Report
To
The Town of Mammoth Lakes

By the

UCSB Economic Forecast Project

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foreword

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Executive Summary

The purposes of the project were to:

- Describe and analyze Mammoth Lakes' existing economy, its history, and current economic trends.
- Evaluate Mammoth Lakes' most likely economic future and its economic opportunities

  •Identify options for Mammoth Lakes' economic development

To this end, we interviewed a great many Town of Mammoth Lakes' citizens, reviewed many reports, and examined huge amounts of data. This document is our report of what we learned.

Findings:

Demographics

- The Town of Mammoth Lakes' population is growing relatively rapidly, even in comparison to California. By contrast, the remaining portions of Mono and Inyo Counties have been losing population.
- Mammoth Lakes' population is relatively young, mostly non-Hispanic, well educated, and live in small non-family households.
- Approximately 28 percent of the Town's population is Hispanic. This is lower than the State average and higher than the County average.
- There is a large transient population living in rented households.
- The Town's high proportion of jobs that require little formal education and pay very low wages presents a significant challenge to the community.
- The United States, California, and Mono County populations are aging, with a resulting decrease in people per household.
- We expect the Town's population growth rate will slowly decrease from its current 2.4 percent rate to about 1.5 percent.

Economic Trends

- California's economy has a more significant impact on the Town of Mammoth Lakes than does Los Angeles County's economy.
- Mammoth Lakes is the demographic and economic center of Mono County.
  - Mammoth Lakes' resident population of 7,500 represents 56 percent of Mono County population.
  - Mammoth Lakes' 5,400 jobs represent about 74 percent of Mono County jobs.
  - Market value area goods and services represent 74 percent of Mono County economy.
- Retail sales and rooms rents have shown strong growth in recent years
  - The Town of Mammoth Lakes' real-per-capita taxable sales have shown strong growth, growth that significantly exceeded California's.
  - The Town's 2005 real-per-capita taxable sales value was $30,700, compared to the California average of $14,700.
  - Exclusive of tourist spending, Mammoth Lakes' real-per-capita taxable sales are low.
  - If each Greater Mammoth Lakes' resident spent locally the average for local spending of a Los Angeles County resident, the Town's retail sales would increase by about 16.4 million.
- Housing affordability is and will remain a significant community issue. A comprehensive housing strategy should be developed; emphasis on rehabilitation of older housing stock should be emphasized.
  - Skiers remain the major target group that provides the community with a year-round base of users:
  - Skiers are younger and more affluent than other active recreation profiles.
  - Over 50 percent of skier households have annual income of $75,000 or more.
  - More that 33 percent of skier households have annual incomes of $100,000 or more.
  - Skiers are active outdoor-doers, who enjoy the good life and everything it entails (gourmet cooking, fine foods, wine, travel, arts/entertainment, etc.)

Economic Forecast

- The near-term economic forecast is positive.
  - In the absence of a recession or serious geopolitical event, the U.S. economy should grow at relatively strong rates.
  - Although the probability of a U.S. recession increases with each Federal Reserve action that brings an interest rate increase, the most likely scenario is no recession.
  - California should also see strong economic growth. A significant portion will come from in-migrating wealthy baby boomers that will support an increasingly large service sector.
  - National demographics, particularly Baby Boomers, provide reason to expect a strong United States domestic resort sector.
  - The Town of Mammoth Lakes' economy is expected to show strong growth.
- Home prices will likely remain strong and home construction should remain above levels of the 1990s but below the very strong grown of 2005.

- Demographic and economic trends imply that the current slowdown in residential sales will not cause a large fall in home prices.
- The Town of Mammoth Lakes has a shortage of office, and particularly, retail space.
- Residential housing is more profitable than retail or office space. Therefore, the Town must negotiate with developers to obtain the necessary space.
- While the Town will need to encourage developers to build retail and office space, the Town is best served by letting the market determine the nature of that space.

