champions:** Local elected officials, local government entities, state government agencies, federal agency representatives and regional offices, philanthropic and private funders				
Study the broader economic impact of regional strategy recommendations to garner more support from state and federal government agencies.	• Gather the necessary data to assess the economic impact of the CEDS strategy recommendations and relevant future projects or initiatives • Use impact results to communicate the importance of government agency partnership and support to the implementation of the CEDS to stakeholders, policymakers, and the public	Long-term (3-5 years)	• Number of economic impact assessments completed • Number of presentations, meetings, and communication pieces related to communicating economic impact	• The ESCOG is in partnership with the Inyo National Forest to expand capacity for forestry and sustainable recreation projects regionwide. • ESCOG is coordinating with member agencies through the California Jobs First Planning and Catalyst Phases in key sector industries, specifically forestry, sustainable recreation and tourism, agriculture, clean energy and healthcare. This collaboration aims to enhance regional economic development opportunities and build capacity among local governments. • ESCOG plans to expand regional collaboratives in 2025 to strengthen relationships with non-profits and community organizations to support joint funding opportunities, projects and workforce development needs.
Equip local government partners with knowledge and capacity for identifying and securing federal funding to ensure relevant opportunities can be pursued.	• Create and maintain database of relevant programs and funding opportunities • Designate individuals or create a cross-agency team specifically responsible for researching, identifying, and pursuing funding opportunities • Establish relationships with other nonprofits, community organizations, and regional entities and collaborate on grant applications with shared expertise and resources • Leverage support and resources available at the state and federal levels to help regions collaborate and access funding	Medium-term (2-3 years)	• Creation of funding opportunities database • Number of funding applications submitted • Number of funding awards • Number of partnerships with MOUs and/or letters of intent to collaborate	• ESCOG plans to expand regional collaboratives in 2025 to strengthen relationships with non-profits and community organizations to support joint funding opportunities, projects and workforce development needs. • ESCOG plans to expand regional collaboratives in 2025 to strengthen relationships with non-profits and community organizations to support joint funding opportunities, projects and workforce development needs.

Housing Availability and Land Use

Strategies	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Increase stock and availability of housing units with a focus on affordability for regional workforce **Partners/Champions:** County planning and zoning departments, City of Los Angeles, Federal and State government entities				
Increase amount of available land for private development.	• Explore opportunities to purchase, trade, or lease land from public entities who own or manage land in the region • Identify any parcels in unincorporated areas that are eligible for private purchase and explore opportunities to incentivize private purchase and development of these lands	Long-term (3-5 years)	• Exploration of processes for land trades, purchase, or lease of public lands • Assessment of status of past negotiations and strategic direction for utilization or sale of any procured land	• Over 90% of land in Eastern Sierra communities is managed by federal agencies or the City of Los Angeles. Increasing the amount of land available for private development is key for housing and economic development. Each jurisdiction has regular conversations with external landowners to identify parcels that can be developed to address local community develop interests.
Work to improve and expand housing stock on available land.	• Identify areas with opportunities for infill redevelopment, in both residential or nonresidential zones, to take advantage of existing infrastructure and create additional housing where available land is limited • Consider the creation of overlay districts to promote higher density or mixed-use development in nonresidential zones • Pursue federal and state funding programs designed to redevelop, improve, or maintain conditions of existing housing stock	Short-term (1-2 years)	Complete housing needs assessment and strategic plan	• ESCOG, Inyo County, Mono County, the Town of Mammoth Lakes, and the City of Bishop have initiated a Regional Housing Needs Assessment and Action Plan that will establish housing needs by income and unit size to inform development partners, identify appropriate sites to focus housing development efforts, and provide strategic direction for housing policies and incentives.

Housing Availability and Land Use

Strategies	Action Items	Timeline	Metrics for Success	2024 Implementation Summary
Goal: Increase stock and availability of housing units with a focus on affordability for regional workforce **Partners/Champions:** County planning and zoning departments, City of Los Angeles, Federal and State government entities				
Expand additional housing options within affordable range for regional workforce.	• Identify and potentially incentivize opportunities for workforce (low- and moderate- income) housing near employment centers • Explore opportunities for employers to contribute to or develop housing for year-round and seasonal employees	Medium-term (2-3 years)	• Complete funding scan • Convene business resources group and establish workforce housing working group	• The City of Bishop initiated a Parking Management and Land Use Study to identify potential land for future housing developments. • The City of Bishop has leveraged the 2022 Mixed-Use Overlay Zone to approve two multi-family housing projects (8 units and 5 units). A 5-unit mixed-use project is currently under construction. • The City of Bishop rezoned an additional parcel to be included under new zoning reforms to increase housing density, accommodating 35 new dwelling units. • The Town of Mammoth Lakes initiated the Parcel Development: A 25-acre site acquired by the town in 2018, designated for up to 280 affordable housing units.

2026 Economic Development Goals

1. Establish the Eastern Sierra Economic Development District
    - Establish the Eastern Sierra Economic Development District to be administered by the Eastern Sierra Council of Governments in partnership with member agencies, non-profits partners, Chambers of Commerce and others.
2. Sustainable Tourism
    - Work with land management agencies, local partners, Tribes, businesses and non-profits to develop tourism and sustainable recreation attractions to promote off-peak tourism.
    - Ensure tourism development aligns with environmental conservation efforts.
3. Economic Diversification
    - Support industry growth and workforce development in sectors such as ecosystem management / forestry, sustainable recreation, renewable energy, and agriculture.
    - Partner with the Eastern Sierra Business Resource Center to provide resources and support to foster entrepreneurship and the expansion of local businesses.
4. Infrastructure Enhancement
    - Improve high-speed internet access across Alpine, Inyo, and Mono Counties to support businesses, education, and healthcare.
    - Upgrade transportation networks to facilitate commerce and tourism.
    - Develop municipal service reviews to identify infrastructure needs in Inyo, Mono and Alpine Counties.
    - Identify funding opportunities to support necessary water and wastewater modernization.
5. Workforce Development
    - Collaborate with Cerro Coso Community College and other educational institutions, workforce development organizations, and area employers to offer training aligned with industry needs.
    - Implement initiatives to retain skilled workers within the region.
6. Housing Solutions
    - Complete the Eastern Sierra Regional Housing Needs Assessment to develop community specific data for housing demand, site inventory, type of units needed, and recommended actions to increase housing availability.
    - Identify opportunities to partners across jurisdictions for funding and housing opportunities.
7. Regional Collaboration
    - Foster collaboration among Alpine, Inyo, and Mono Counties for shared economic initiatives.
    - Establish collaboratives in key sector industries to increase coordination between land management agencies, local agencies, workforce development organizations and local businesses.



Attachment A

Appendix E
Alpine County CEDS Projects List

Bear Valley Town Lift Connection Project

Overview: Embarking on a transformative initiative, Bear Valley is proud to introduce the Bear Valley Town Lift Connection Project—a visionary endeavor designed to connect the community of Bear Valley to the renowned Bear Valley Ski Resort. This innovative project, established as a private-public partnership between Bear Valley Ski Resort and Alpine County, is poised to bring about substantial economic benefits, community connectivity, and recreational opportunities.

Project Objectives:

1. *Master Planning & Site Assessment:* Undertake a comprehensive master planning and site assessment process to strategically outline the construction and integration of the Bear Valley Town Lift. This phase will consider factors such as topography, environmental impact, and community connectivity.
2. *Community Engagement:* Foster active participation from the local community throughout the project. Engage in open dialogue to understand community needs, address concerns, and incorporate valuable insights into the planning and execution phases.
3. *Cost Analysis:* Conduct a detailed cost analysis to determine the financial requirements for the project. This includes estimating costs for lift installation, infrastructure development, safety measures, and ongoing maintenance. Develop a sustainable financial plan to ensure the project's success.
4. *Permitting:* Navigate through regulatory processes to obtain the necessary permits for lift construction. Collaborate with local authorities and regulatory bodies to ensure compliance with environmental, safety, and construction standards.
5. *Construction:* Execute the construction plan for the Bear Valley Town Lift, connecting the community to the Bear Valley Ski Resort. Implement safety measures, ensure structural integrity, and create a seamless and efficient transportation link.

Projected Economic Benefits: The Bear Valley Town Lift Connection Project is anticipated to deliver a multitude of economic benefits to the region, including:

1. *Job Creation:* Generate employment opportunities during the construction phase and subsequently through the operation of the lift, contributing to local economic growth.
2. *Business Vitality:* Stimulate business activity in Bear Valley by enhancing accessibility to the ski resort, attracting visitors, and fostering a thriving local economy.
3. *New Business Creation:* Encourage the establishment of new businesses catering to the increased influx of visitors and residents, further diversifying the local economy.
4. *Sustainable Transportation:* Introduce a sustainable transportation solution that reduces reliance on traditional vehicles, contributing to environmental conservation efforts.
5. *Safety Improvements:* Enhance safety for residents and visitors by providing a reliable and efficient transportation link between the community and the ski resort.
6. *Recreational Access:* Expand recreational opportunities by providing access to new terrain, attracting outdoor enthusiasts and bolstering the region's appeal.
7. *Increased Skier Demand:* Drive increased demand for skiing and recreational activities, benefiting the Bear Valley Ski Resort and the local tourism industry.