Conclusions and recommendations:

- The Town of Mammoth Lakes' economy is based on seasonal tourism.
- Diversification away from seasonal tourism is very difficult because of the community's isolation, limited transportation, snowy winters, and high housing costs.
- The college does provide an opportunity to diversify:
  - It would have a more stable economic impact.
  - A new partner is needed to capitalize on the opportunity.
  - A successful program would probably take advantage of the unique assets of the Eastern Sierra.
- Increase non-peak winter visitors to maximize the impact of existing infrastructure
  - The mountain and community are maxed out on major winter weekends.
  - Increase the length of stay of visitors by attracting a new visitor.
  - Market outside of California.
  - Scheduled commercial air service is key to this strategy.
- Exploit existing infrastructure in summer and the shoulder seasons
  - Attracting long-distance visitors with multi-day, mid-week, events are probably the key.
  - Spring and fall visitors have the most profit potential to local businesses.
  - Opportunities include:
    - Expanded biking.
    - Corporate and convention packages.
    - An atmosphere/environment filled with arts, music, and other events or festivals.
- Create a more cohesive, pedestrian-friendly, community.
  - The Town of Mammoth Lakes is disjoint with three distinct centers of retail activity.
  - Reaching the skiing can be difficult on snowy days.
  - Consider parking structures near Main Street and Old Mammoth Road connected to the Mountain by gondolas.
  - Attractive walking and shopping corridors would contribute to an attractive community and likely increase visitor spending.
  - Logical paths include Main Street from Minaret Road to Old Mammoth Road and Old Mammoth Road from Main Street to Snow Creek.
  - To achieve this, a plan needs to be developed:
    - It may have a redevelopment component.
    - Mixed-use projects will be appropriate.
    - Residential permits can be conditional on retail space.
    - Let the market determine the appropriate retail space.
- Consensus and cooperation are key
  - The region is abundantly endowed by nature.
  - The community also has more human capital than the population would imply.
  - Developing a consensus plan is difficult because the residents have strong opinions on the community.
  - Implementing a plan is difficult because of lack of coordination between the Mountain and the Town.
  - Creating a new "Community Relations" position at the Mountain would improve coordination.
  - Absent a plan and cooperation, the community will likely become more disjoint and congested.
  - With a plan properly implemented, the community can become more attractive with enhanced cultural opportunities and increased prosperity.

Population Distribution - Mono County

	Population as of January 1. 2005	Population as of January 1. 2006	Net Change	1-Year Growth Rate	5-Year Growth Rate	10-Year Growth Rate	Average 5-Year Growth Rate	Average 10-Year Growth Rate
Mammoth Lakes	7,602	7,717	115	1.5%	5.9%	24.5%	1.2%	2.4%
Unincorporated Area	5,935	5,880	-55	-0.9%	2.0%	9.9%	0.4%	1.0%
Mono County	13,537	13,597	60	0.4%	4.2%	17.7%	0.8%	1.8%
Inyo County	18,580	18,515	-65	-0.3%	1.5%	1.2%	0.3%	0.1%
California	**36,728,196**	**37,172,015**	**443,819**	**1.2%**	**7.9%**	**16.8%**	**1.6%**	**1.7%**

Background

The purposes of the project were to:

- Describe and analyze Mammoth Lakes' existing economy, its history, and current economic trends.
- Evaluate Mammoth Lakes' most likely economic future and its economic opportunities.
- Identify options for Mammoth Lakes' economic development.

We believe that our recommendations are consistent with the objectives of most of the community and the limits of community resources. Specifically, we think they will help guide the community toward becoming a world-class, four-season, destination. As part of our preparation we interviewed dozens of citizens and civic leaders over several days. This helped us gain an understanding of community objectives, and the contrasts in objectives between the various civic groups. We reviewed hundreds of pages of official documents, marketing materials, and previous research specific to the Town of Mammoth Lakes.

We then gathered virtually all available data on the Town of Mammoth Lakes, Mono County, and Inyo County. These data were used to construct an economic model of the City and the two Eastern Sierra Counties. This allowed us to perform the analysis and create the forecast presented in this document.