8. *Tax Generation:* Contribute to the region's economic strength through the generation of transient occupancy tax and sales tax, supporting community services and infrastructure development.

Community Connectivity: The Bear Valley Town Lift Connection Project represents a new chapter in the region, fostering stronger connections between the Bear Valley community and the Bear Valley Ski Resort. This initiative reflects a commitment to sustainable growth, economic prosperity, and a vibrant community, establishing Bear Valley as a premier destination in the region. Through collaboration between the private and public sectors, this project is set to leave a lasting legacy, enhancing the overall quality of life for residents and visitors alike.

Turtle Rock Park Rehabilitation and Reconstruction Project

Overview: Alpine County is embarking on a crucial endeavor—the Turtle Rock Park Rehabilitation and Reconstruction Project. This comprehensive initiative aims to restore and enhance the largest County-owned facility, Turtle Rock Park (TRP), which was tragically devastated by the Tamarack Fire. The project encompasses various phases, including master planning & site assessment, community engagement, cost analysis, permitting, and construction.

Project Objectives:

1. *Master Planning & Site Assessment:* Conduct a thorough assessment of the 125-acre property along Hwy 89 that encompasses Turtle Rock Park. Develop a comprehensive master plan that outlines the rehabilitation and reconstruction strategies, taking into consideration the unique topography and environmental aspects.
2. *Community Engagement:* Foster active involvement and input from the local community throughout the project. Encourage dialogue to understand the community's needs, desires, and concerns, ensuring that the rehabilitation aligns with their aspirations and enhances their overall well-being.
3. *Cost Analysis:* Perform a detailed cost analysis to determine the financial requirements for the project. This includes estimating costs for tree removal, facility reconstruction, landscaping, and any other necessary elements. Develop a sustainable financial plan to ensure the project's successful execution.
4. *Permitting:* Navigate through regulatory processes and secure all necessary permits for the rehabilitation and reconstruction of Turtle Rock Park. This involves liaising with relevant authorities and ensuring compliance with environmental, zoning, and construction regulations.
5. *Construction:* Execute the rehabilitation and reconstruction plan, focusing on revitalizing the campground amenities and world-renowned disc golf course. Rebuild multiple public restroom buildings, campground facilities, campground pavement, and sports courts to restore Turtle Rock Park to its former glory.

Projected Impact: The successful implementation of the Turtle Rock Park Rehabilitation and Reconstruction Project is poised to bring about transformative changes in Alpine County. The project anticipates the following positive outcomes:

1. *Economic Growth:* Stimulate economic development by creating new job opportunities during the construction phase and subsequently through the operation of revitalized facilities.

2. *Facility Enhancement:* Provide upgraded and modernized facilities that cater to the diverse recreational needs of the community, attracting visitors and fostering a sense of pride among residents.
3. *Visitor Services:* Enhance the overall experience for visitors with improved amenities, creating a destination that draws tourists and contributes to the local economy.
4. *Transit Hubs:* Explore opportunities to develop transit hubs, facilitating easy access to Turtle Rock Park and boosting connectivity within the county.

Long-Term Economic Success: Recognizing the pivotal role Turtle Rock Park plays in the long-term economic success of Alpine County, this project signifies a commitment to resilience and growth. By restoring this recreational gem, the county aims to not only recover from the impacts of the Tamarack Fire but also emerge stronger, more vibrant, and economically prosperous. The Turtle Rock Park Rehabilitation and Reconstruction Project is a testament to Alpine County's dedication to its community's well-being and the sustainable development of its assets.

Lake Tahoe Community College Forestry Education and Job Placement Program

Alpine County has coordinated with Lake Tahoe Community College for the past several years to develop a new Forestry Education and Job Placement Program, which is finally available to students. A former Alpine County fire chief was instrumental in the development of the program, and much of the program uses forest land in Alpine County as the “classroom” for its students. Alpine County will continue to partner with Lake Tahoe Community College to develop the program, enhance its offerings to students, and expand enrollment in coming years. Graduates from the program are eligible for placement opportunities in Alpine County, thus retaining talent locally. There may be ways to scale or replicate this program in other parts of the region, contributing to continued collaboration efforts between CSEDD counties.

Alpine County EV Electrification Project

Alpine County is embarking on a 5-year strategy to leverage make-ready programs with PG&E, Liberty Utilities, and CALeVIP to fund and install Level 3 Electric Vehicle (EV) charging stations in Alpine County. Rural destinations are often less accessible to EV travelers due to a general lack of charging stations, making rural travel risky (in the event of travel disruptions) or impossible. Adding charging stations to Alpine County will make EV visitorship to the region more reliable, expanding opportunities for residents in typically urban areas to make Alpine County a travel destination. This will be a phased project prioritizing the installment of charging stations in Bear Valley, Kirkwood, and Markleeville.

Sierra Towns to Trails Plan & Alpine County Trails Development

The Sierra Towns to Trails Plan will identify opportunities to connect Sierra communities to each other and to federal public lands throughout the region, from northern Alpine County to southern Inyo County. The planning process will engage the recreation capacities of Alpine, Inyo, and Mono counties, as well as land management partners in the Eastern Sierra Sustainable

Recreation Partnership, residents, and recreation stakeholders. Modeled on the successful "Trails Master Plan for the Lost Sierra Region," developed by Sierra Buttes Trail Stewardship, the Towns to Trails Plan will inventory existing trail and trail support infrastructure, identify connectivity challenges, and produce a trails plan with recommended projects for environmental analysis and implementation along with plans for sustainability and maintenance. Sierra communities will benefit from additional recreation and alternative transportation opportunities. Alpine County will continue the trails development strategy to connect regions of Kirkwood and Bear Valley to Eastern and Western Counties and Communities.

Alpine County Economic Development and Community Development are currently working with local stakeholders and subject matter experts to develop trails priorities in Alpine County. Trails developments are focused on creating connectivity within the community and access for all types of trail users. This group is meeting bi-weekly to determine route selection, stakeholder engagement, strategic planning and partnership development.

Hot Springs Road Reconstruction Project

Alpine County is coordinating with Caltrans to propose a reconstruction project for Hot Springs Road from Laramie Street to the entrance of Grover Hot Springs Park. The project aims to improve pavement conditions and provide paved shoulders for Class 2 and 3 bicycle lanes where possible. The purpose of the project is to increase safety for drivers and bicyclists by providing bicyclists with wider paved shoulders, and drivers with a consistent roadway section and a wider area for recovery should they veer out of the travel lane. The project will also expand road width to improve evacuation efforts for residents and visitors, and to allow passage for emergency responders during emergencies (e.g., wildfires).

Tamarack Fire Restoration Project

The federal government, acting though the U.S. Forest Service, awarded a $1.815 million dollar restoration grant to Alpine County for the purpose of wildfire restoration activities on State, County, and Private lands impacted by the Tamarack Fire (2021). The Tamarack fire impacted approximately 8,000 acres of private lands in Alpine County, some of which have already begun restoration activities. It is possible that restoration support can be provided to land already under restoration, however the first effort of Alpine County is to identify those landowners that are not otherwise enrolled in a state or federal program. Over the next several months the Tamarack Emergency Forest Restoration Team (Tamarack EFRT) will identify interested landowners and discuss appropriate restoration support for those properties, in the context of the landowners' objectives and the overall landscape restoration process on surrounding public and private lands. Restoration activities may include: biomass removal, mulching/mastication, reseeding trees and replanting other flora (grasses, forbs, shrubs), erosion control and repair, and watercourse repair. The Alpine County Board of Supervisors has selected a team of consultants to assist with the implementation of the program and has allocated funding to conduct program work through June 2025.

Attachment A

Alpine County Economic Analysis

Alpine County, located amidst the stunning Alpine landscapes, boasts a rich diversity of aquatic ecosystems, making it a prime destination for anglers seeking pristine fishing experiences. To harness the economic potential of angling while preserving the county's natural heritage, we propose an in-depth Economic Analysis of Angling in Alpine County with a focus on the East and West Carson River Watersheds. This project aims to comprehensively assess the economic impact of angling and formulate strategies for sustainable fisheries enhancement, with a specific focus on improving access, optimizing fish planting practices, identifying priority focus areas, and implementing habitat improvement measures.

1. Assessing Economic Significance:
    - Objective: Quantify the economic contributions of angling to Alpine County's economy, encompassing both direct and indirect economic impacts.
    - Methodology: Conduct surveys, collect data on angler expenditures, and analyze the ripple effects on local businesses, tourism, and job creation.
    - Outcome: A clear understanding of the economic significance of angling, serving as a baseline for further analysis.
2. Access Enhancement:
    - Objective: Improve access to fishing spots, ensuring that anglers can easily and safely reach their desired locations.
    - Methodology: Identify existing access points, evaluate their conditions, and prioritize areas for enhancement.
    - Outcome: A strategic plan for enhancing access, including recommendations for infrastructure development and maintenance.
3. Fish Planting Optimization:
    - Objective: Optimize fish stocking practices to maintain healthy fish populations and align them with angler preferences.
    - Methodology: Analyze historical fish stocking data, angler preferences, and species diversity to determine the most effective stocking strategies.
    - Outcome: A comprehensive plan for fish planting, addressing species selection, stocking frequencies, and locations.
4. Focus Area Identification:
    - Objective: Identify and designate specific areas for various types of angling experiences, catering to diverse angler interests.
    - Methodology: Analyze angling trends, preferences, and ecological suitability to categorize regions for focused angling activities.
    - Outcome: A map of designated focus areas with recommendations for the type of angling experience to promote in each area.
5. Habitat Improvement Strategies:
    - Objective: Implement habitat improvement measures including the East and West Carson Watersheds to ensure the long-term health of aquatic ecosystems and enhance angler experiences.
    - Methodology: Conduct habitat assessments, prioritize areas for restoration, and develop habitat improvement strategies.

- Outcome: A habitat improvement plan, detailing recommended restoration projects, erosion control measures, and invasive species management.

6. Balancing Conservation and Economic Development:
   - Objective: Develop strategies that strike a balance between economic development and conservation efforts.
   - Methodology: Assess existing fishing regulations, consult with local stakeholders, and identify opportunities to promote sustainable angling practices.
   - Outcome: Recommendations for regulatory adjustments and conservation initiatives that support both economic growth and ecological preservation.

By undertaking this Economic Analysis of Angling in Alpine County, we aim to empower the county's decision-makers with data-driven insights and actionable strategies. This project not only seeks to boost the local economy but also underscores the importance of responsible environmental stewardship. Alpine County can set an example for sustainable, nature-based economic development, ensuring that future generations can enjoy the natural beauty and recreational opportunities it offers.

Market at Markleeville

Alpine County is excited to announce the return of *Market at Markleeville* in downtown Markleeville on Montgomery Street. The *Market at Markleeville* is an immersive experience that brings together talented local artists, crafters, producers, growers, and non-profit organizations in one dynamic marketplace. The market offers an incredible opportunity for attendees to engage with a diverse array of artistic expressions, discover unique handcrafted treasures, and support the thriving arts community.

Highlights of the *Market at Markleeville* include:

1. Live Music: Enjoy the soulful melodies and captivating performances of talented local musicians, who will create an enchanting ambiance throughout the day. From acoustic melodies to foot-tapping beats, the live music will enhance the overall experience and delight all attendees.
2. Local Artists and Crafters: Immerse yourself in the world of creativity as you peruse the works of talented local artists and crafters. Explore handmade jewelry, paintings, ceramics, sculptures, textiles, and much more. Witness the passion and dedication that goes into every piece, and discover that perfect artwork to adorn your living space.
3. Producers and Growers: Delight your taste buds with an assortment of delectable treats and fresh, locally grown produce. From artisanal cheeses and baked goods to organic fruits and vegetables, the market showcases the finest offerings from local producers and growers. Savor the flavors and support sustainable agriculture in the community.
4. Non-Profit Organizations: Engage with non-profit organizations dedicated to making a positive impact in the community. Learn about their missions, initiatives, and how you can contribute to their valuable work. Discover opportunities for volunteerism, advocacy, and spreading awareness about the causes closest to your heart.

The *Market at Markleeville* is a must-attend event for anyone seeking a delightful day out, immersed in the rich tapestry of local artistry, craftsmanship, and community spirit. Whether you're a seasoned art enthusiast or simply looking for a fun-filled experience, this market promises something for everyone.

Attachment B
Mono County Comphrehensive Economic Development Strategy Project List

Project	Project Description	Project Source
Lee Vining Road Repairs	Rebuild more resilient roads in the Lee Vining area.	Mono County / The Ferguson Group
Escape Roads and Evacuation Routes	General resiliency repairs and maintenance to improve roadways in the County.	Mono County / The Ferguson Group
Regional Dispatch and Emergency Operations Center	Funds to establish a regional dispatch and emergency operations center. Use facility and technology to coordinate emergency response with neighboring communities.	Mono County / The Ferguson Group
Bridgeport Paramedic Station	Funds to provide repairs and maintenance to the Bridgeport paramedic station living quarters.	Mono County / The Ferguson Group
General Paramedic Station Upgrade Earmark	Funds to repair and maintain paramedic station living quarters across the County.	Mono County / The Ferguson Group
Public space/facility earmark	Funds to enhance public facilities like parks and tennis courts.	Mono County / The Ferguson Group
Multipurpose visitor center/community center/economic center	Funds that would allow the County to purchase or repair existing facilities for the purpose of economic development.	Mono County / The Ferguson Group
Fire Truck Acquisition	Replace fire trucks used by volunteer firefighters in the County.	Mono County / The Ferguson Group
Bridgeport Airport Hangar Construction	Funds to build additional aircraft hangars at the Bridgeport Airport, and also for the purposes of improving emergency response operations.	Mono County / The Ferguson Group
Rural Healthcare Facility Construction	Funds to reopen an emergency healthcare clinic in Bridgeport.	Mono County / The Ferguson Group
USFS Water Line Extension	Funds to build a water line from the Bridgeport PUD hookup in Bridgeport the the USFS facility north of town to create infrastructure for USFS housing.	Mono County / The Ferguson Group
Walker EMS Station garage	Funds to add and maintain modifications to an existing paramedic crew station/quarters at the cost of approximately $250,000. The existing station is a double-wide manufactured home around 60-70 years old that is in need of updated HVAC, flooring, repairs, and a climate-controlled garage to house one ambulance and medical supplies.	Mono County / The Ferguson Group
Two new Stryker gurneys & load systems	Funds to obtain two Stryker gurneys & load systems at a cost of approximately $200,000. One to replace an older gurney and retrofit a backup ambulance with a load system. The other gurney and load system to be installed in a new ambulance to be ordered in the near future.	Mono County / The Ferguson Group
Two new Stryker stair chairs	Funds to obtain two Stryker Stair Chairs. One to replace in an ambulance that uses the stair chair frequently and is in need of replacement. The other to have in a back-up ambulance that currently does not have one.	Mono County / The Ferguson Group
Bryant Field Airport - Emergency Services Helicopter Landing area		Mono County / The Ferguson Group
Lee Vining Airport - Emergency Services Helicopter Landing Improvements		Mono County / The Ferguson Group
Topaz Bridge Safety Rehabilitation		Mono County / The Ferguson Group
Larson Lane Bridge Safety Rehabilitation		Mono County / The Ferguson Group
Cunningham Lane Bridge Safety Rehabilitation		Mono County / The Ferguson Group
Walker Community Center EV Charging Station		Mono County / The Ferguson Group
Benton Community Center EV Charging Station		Mono County / The Ferguson Group
June Lake Community Center EV Charging Station		Mono County / The Ferguson Group
Crowley Lake Community Center EV Charging Station		Mono County / The Ferguson Group
Lee Vining Avalanche Bypass		Mono County / The Ferguson Group
June Lake - North Shore Drive road upgrade to Avalanche Bypass		Mono County / The Ferguson Group
Pumice Landfill - Fuel Reduction Wood Chipper	Wood chipper to help process materials brought in from forest fuel reduction projects.	Mono County / The Ferguson Group
911 Regional Dispatch Center	Regional police dispatch center to consolidate the individual dispatch centers in several municipalities in the larger area. Could potentially double as a emergency operations center (EOC).	Mono County / The Ferguson Group
Main Street Beautification	Facade improvements, building upgrades, murals, paint and sign upgrades, etc. in all Mono County communities.	Mono County / The Ferguson Group
June Lake Parking Lot	Purchase and refurbish a parking lot for better access to businesses. Parking lot would also contain facility for storage of disaster relief vehicles such as snow plows.	Mono County / The Ferguson Group
EV Infrastructure	Place EV chargers in locations accessible to the public throughout Mono County.	Mono County / The Ferguson Group
CERF Program Planning	STATE ISSUE: Advocate against legislation that would remove California Jobs First (CJF) funding allocations. CJF could be targeted to help relieve the state deficit. (Formerly CERF)	Mono County / The Ferguson Group
Records Management	Funding to digitize and enhance records management. Especially important for mitigating the threat posed by emergencies (in particular, fires that could destroy analogue records).	Mono County / The Ferguson Group
Election Equipment	Elections equipment (in particular, backup equipment and ballot-on-demand equipment to allow ballots to be printed on site).	Mono County / The Ferguson Group
Wireless connectivity equipment for connectivity in the field	Purchase and install wireless routers and connectivity equipment in all EMS and emergency response vehicles. This equipment will ensure that first responders are able to communicate by voice and video in the most remote areas of Mono County. These issues have arisen when behavioral health specialists are unable to communicate with others while on response calls in remote areas.	Mono County / The Ferguson Group