We also reviewed data on the two communities (Telluride and Napa) we were asked to evaluate for their lessons for the Town of Mammoth Lakes. We analyzed the marketing material and data on the ski industry and other resorts areas. Finally, we reviewed data and literature on other recreational industries with an eye toward identifying possible options for the Town of Mammoth Lakes.

We expect that the data and analysis contained herein will be useful to Mammoth Lakes in a variety of ways. It will help the community identify realistic options and establish realistic expectations. It will assist in planning and budgeting. It will help the Town identify future infrastructure demands and the character and purpose of likely future development. Finally, the research may be an aid in attracting or negotiating with potential developers and businesses considering locating in the community.

History

The Town of Mammoth Lakes, located at 7,800 feet in the Mono County Eastern Sierra, was originally populated as a mining community in 1877 and 1878. The rush was very short lived and the community languished for several decades. It was primarily a summer playground for a relatively few hardy outdoors people from Southern California and the Mojave Desert. Visitation picked up after the construction of a highway in 1937, but the trip to Mammoth was still arduous.

Primitive rope tow-skiing on a very limited scale commenced in the 1930s. After World War II development of the area's ski potential accelerated. One man, David McCoy, was primarily responsible for this development. The Main lodge was built in 1947. The mountain's first lift was installed in 1955. From there, lift-service expanded to the current three gondolas, nine express quads, and 19 other lifts. Today, the mountain is licensed to serve up to 24,000 skiers per day.

Ownership of the ski operation remained with McCoy until January 1996 when Intrawest Corporation purchased a 33 percent interest in Mammoth Mountain Ski, associated real estate, and nearby June Mountain, which had been acquired in1986. In 1998 Intrawest expanded their ownership to 58 percent. In Fall 2005 Starwood Capital purchased majority interest in the two ski areas and associated real estate. It is expected that Starwood intends to accelerate real estate development but have minimal impact on ski operations.

As Mammoth Mountain Ski Area grew, the community of Mammoth Lakes grew to support the skiing and provide amenities for visitors. The community was incorporated as the Town of Mammoth Lakes in 1984.

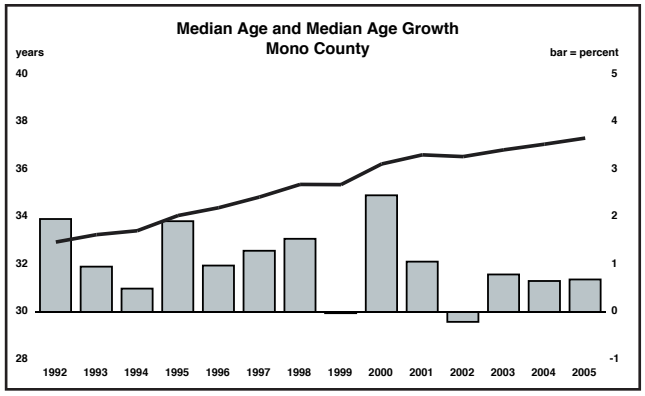
Today the Town of Mammoth Lakes has a permanent population of about 7,500 people. Located adjacent to one of the nation's top ski mountains and the spectacular High Sierra backcountry, the Town provides many amenities while retaining a small-town feel. The Town has over 8,500 rental units, over 50 restaurants, and many shopping opportunities.

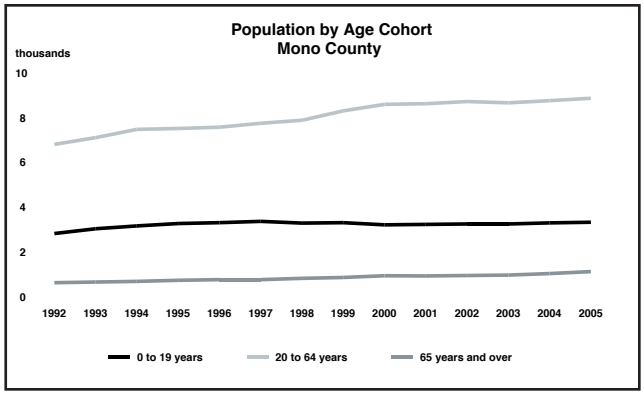
While most of the Town's visitors come from California, particularly Southern California, Mammoth Lakes is increasingly a national attraction. The broadening of its visitor base has been accompanied by more upscale development and increased airport traffic.