Attachment B
Mono County Comphrehensive Economic Development Strategy Project List

Project	Project Description	Project Source
WIC Women Infants Children	As Congress negotiates government funding for Fiscal Year (FY 2024), the U.S. Department of Agriculture (USDA) is warning of a critical $1 billion budget shortfall within the Special Supplemental Nutrition Program for Women, Infants and Children (WIC). Urge Congress to take action to fully fund WIC to ensure California does not have to reduce benefits or create waitlists, and so that no participants lose access to the program.	Mono County / The Ferguson Group
Child Care Funding	1) Increase pay for child care providers-provide income parity with Kindergarten teachers. Providers earn approximately 25% of what K teachers make. 2) Decrease family cost of child care by supplementing the Alternative Payment Program for Child Care.	Mono County / The Ferguson Group
Federal Child Tax Credit	Advocate to make the Child Tax Credit permanent. The House voted on 1/31/24 to temporarily expand the Child Tax Credit (CTC). The Wyden-Smith proposal would raise the CTC through 2025, but the credit is still scheduled to decrease in 2026.	Mono County / The Ferguson Group
Mass Care and Sheltering	Advocate for States to receive dedicated funding to allocate to county Health and Human Services to perform mass care and sheltering. Counties that are tasked with Mass Care and Sheltering do not receive dedicated funding to implement these requirements.	Mono County / The Ferguson Group
Land Purchase for Mixed-Use Development, including affordable/workforce housing and main street commercial	$2,000,000 for the purchase of land on a community "main street" which will improve the health and wellbeing of community residents by allow for greater walkability, lower or beyond net-zero carbon impact, increased healthy by increasing daily steps for residents, increased access to jobs and economic opportunities on the "main street" and increase access to workforce for existing and new businesses in the community. Commercial space opportunities include childcare, medical care, pharmacy, library or other public facilities. Housing space opportunities include affordable workforce and traditional affordable housing to meet county and community needs. Overall building to be built to ultra-efficient, healthy, and comfortable Passive House standard, reducing energy usage by up to 90% for heating and cooling, while improving health, comfort, and reducing infection rates through ventilation and control of humidity. Potential purchase includes around 2 acres of prime developable land on one of the county's community's "main streets". Community qualifies as rural. Purchase would qualify under CDBG rules.	Mono County / The Ferguson Group
Low-Income Housing Tax Credit (LIHTC) program improvements in Tax Bill before Senate	Advocate for the passage of the bill recently passed by the house and the Senate Ways and Means committee, which includes improvements in the Child Tax Credit, and improvements to the LIHTC program (increased 9% credit allocations, and reduced private activity bond minimum for 4% projects)	Mono County / The Ferguson Group
California Radio Interoperability System (CRIS) Radio site at new Jail in Bridgeport	The town of Bridgeport does not have a CRIS radio site. When the new jail and dispatch center go live, communication and connectivity to CRIS will have to rely on a County funded and maintained microwave connection.	Mono County / The Ferguson Group
Dispatch Radio Console equipment for the new Jail and Dispatch Center	Mono County is building a new jail and 911 Dispatch Center that will be tied into the California Radio Interoperability System (CRIS). The existing console system is not capable of console level connectivity with CRIS and will limit functionality of the system.	Mono County / The Ferguson Group
Broadband Funding	Funding to provide Broadband connectivity in remote areas Mono County. Many rural areas do not have good connectivity and in some areas no connectivity at all. This has impacts on public safety, business operations and day to day life.	Mono County / The Ferguson Group
Cybersecurity Funding	Cybersecurity is one of the highest priorities for IT. Safeguarding our systems, data, and information is crucial. As an organization, we must continually work to provide higher levels of security. IT has a number of initiatives that could help us and strengthen the security posture of the organization. This includes Penetration Testing, Vulnerability Management, and developing a Security Profile Roadmap are at the top of the list. Dedicated cybersecurity staff is a large hole in our current environment. a Chief Information Security Office (CISO) and Cybersecurity Analyst are key positions that should be developed and considered for funding.	Mono County / The Ferguson Group
Annex I/II Library Paint	Bridgeport Campus paint to include Annex I/II Library Paint	Mono County Public Works CIP
Prop 68	Prop 68 grant for Mono Lake Park, Lee Vining Streetscape connecting 395 to Guss Hess Park, Bridgeport Park, and Walker Park. Upgrades and ADA improvements to park facilities.	Mono County Public Works CIP
Annex I/II Carpet	New carpeting for Annex I and Annex II	Mono County Public Works CIP
Annex I/II Library Roof	New roofs for Annex I/Annex II/Library	Mono County Public Works CIP
Lee Vining Community Center Ridge Cap	Planning and material phase.	Mono County Public Works CIP
June Lake Substation Stairs	Planning phase for new stairs/concrete for entrance to June Lake Substation	Mono County Public Works CIP
Civic Center Mechanical Yard	Mechanical Yard Enclosure Civic Center to protect equipment including HVAC from the elements.	Mono County Public Works CIP
Tennis Court Renovation - Chalfant	Chalfant tennis court resurfacing	Mono County Public Works CIP
Shutters - Mono County Civic Center	Civic Center - east side shutters	Mono County Public Works CIP
New trash cans at Bridgeport Campus	Purchase and install bear-proof trash cans and dumpsters around Bridgeport campus.	Mono County Public Works CIP
Civic Center Carport	Carport/3-sided cover for generator and two parking spaces at Civic Center	Mono County Public Works CIP
Whitmore Shelter Improvements	Whitmore Animal Shelter siding replacement	Mono County Public Works CIP
New Courthouse Generator	Generator for Courthouse replacement	Mono County Public Works CIP
New ADA Water Fountains	Drinking Fountains with bottle fillers for all parks that are ADA and frost proof	Mono County Public Works CIP
Storage - Bridgeport Shop	Storage building for shop for landscape equipment	Mono County Public Works CIP
June Lake Guardrail	Fence at June Lake/ Parking guardrail rebuild	Mono County Public Works CIP

Attachment B
Mono County Comphrehensive Economic Development Strategy Project List