Demographics: Selected Regions

	Mammoth Lakes		Mono County		Inyo County	
Population						
2006 Estimate	7,451		12,997		18,261	
2000 Census	7,093		12,853		17,945	
1990 Census	4,785		9,956		18,281	
Growth 2000-2006	5.05%		1.12%		1.76%	
Growth 1990-2000	48.23%		29.10%		-1.84%	
2006 Est. Population Hispanic or Latino by Origin	7,451	100.0%	12,997	100.0%	18,261	100.0%
Not Hispanic or Latino	5,349	71.8%	10,014	77.1%	15,270	83.6%
Hispanic or Latino:	2,102	28.2%	2,983	23.0%	2,991	16.4%
Mexican	1,740	23.4%	2,481	19.1%	2,589	14.2%
Puerto Rican	88	1.2%	95	0.7%	21	0.1%
Cuban	5	0.1%	9	0.1%	14	0.1%
All Other Hispanic or Latino	269	3.6%	398	3.1%	367	2.0%
2006 Est. Population by Sex	7,451	100.0%	12,997	100.0%	18,261	100.0%
Male	4,190	56.2%	7,087	54.5%	8,976	49.2%
Female	3,261	43.8%	5,910	45.5%	9,285	50.8%
2006 Est. Median Age	34.96		37.46		43.46	
2006 Est. Pop. Age 25+ by Educational Attainment	5,099	100.0%	8,905	100.0%	12,643	100.0%
Less than 9th grade	309	6.1%	412	4.6%	555	4.4%
Some High School, no diploma	322	6.3%	603	6.8%	1,707	13.5%
High School Graduate (or GED)	915	17.9%	1,812	20.3%	3,987	31.5%
Some College, no degree	1,459	28.6%	2,794	31.4%	3,290	26.0%
Associate Degree	338	6.6%	635	7.1%	958	7.6%
Bachelor's Degree	1,196	23.5%	1,732	19.5%	1,329	10.5%
Master's Degree	407	8.0%	656	7.4%	525	4.2%
Professional School Degree	126	2.5%	208	2.3%	222	1.8%
Doctorate Degree	27	0.5%	53	0.6%	70	0.6%
2006 Est. Households by Household Income	2,974	100.0%	5,262	100.0%	7,899	100.0%
Income Less than $15,000	251	8.4%	446	8.5%	1,346	17.0%
Income $15,000 - $24,999	341	11.5%	475	9.0%	1,167	14.8%
Income $25,000 - $34,999	413	13.9%	668	12.7%	931	11.8%
Income $35,000 - $49,999	475	16.0%	852	16.2%	1,270	16.1%
Income $50,000 - $74,999	647	21.8%	1,211	23.0%	1,468	18.6%
Income $75,000 - $99,999	308	10.4%	708	13.5%	710	9.0%
Income $100,000 - $149,999	274	9.2%	500	9.5%	740	9.4%
Income $150,000 - $249,999	168	5.6%	271	5.2%	213	2.7%
Income $250,000 - $499,999	69	2.3%	99	1.9%	38	0.5%
Income $500,000 and more	28	0.9%	32	0.6%	16	0.2%
2006 Est. Median Household Income	$50,289		$53,929		$40,972	
2006 Est. Per Capita Income	$29,144		$29,037		$23,431	
2006 Est. Households with Income Below Poverty Level:						
Married-Couple Family, own children	30	1.0%	48	0.9%	127	1.6%
Married-Couple Family, no own children	22	0.7%	36	0.7%	116	1.5%
Male Householder, own children	42	1.4%	44	0.8%	71	0.9%
Male Householder, no own children	0	0.0%	1	0.0%	9	0.1%
Female Householder, own children	40	1.3%	77	1.5%	176	2.2%
Female Householder, no own children	4	0.1%	6	0.1%	15	0.2%
2006 Est. Pop Age 16+ by Employment Status	6,066	100.0%	10,546	100.0%	14,870	100.0%
In Armed Forces	28	0.5%	178	1.7%	10	0.1%
Civilian - Employed	4,559	75.2%	7,366	69.8%	8,421	56.6%
Civilian - Unemployed	263	4.3%	450	4.3%	544	3.7%
Not in Labor Force	1,216	20.1%	2,552	24.2%	5,895	39.6%
2006 Est. Average Travel Time to Work in Minutes	13.37		17.73		16.64	
2006 Est. Tenure of Occupied Housing Units	2,974	100.0%	5,262	100.0%	7,899	100.0%
Owner Occupied	1,592	53.5%	3,174	60.3%	5,220	66.1%
Renter Occupied	1,382	46.5%	2,088	39.7%	2,679	33.9%
2006 Est. Median All Owner-Occupied Housing Value	$544,864		$401,524		$265,552	