Project	Project Description	Project Source
Windows at June Lake Community Center	Replace the windows at the June Lake Community Center	Mono County Public Works CIP
Generator Cover at Memorial Hall, Bridgeport	Shed roof needed for Memorial Hall Backup Battery/Generator Cover	Mono County Public Works CIP
Community Housing	Funding for community housing, specifically a mix of subsidized and market rate rentals with a set percentage of units set aside for townhome-style ownership	DeChambeau Creek Foundation/Lee Vining Chamber
Special district infrastructure	Upgrades to aging and exorbitantly expensive water distribution systems, wastewater collection and treatment systems, local fire department facilities and rolling stock (vehicles)	DeChambeau Creek Foundation/Lee Vining Chamber
Public Lands infrastructure	Repairs and upgrades to parking lots, toilets, roads, trails (prioritize near- and connecting-community trails), campgrounds and visitor centers (especially Mono Basin Scenic Area Visitors Center and Bridgeport Ranger District information center).	DeChambeau Creek Foundation/Lee Vining Chamber
Forest Restoration and Community Fire Resiliency Capacity building	Investments in local workforce capacity to implement local forest restoration plans resulting in the reintroduction of fire on the landscape and enhanced forest ecological and watershed health, as well as local workforce capacity to implement community resiliency efforts from home hardening to defensible space.	DeChambeau Creek Foundation/Lee Vining Chamber
Public Parks enhancement	Investments in local parks (including creation in park-poor communities such as Mono City) focused on bathrooms, water bottle fill-stations, landscaping, play equipment, sports fields, interpretive trails and facilities, exercise equipment (similar to Bishop City Park) and skate/bike parks.	DeChambeau Creek Foundation/Lee Vining Chamber
Antelope Valley FPD	Static water supplies in strategic locations within the District area.	Mono County/ Community Development/ Special District
Birchim CSD	Updating infrastructure – providing updated pipelines, a backup storage tank, shut-off valves, a backup generator, and individual water meters.	Mono County/ Community Development/ Special District
Bridgeport FPD	Fire station improvements and an addition of a Type 6 brush truck	Mono County/ Community Development/ Special District
Bridgeport PUD	Funding for an approximately four mile water main extension to serve up to 15 new connections for U.S. Forest Service housing.	Mono County/ Community Development/ Special District
Chalfant Valley CSD	Addition and remodeling improvements to the fire station. Recruitment of firefighters and EMTs. Improved District radio equipment.	Mono County/ Community Development/ Special District
Hilton Creek CSD	Improvements including wastewater treatment plant clarifier replacements and emergency generator.	Mono County/ Community Development/ Special District
June Lake FPD	Wildland fuels management projects within the community and on surround Forest lands.	Mono County/ Community Development/ Special District
June Lake PUD	Sewer slip lining, lift station, and treatment plant upgrades. Maintenance and capital improvement to aged system. Need for groundwater well to supplement surface water sources.	Mono County/ Community Development/ Special District
Lee Vining FPD	Improvements to the fire station, address budget shortfall, and community outreach	Mono County/ Community Development/ Special District
Lee Vining PUD	Drilling and adding a well to the water system, establishing a second water supply for the water system, Existing water source vulnerability to wildfire, and providing long-term capacity improvements.	Mono County/ Community Development/ Special District
Long Valley FPD	Sunny Slopes fire station, Type 1 engine, and water tender.	Mono County/ Community Development/ Special District
Mono City FPD	Fire station improvements and expansion to shelter a new water tender.	Mono County/ Community Development/ Special District
Paradise FPD	Fuel reduction projects, planning for fire station improvements.	Mono County/ Community Development/ Special District
Wheeler Crest FPD	Firefighter training and retention and aged fire station in need of replacement.	Mono County/ Community Development/ Special District
White Mountain FPD	A new water tender, fire protection water supply, upgrade to communications infrastructure, improvements to the Benton fire station as the primary long range project. If improvements occur at the Benton Station a relocating, repurposing of buildings to Hammil is proposed to create a second station.	Mono County/ Community Development/ Special District
Recreation Center	A public recreation center to serve the Antelope Valley	Antelope Valley RPAC
Existing Business Upgrades	Improvements to the Bridgeport General Store and the Walker Country Store	Bridgeport Indian Reservation
Community Recreation Center	Community recreation center with daycare options	Bridgeport Indian Reservation
New Hub Spot for recreation ability specific information.	Disabled Sports Eastern Sierra would like to build out a location to invite people with disabilities to gather and get information about accessibility information in the Eastern Sierra	Disabled Sports Eastern Sierra
Green Business Program	Sustainability initiatives that have economic development co-benefits. The HSEF needs $15,000 in annual program funding to support the Eastern Sierra Green Business Program's success in unincorporated Mono County. They aim to assist Mono County in meeting local and state sustainability mandates, including waste diversion goals, carbon neutrality targets, renewable energy and water conservation objectives.	High Sierra Energy Foundation
Technical Assistance	Add capacity to Chamber, increase volunteer and training opportunities	Lee Vining Chamber of Commerce
Event Funding	Planning, implementation, funding, management, infrastructure for events.	Lee Vining Chamber of Commerce
June Lake Business Improvement District	Technical assistance needed to start and implement a Tourism Business Improvement District (TBID)	June Lake Chamber of Commerce
June Lake Parking Lot	Additional parking is needed in downtown June Lake in to support the businesses, job growth and retention.	June Lake Chamber of Commerce
Technical Assistance	Add capacity to Chamber, increase volunteer and training opportunities. Hire employee to manage chamber.	June Lake Chamber of Commerce
Antelope Valley Recreation Center	Recreation center located in Antelope Valley	Northern Mono Chamber of Commerce
Event Funding	Establish events to keep tourists in Antelope Valley overnight to support businesses	Northern Mono Chamber of Commerce
Technical Assistance	Add capacity to Chamber, increase volunteer and training opportunities	Northern Mono Chamber of Commerce
Event Funding	Local and tourist based event funding	Bridgeport Chamber of Commerce

Attachment B
Mono County Comphrehensive Economic Development Strategy Project List

Project	Project Description	Project Source
Technical Assistance	Add capacity to Chamber, increase volunteer and training opportunities	Bridgeport Chamber of Commerce
Housing	All levels and units of housing	All agencies and nonprofits
Daycare/childcare	All levels of daycare and childcare	All agencies and nonprofits
	Road improvements, building improvements, broadband	Southern Mono Historical Society
Mono Basin Historical Society projects	1. The MBHS needs an endowment, grant or a County funded staff position for a curator position. (Perhaps seasonal). We do not have the budget to keep the museum open on a regular basis throughout the season. A curator position could be a seasonal position but there is plenty of work in the museum (cataloging, display rotation etc.) that we could keep a curator busy throughout the year. We used to receive a yearly grant from SCE that partially funded a seasonal curator but that grant is no longer available. We are currently only able to keep the museum open 4 days per week (with volunteers) instead of the 7 days per week we have in the past. 2. Need to repair/replace/upgrade several cases. 3. Need to install safety fencing around the outdoor exhibits. This is being asked by our liability insurance. This project would include removing the grass around the outdoor exhibits and replacing with crushed rock saving water and preserving/protecting the exhibits from water damage. 4. Refurbish the Upside down house – (replace floor, create a handicap access, replace outside railing) – The Upside down house is a big draw to the museum and to our area. Many of our visitors say they came to Lee Vining to see the Upside Down House that they saw on Huell Howser's California's Gold.	Mono Basin Historical Society
Trail Stewardship in Mono County	Friends of the Inyo hires a seasonal crew of Trail Ambassadors from May-September every trail season to address deferred maintenance on USFS trails: dismantling illegal fire rings, packing out trash, cross-cutting downed trees blocking trail, improving the trail corridor so traffic is passable... all while making educational LNT visitor contacts to mitigate any harmful impacts. Additionally, the TAs lead educational interpretive programs throughout the summer.	Friends of the Inyo
Water Conservation Public Outreach in Bridgeport	This project consists of developing and presenting educational materials to customers and community members about water saving practices, which can contribute to reduced water consumption.	
Water Conservation Rebate Programs in Bridgeport	This project consists of developing and implementing a rebate program to encourage customers to replace older inefficient plumbing fixtures with new WaterSense-certified fixtures.	
Water Meter Installation, Tiered Rate Structure in Bridgeport	This project consists of installation of water meters on all water connections throughout Bridgeport PUD.	
Landscaping Irrigation Management in Bridgeport	This project includes development and enforcement of outdoor watering restrictions, typically during the summer months.	
Kirkwood Street Loop Water Replacement in Bridgeport	This project consists of replacement of up to 2,600 Linear Feet (LF) of 4- and 6-inch diameter water pipe with 6- and 8-inch water pipe.	
Stock Drive Water Extension in Bridgeport	This project consists of installation of approximately 1,600 LF of new 6- or 8-inch diameter water main to serve properties fronting Stock Drive within the Bridgeport Townsite area.	
Aurora Canyon Replacement Project in Bridgeport	This project consists of replacement of up to 2,040 LF of 4-inch diameter water pipe with 6- or 8-inch diameter pipe.	
Alpine Vista Sewer Extension in Bridgeport	This project consists of extension of approximately 600 LF of sewer main south along Sierra View Drive to serve Alpine Vista Estates, which is currently served by water but not served by sewer, and parcels are too small for septic tanks.	
Evans Tract Sewer Extension in Bridgeport	This project consists of a sewer main extension of approximately 4,600 LF (0.88 mi) south along US Hwy 395 to serve the Evans Tract area, which is currently served by water but not served by sewer.	
Bridgeport Water Treatment Plant in Bridgeport	This project consists of expansion of the existing water treatment plant in Bridgeport. The treatment plant currently reduces the concentration of naturally occurring arsenic in the groundwater produced by both currently active wells.	
Bridgeport Water Full Build-Out Improvements in Bridgeport	This project consists of expansion of the existing water system to accommodate future full build-out, including source development, water treatment expansion, additional water storage tanks, additional fire hydrants, and pipe replacement.	
Bridgeport Wastewater Treatment Expansion in Bridgeport	The capacity at the existing Bridgeport wastewater treatment plant is currently a limiting factor in sewer capacity for projects in Bridgeport.	
Bridgeport Sewer Full Build-Out Improvements in Bridgeport	This project consists of expansion of the existing sewer system to accommodate future full build-out, including wastewater treatment expansion, sewer manholes, main extension and replacement, and assumed addition of 2 lift stations.	
186 Milk Ranch Road in Bridgeport	This 74.3-acre property is east of the Bridgeport Townsite area and has water and sewer infrastructure along the west boundary of the property.	
BLM Land Exchange in Bridgeport	The property identified as this key site is over 163 acres located north of Bridgeport, along the east side of Bridgeport Reservoir.	
Water Conservation Public Outreach in Crowley Lake	This project consists of developing and presenting educational materials to customers and community members about water saving practices, which can contribute to reduced water consumption.	

Attachment B
Mono County Comphrehensive Economic Development Strategy Project List

Project	Project Description	Project Source
Water Conservation Rebate Programs in Crowley Lake	This project consists of developing and implementing a rebate program to encourage customers to replace older inefficient plumbing fixtures with new WaterSense-certified fixtures.	
Water Meter Installation, Tiered Rate Structure in Crowley Lake	The Mountain Meadows MWC already meters all water connections and has a tiered rate structure. The Crowley Lake MWC does not currently meter connections.	
Landscaping Irrigation Management in Crowley Lake	This project includes development and enforcement of outdoor watering restrictions, typically during the summer months.	
School District Parcel in Crowley Lake	This project consists of the extension of water and sewer mains into the School District parcel in Crowley Lake, which is currently near existing utilities, but does not have infrastructure within the property.	
Crowley Lake Drive Water Extension in Crowley Lake	This project consists of the extension of a water main north along Crowley Lake Drive to serve vacant mixed-use parcels that could be developed for multi-family housing.	
Crowley Lake Water Full Build-Out Improvements in Crowley Lake	This project consists of expansion of the existing water system to accommodate future full build-out, including source development, water treatment expansion, additional water storage tanks, additional fire hydrants, and pipe replacement.	
Crowley Lake Sewer Full Build-Out Improvements in Crowley Lake	This project consists of expansion of the existing sewer system to accommodate future full build-out, including wastewater treatment expansion, sewer manholes, main extension and replacement, and assumed addition of 2 lift stations.	
Crowley Lake RM in Crowley Lake	This 59.4-acre project property would require extension of water and sewer mains into the Crowley Lake RM parcel in Crowley Lake, which is currently adjacent to existing utilities, but does not have infrastructure within the property.	
379 Landing Road in Crowley Lake	This project would require extension of water and sewer mains into the 9.0-acre property located at 379 South Landing Road in Crowley Lake, which is currently adjacent to existing utilities, but does not have distribution infrastructure within the property.	
Sunny Slopes Water in Crowley Lake	This project would require extension of water mains into the 12.8-acre property located along the west side of Sunny Slopes, east of Crowley Lake, and within the Long Valley Area.	
Aspen Springs ER in Crowley Lake	The Aspen Springs ER property is not located within any existing water or sewer service territories.	
Aspen Springs Mixed Use in Crowley Lake	The Aspen Springs Mixed Use property is almost identical to the Aspen Springs ER site in utility limitations.	
Water Conservation Public Outreach in June Lake	This project consists of evaluating the existing water conservation programs and developing and presenting educational materials to customers and community members about water saving practices, which can contribute to reduced water consumption.	
Water Conservation Rebate Programs in June Lake	This project consists of developing and implementing a rebate program to encourage customers to replace older inefficient plumbing fixtures with new WaterSense-certified fixtures.	
Landscaping Irrigation Management in June Lake	This project includes development and enforcement of outdoor watering restrictions, typically during the summer months.	
June Lake Water Full Build-Out Improvements in June Lake	This project consists of expansion of the existing water system to accommodate future full build-out, including source development, water treatment expansion, additional water storage tanks, additional fire hydrants, and pipe replacement.	
June Lake Sewer Full Build-Out Improvements in June Lake	This project consists of expansion of the existing sewer system to accommodate future full build-out, including wastewater treatment expansion, sewer manholes, main extension and replacement, and assumed addition of 34 lift stations.	
Highlands Specific Plan in June Lake	This property is identified in the Housing Element as a priority site but is already developed for single-family homes and does not have areas for additional development, though there are some vacant single-family lots.	
Northshore Drive ER/SP in June Lake	This project would consist of the extension of water and sewer mains into the Northshore Drive ER/SP property to allow for single and multi-family development on the 14.1-acre site.	
25 Mountain Vista Drive in June Lake	This project would consist of extensions of water and sewer mains into the 25 Mountain Vista Drive property to allow for single and multi-family development on the 30.2-acre site.	
Rodeo Grounds Specific Plan in June Lake	This project would require extension of water and sewer mains into the 81.5-acre property located along June Lake Loop, west of Gull Lake.	
Water Conservation Public Outreach in Lee Vining	This project consists of developing and presenting educational materials to customers and community members about water saving practices, which can contribute to reduced water consumption.	
Water Conservation Rebate Programs in Lee Vining	This project consists of developing and implementing a rebate program to encourage customers to replace older inefficient plumbing fixtures with new WaterSense-certified fixtures.	
Water Meter Installation, Tiered Rate Structure in Lee Vining	This project consists of installation of water meters on all water connections throughout Lee Vining PUD.	
Landscaping Irrigation Management in Lee Vining	This project includes development and enforcement of outdoor watering restrictions, typically during the summer months.	
Lee Vining Water Full Build-Out Improvements in Lee Vining	This project consists of expansion of the existing water system to accommodate future full build-out, including source development, additional water storage tanks, additional fire hydrants, and pipe replacement.	
Lee Vining Sewer Full Build-Out Improvements in Lee Vining	This project consists of expansion of the existing sewer system to accommodate future full build-out, including wastewater treatment expansion, sewer manholes, and main extension and replacement.	
Tioga Inn Specific Plan in Lee Vining	The Tioga Inn Specific Plan property is not located within any existing water or sewer service territories.	

Eastern Sierra Region - Comprehensive Economic Development Strategy

Inyo County Project List

In 2024, the Inyo County Board of Supervisors embarked on an effort to develop and adopt a multi-year Strategic Plan for the County of Inyo for the first time in over 20 years. Many of the goals, initiatives, and projects identified as priorities within the Strategic Plan align with the strategic goals and objectives of the regional Comprehensive Economic Development Strategy (CEDS). This Project List identifies those priority projects of the County that also further the goals of the regional CEDS and for which the County make seek funding through the Economic Development Administration.

Access & Connectivity

CEDS Objective: Increase access to digital resources through broadband infrastructure buildout

1. **Inyo County Project: Broadband Infrastructure Expansion**
   The County of Inyo has undertaken two grant-funded planning projects related to Broadband expansion and seeks future funding to build out last mile infrastructure for unserved and underserved areas. The County includes and incorporates by reference all projects and network designs identified in the County's Broadband Strategic Plan, and Local Agency Technical Assistance Program (LATA) funded engineering designs for last mile infrastructure.

CEDS Objective: Enhance the regional transportation network to provide residents, visitors, and businesses with more accessible, reliable options for moving in, out, and within the region

2. **Inyo County Project: Commercial Air Service Infrastructure**
   Inyo County's Bishop Airport (BIH) was certified for commercial air service (Part 139) in 2021, and began offering seasonal daily flights with United Airlines. The County now must secure funding for the planning, environmental review, design work, and ultimately construction of a new commercial service terminal for BIH. This may include additional projects such as runway safety improvements and construction of a concrete aircraft parking apron at the site of the proposed new terminal building.

3. **Inyo County Project: Enhanced Ground Transportation Services**
   Inyo County's Strategic Plan involves a variety of projects related to the development and expansion of public transit infrastructure, which will allow citizens to move easily around the region while reducing VMT, and will provide increased access to visitors – especially those who hike into the County's towns from nearby trails. Upcoming projects include a bus stop and shelter in the community of Wilkerson, and a potential collaboration with the Eastern Sierra Transit Authority (ESTA) and Cerro Coso Community College to establish transit opportunities for students attending the Bishop and Mammoth campuses.

Community and Culture

CEDS Objective: Garner support for economic development by developing and capitalizing on strong community engagement

4. **Inyo County Project: Community Revitalization through Effective Planning**
   The Planning Department supports small towns throughout Inyo County's unincorporated area in strategizing the future of their downtowns and residential areas. This project includes

a review of existing plans in order to identify the issues, opportunities, and needs which could be addressed through visioning, public input, and plan revisions, and includes the completion of necessary requirements such as integration of those plans into the County General Plan and completion of CEQA requirements.

CEDS Objective: Enhance quality of life with additional amenities to attract and retain talent

5. **Inyo County Project: Quality Parks and Recreation Facilities**
   The County's strategic plan emphasizes the importance of investing in new infrastructure within each of our small communities to better the lives of its residents and visitors. New and improved facilities generate local jobs, provide opportunities for new business and expansion of existing ones, while making Inyo County a great place to live. The following amenities would improve quality of life and provide economic benefits:
   1. Improvements to County owned and County-run campgrounds and parks, including restrooms, parking areas, playgrounds, glamping opportunities, shade structures, and equipment. A first step in this process might be a parks improvement plan to help prioritize and develop improvement and maintenance schedules.
   2. Improvements to sports fields, ballparks, and turf, including lighting, to make Inyo County's beautiful sports facilities a destination for games and tournaments for locals and visitors.
   3. Investments in the archives and artifacts managed by the Eastern California Museum and marketing the Museum to make it a destination for locals and tourists alike.
   4. Evaluate the need and feasibility of an indoor recreation center and/or community center in the City of Bishop.

Economic Expansion & Diversification

CEDS Goal: Grow and diversify regional economy through support of existing and new businesses

6. **Inyo County Project: Small Business Resource Center**
   With a $50,000 planning grant from the EDA, Inyo County has partnered with a private entrepreneur and a nonprofit business development organization to create the Eastern Sierra Small Business Resource Center (SBRC), in a redeveloped storefront in downtown Bishop. The SBRC is currently undergoing construction and will be open in Fall 2024 to provide resources, education, assistance and networking opportunities for new and existing small businesses. Inyo County will continue to work with partners to develop and support programming of value to local business owners and entrepreneurs.

7. **Inyo County Project: Make Inyo County's Downtowns a Destination**
   Much of Inyo County's tourist traffic is from people passing through – driving to Mammoth in Mono County to ski; or driving to Death Valley, Yosemite, or to trailheads in the White Mountains or Inyo National Forest. Creating, marketing, and supporting new festivals and events that make Inyo County's towns a destination will bring more tourists to the County's small, locally owned businesses and provide opportunities for pop ups, food trucks and vending.

8. **Inyo County Project: Visitor Information and Welcome Centers**
   Creating welcoming and exciting venues to capture the attention of tourists heading to the myriad nearby recreational destinations could be enhanced through the creation and staffing

of local Visitor Information and Welcome Centers. Inyo County seeks to work with allied agencies such as local Chambers of Commerce to understand the need and develop plans for visitor and welcome centers in appropriate communities.

Environmental Resilience & Sustainability

CEDS Objective: Reduce the challenges experienced by residents and visitors during climate events

9. **Inyo County Project: Vegetation Management, Home Hardening, and Wildfire Mitigation Efforts**
   The County is working with wildfire prevention and other specialists to develop comprehensive strategies for defensible space and home hardening around Inyo County communities. Additional work will entail collaborations with agency partners and property owners to perform appropriate vegetation management efforts to reduce the risk of wildfire and working with schools and businesses to develop the workforce necessary to perform the work necessary to mitigate wildfire risk throughout Inyo County's vast acreage.

CEDS Objective: Consider sustainable tourism as a budding industry with workforce needs and entrepreneurial opportunities

10. **Inyo County Project: Regional Recreation Improvements and Stewardship**
    An immediate opportunity to build upon interagency collaboration is in the arena of regional outdoor recreation sites, including campgrounds, trailheads, parking areas, and climbing areas. The bridge from enhanced recreation infrastructure to regional economic development are significant. Inyo County recommends that all projects related to outdoor recreation infrastructure, improvements, and stewardship efforts be accepted as key elements and directives of the CEDS.

Government Affairs and Advocacy

CEDS Goal: Promote stronger government affairs and advocacy efforts

11. **Inyo County Project: Investment in High-Quality Government Employees, Service Infrastructure, and Improved Access and Facilities**
    Inyo County has begun the process of investing in employees, technology, infrastructure and capacity to strengthen and improve public access, communication, customer service, and facilities. Additional investments in capacity and services described in the Inyo County strategic plan are incorporated by reference.

Housing Availability & Land Use

CEDS Objective: Expand additional housing options within affordable range for regional workforce

12. **Inyo County Project: Community Infrastructure to Allow Expansion**
    Inyo County manages the drinking water and wastewater systems in many of the small towns throughout the unincorporated County. These systems are long past their recommended lifespan and need upgrades in order to support any expansion in housing or

tourism. Upgrades and replacement of basic infrastructure is a critically necessary first step before any significant economic development initiatives throughout the County can take place. The first major step in this effort should be to conduct a Municipal Service Review for each of our Special Districts and from that develop a multi-year strategic plan aimed at improving operations and service capacity

13. **Inyo County Project: Complete Housing Needs Assessment for Workforce and Special Populations**
    The County is investing heavily in identifying avenues to improve housing availably and affordability despite the lack of developable land available. Working with experts in housing development, we hope to create a strategy that will expand access to housing for critical workforce as well as seniors, justice-involved, and other special populations.

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Eastern Sierra Region - Comprehensive Economic Development Strategy (CEDS)

Appendix D: Town of Mammoth Lakes Project & Program Specific Action Plan

The Town of Mammoth Lakes has identified the following projects and programs necessary to meet the strategic goals and objectives of the regional CEDS document. These projects and programs are part of the Town's planned and future work programs. This includes Town and regional projects. The following information documents how these projects advance the goals of the CEDS. The Town envisions this list to be dynamic and be updated at least annually. The Town has evaluated most of the projects through public engagement exercises and through public meetings by the Town Council and/or other public bodies. Additionally, Town Staff facilitates several meetings and programs that directly support the advancement of the CEDS goals. The Town has organized its projects under the same framework as the CEDS document and associated projects with the goals and objectives outlined in the strategic action plan.

Access & Connectivity

Objective: Increase access to digital resources through broadband infrastructure buildout

1. The Town of Mammoth Lakes received a Local Agency Technical Assistance Program (LATA) grant for a multi-step network design process. The grant is supporting the town in its effort to expand broadband service to unserved and underserved residents. Established by the CPUC the Town of Mammoth Lakes LATA grant includes three work products the final product will be a low-level network design developed for the identified priority unserved/underserved areas. The designs will build off the refined high-level design and foundation planning stage, resulting in "Approved for Construction" drawings that can/will be used to award contracts for construction. Low-level design and engineering will also include all required permitting, easements, and rights-of-way processing. The final product could be used to expand broadband service further creating opportunities for other economic development programs. The Town and its partners could seek additional funding to build out these opportunities. The Town is providing broadband connection to our new affordable housing project adding value and opportunity to local residents.

2. The Public Works Department hosts quarterly utility coordination meetings. This meeting serves as a forum for its members to discuss ongoing and developing projects. Opportunities are identified to work together and leverage open ground to install infrastructure at reduced cost.

3. Incorporate by reference the projects identified in the Towns Economic Development Strategy for Town of Mammoth Lakes Technology as adopted by the Town Council 9/13/16.

Objective: Enhance Regional Transportation Network

1. The Town of Mammoth Lakes maintains a database of roadway conditions. The StreetSaver software platform has been used consistently by the Town for nearly 15 years. The town uses the system to record pavement condition and run analytics. The reports generated aid staff in developing treatment programs and budgeting for rehabilitation and reconstruction. Pavements in the region degrade at a faster rate than in other parts of the state. Asphalt also

fails in unforeseen ways due to the stresses and impacts of snow removal. Tracking these changes helps to forecast needs and is a useful tool for the region.

2. Transit is a key component of the Towns circulation plan. At least twice a year the Town hosts meetings to discuss transit service. The first occurs at the Planning and Economic Development Commission (PEDC) sometime in the early spring. The meeting is specific to unmet needs and informs a larger regional process undertaken by the Local Transportation Commission (LTC). The Second meeting later in the fall occurs at Town Council and is indented to address larger transportation needs in the community.
3. Regional and local transit service is difficult due to several constraints. The Town is supporting Eastern Sierra Transit Authority (ESTA) in the acquisition of rolling stock. The town's commitment of funds will secure a fleet of vehicles for years to come and provide time to transition to a zero emission fleet.
4. Several Town documents outline the need for larger amenity filled transit hubs. The 2022 Mobility Hub Study and Program and Mobility Element of the General Plan are the key documents. The Town would like to incorporate by reference all the projects identified in these documents and potential projects needed to advance CEDS goals.
5. The Town has adopted a feet first policy to encourage a walkable (and bikeable) community. The strategy connects residents and visitors to the local business community, reduces traffic and VMTs, and encourages the use of public transit, and improves the health of the community. This includes improved walkable connectivity between parking areas, visitor bed base, and local housing with shopping and dining facilities and portals (gondola, chairlifts, transit stops, etc.) which increases economic vitality, jobs and long-term success. Connectivity includes sidewalks, bike lanes, paths, linkage via pedestrian bridges, etc.

Community and Culture

Objective: Improve partnerships and interagency collaboration

1. An immediate opportunity to improve and collaborate is in the arena of regional trails. Several efforts are underway led by local agencies and private entities alike. The opportunities and bridge to economic development are significant. Town recommends that all projects related to regional trails be accepted as key elements and directives of the CEDS.
2. The recreation facilities developed by the partner agencies are used by all residents. A key opportunity is in the development of the Whitmore Recreation Area. The Town is currently the lead on the development and management of this area. The Town believes that improvements to this facility will have a direct and regional economic impact and improve the quality of life for residents and visitors. The Town invites collaboration and partnership on the planning and implementation of this facility.

Objective: Enhance quality of life with additional amenities

The Town has over the years identified opportunities to construct new infrastructure to better the lives of its residents. These facilities generate local jobs, provide opportunities for new business and expansion of existing ones. The following amenities would improve quality of life and provide economic benefits.

1. Community pool and aquatics center.
2. Community gym, wellness, gymnastics, and arts studios.
3. Facilities to support popular and unique sporting activities in the region – climbing, cycling, extreme sports.

4. Whitmore Recreation Area improvements - Indoor fieldhouse and locker rooms, sports fields (i.e. baseball, softball, soccer, etc.), dugouts, trailheads, restrooms, , support facilities and multi-use trails.
5. Community Theater with Arts and Cultural Center.
6. Park spaces, playgrounds, sport courts, bike and skate parks, climbing parks.
7. Trails and MUP's- Incorporate projects identified in the Trails System Master Plan and Mobility Element of the TOML General Plan.

Economic Expansion & Diversification

Goal: Grow and diversify regional economy through support of existing and new businesses

The Towns has identified a few businesses that would help to create jobs, meet community needs, diversify the local economy, and provide new jobs. The following projects are currently being pursued and facilitated by the Town. These projects will generate local and regional jobs, increase economic activity through visitation and support working families.

1. Bioenergy/Biomass Facility
2. Forest fuels and restoration projects.
3. Childcare Centers
4. Outdoor Events Venue
5. High Altitude Training Facilities
6. New and Expanded amenities noted above

Objective: Enhance network of entrepreneurial and small business resources

1. Incubator spaces could provide an opportunity for developing business to grow by having access to lower cost amenities. The Town sees a need in the areas of retail, restaurant, and hospitality. Facilities such as community kitchen space, pop-up retail, and local market could aid smaller businesses. Such opportunities could be hosted at existing facilities during events that have greater than average visitation.

Environmental Resilience & Sustainability

Objective: Reduce the challenges experienced by residents and visitors during climate events

1. An Emergency Operations Center (EOC) would provide a single location for the community to disseminate information, host solutions, and manage emergencies. The Town has developed schematic plans for a facility that would help the Town to manage emergencies directly related to climate change such as extreme weather events and fire. The facility would include a warming / cooling center, bunk rooms, showers, space for emergency operators, a community commercial kitchen, and food storage/pantry.
2. The Town encourages the development of a revised Hazard Mitigation Plan (HMP). Recent extreme events have demonstrated that changes need to be made to better serve the community. The Town believes the plan should include specific projects for implementation that would help to mitigate the impacts of future emergencies.
3. The Town should consider the development of a 911 dispatch center to support regional operations. The Town is in a unique position to provide these services and should work with regional partners to decide on how best to provide these services. A new facility in town could be mutually beneficial to the agencies currently served by the current program.

4. Complete high level and quality After Action Reports (AAR) for all disaster and extreme events. Carefully weigh and implement mitigations to better manage future situations. Incorporate recommended mitigation measures into associated documents such as an HMP.
5. Expansion of the electric grid and facilities supporting expanded use of electric vehicles.
6. Expansion of clean energy generation such as the use of geothermal, bioenergy and solar production facilities.

Government Affairs & Advocacy

Goal: Promote stronger government affairs & advocacy efforts

1. Work with lobbyists to champion ideas and values of CEDS. Promote and support legislative activities to advance projects and legislation that aid in bringing resources to regional partners.
2. Enhance the Eastern Sierra regional voice at the state and federal level supporting policies, programs, services and funding that enhance the economic vitality of the region while respecting the natural environment that is the primary economic driver of the region.

Housing Availability & Land Use

Goal: Increase stock and availability of housing units with a focus on affordability for regional workforce.

The Town's Housing Now! program is a multi-faceted program focused on expanding the availability of affordable workforce housing throughout the community in the near-term to support housing at all economic levels. The Housing Now! initiative aims to leverage federal and state grant program funds and local funds to achieve affordable new housing development and the creation of affordable housing through the conversion of existing market-rate housing. The program has four key components:

1. The Parcel - The Parcel development is a 25-acre undeveloped site centrally located in the Town of Mammoth Lakes intended for affordable housing. The Town acquired the site in 2018 and subsequently launched a comprehensive planning procedure to determine how best to develop the site. The Parcel Master Plan allows for up to 580 permanently affordable housing units.
2. Small Site Development - Town-sponsored affordable housing projects that take advantage of smaller sized lots.
3. Bridge Program - The Bridge Program is aimed at increasing the number of affordable ownership units within the Town through the purchase of existing market-rate homes that are then deed restricted and sold to qualified households at a subsidized price.
4. Partnership Programs - Partnership programs are intended to advance housing projects by working with local partners. Partners could include private businesses and local non-profit organizations. Leveraging opportunities and advantages of various partners helps the region to best use the limited resources available. These partnerships help overcome the challenges with complicated projects such as adaptive reuse and conversion of existing structures to housing.
5. Proviso of infrastructure improvement to unserved/underserved for access, water, sewer, power, broadband etc. to reduce the cost of development to achieve attainable (affordable) community based workforce housing that support the regional and local job and wage base.

Eastern Sierra Region - Comprehensive Economic Development Strategy
City of Bishop Project List

In 2022, City of Bishop staff and Council Members embarked on developing and adopting a multi-year Strategic Plan for the City. Many of the goals, initiatives, and projects prioritized within this Strategic Plan align closely with the strategic goals and objectives outlined in the Regional Comprehensive Economic Development Strategy (CEDS).

ACCESS & CONNECTIVITY

CEDS Objective: Enhance the regional transportation network to provide residents, visitors, and businesses with more accessible, reliable options for moving in, out, and within the region.

- **City of Bishop Project:** Enhance and expand the multimodal transportation network.
    - Plan and implement sidewalk and bike lane improvements that connect with planned Caltrans projects on State Routes 395 and 168. Develop a Capital Improvement Plan for street improvements and secure funding.
    - Collaborate with relevant agencies to explore traffic-calming measures and improve the pedestrian and bicycle environment along the downtown portion of 395.
    - Develop and improve safe routes to schools from all areas of the City.
    - Work with Caltrans and ESCOG to revisit options for a truck route that redirects truck traffic from downtown while ensuring private motorist traffic remains.

CEDS Objective: Enhance emergency response services to ensure remote communities are equipped for periods with no access to services.

- **City of Bishop Goal:** Secure funding for essential safety equipment, including fire apparatus and personal protective equipment.

COMMUNITY & CULTURE

CEDS Objective: Enhance quality of life with additional amenities to attract and retain talent.

- **City of Bishop Goal:** Invest in expanding and modernizing parks and recreation facilities.

  The City's Strategic Plan highlights the importance of investing in new infrastructure to enhance the quality of life for residents and visitors. Modernized and expanded facilities create local jobs, offer opportunities for new businesses and growth of existing ones, diversify tourism in the Eastern Sierra by creating new destination events, and make Bishop a regional attraction. The following initiatives will enhance quality of life and provide economic benefits:

- Enhance and construct new sports facilities in Bishop City Park, including upgrades to sports fields, ballparks, turf, and lighting to better accommodate local and regional needs for games and tournaments.
- Partner with Inyo County to develop a plan for improving athletic facilities at the Millpond recreation area.

ECONOMIC EXPANSION & DIVERSIFICATION

CEDS Goal: Grow and diversify the regional economy by supporting existing and new businesses.

- **City of Bishop Goal:** Build and support a vibrant, pedestrian-friendly city by investing in public spaces and promoting downtown events and activities.
  - Secure funds to invest in downtown rehabilitation projects, including the implementation of the Whitney Alley Project.
  - Plan and implement sidewalk and bike lane improvements that connect with planned Caltrans projects on State Routes 395 and 168.
  - Collaborate with Caltrans and ESCOG to revisit options for a truck route that redirects truck traffic from downtown while ensuring private motorist traffic remains.
  - Develop a City Parking Management Plan to address parking demands and improve walkability.

ENVIRONMENTAL RESILIENCE & SUSTAINABILITY

CEDS Objective: Reduce challenges experienced by residents and visitors during climate events.

- **City of Bishop Goal:** Secure funding for the Bishop Regional Sewer Plant, a project focused on consolidating the two primary wastewater treatment plants that serve Bishop. Invest in modern technology and infrastructure to improve Bishop's aging critical infrastructure.
- **City of Bishop Goal:** Invest in critical infrastructure to support community resilience, including improvements to underground infrastructure such as sewer lines, water lines, and stormwater drainage. Due to the increased intensity of weather events, groundwater levels, and stormwater runoff are causing damage to infrastructure. This project aims to replace and/or line sewer lines to reduce infiltration, increase and extend water lines to meet fire flow requirements, and construct new storm drains to prevent flooding.

EVALUATION FRAMEWORK: HOUSING AVAILABILITY & LAND USE

CEDS Objective: Increase the availability of land for private development.

- **City of Bishop Goal:** Conduct a Parking Demand and Land Use Study to assess existing parking usage, propose parking management strategies, and develop opportunity parcels for residential and city facility expansion.
- Identify and facilitate the development of City properties eligible for housing under the Surplus Land Act. This includes considering both large parcels for long-term housing goals and smaller lots for immediate community benefits. Rezone and list Well 3 sites under the Surplus Lands Act.

CEDS Objective: Improve and expand housing stock on available land.

CEDS Objective: Expand affordable housing options for the regional workforce.

- Invest in funding and staff time for a Regional Workforce Housing Assessment and Strategy, and develop a multi-year plan for affordable housing.
- Increase the inventory of affordable housing by actively supporting housing projects with partners in the service area. Work with Eastern Sierra Community Housing and Visionary Homebuilders to secure funding for Silver Peaks.