Source: SiteReports





Mammoth Lakes' growth has not been monotonic. From its mining days in the 1870s until today is has endured many boom and bust cycles. Its current cycles are a result of the fact that outdoor sports are a luxury good, and spending on luxury goods is more volatile than the general economy. The Town's most recent "bust" was in the early 1990s, a result of a national recession that, combined with a downsizing of California's defense industry, hit Southern California particularly hard.

With a town site of only 2,500 acres and bounded on all sides by public lands, the community's maximum size is clearly bounded. Already, many local workers commute from unincorporated communities in Mono County and from the Bishop area in Inyo County. The movement toward a commuter workforce has been accelerated by high housing costs in the Town of Mammoth Lakes.

Demographics

We collected demographic data from several sources. Consequently, while the data are generally consistent, they will differ in some particulars. We remind the reader that all data, even Census data, are estimates. Furthermore, much of the data is available only at the county level. When this is the case, we present only county level data. The next few paragraphs present a picture of the Town of Mammoth Lakes population as it now stands. We also attempt to point out those characteristics where the Town differs significantly from the County. This will allow better conclusions about the Town when reading County data. The following page contains a summary of current demographic data on the Town of Mammoth Lakes, Mono County, and Inyo County.

The Town of Mammoth Lakes, with a population of around 7,500 represents about 57 percent of Mono County's population. In general, the Town's population is young, mostly non-Hispanic, relatively well educated, and live in small non-family households with no children. They are also largely transient and live disproportionately in rented housing. The data on tenure in residence shows a very short tenure. While this could represent mobility within the community, anecdotal evidence indicates that it represents a relatively short tenure in the community.

Approximately 28 percent of the Town's population is Hispanic. This is below State of California average, but above that of Mono County. The Town's median and average ages are almost identical at just under 35 years. The similarity of the two numbers indicates a relatively symmetric distribution. The Town's population is a bit younger than Mono County's and significantly younger than Inyo County's.

Population and Housing - Mono County

	2001	2002	2003	2004	2005	2006
Population (January)	13,050	13,253	13,368	13,472	13,537	13,597
percent change	1.5	1.6	0.9	0.8	0.5	0.4
Population in Existing Housing Stock	12,770	12,955	13,070	13,174	13,284	13,395
percent change	2.2	1.4	0.9	0.8	0.8	0.8
Population in Group Quarters	280	298	298	298	253	202
percent change	-21.8	6.4	0.0	0.0	-15.1	-20.2
Housing Density (people per household)	2.442	2.441	2.429	2.342	2.313	2.280
net change	0.010	-0.001	-0.012	-0.087	-0.029	-0.033

Population and Components of Change - Mono County

	Population As of July 1	Population Change	Births	Deaths	Natural Increase	Net Migration	Population Growth Rate
1981	8,900	200	119	33	86	114	2.30
1982	9,300	400	156	36	120	280	4.49
1983	9,200	-100	157	27	130	-230	-1.08
1984	8,800	-400	136	30	106	-506	-4.35
1985	8,800	0	124	31	93	-93	0.00
1986	8,800	0	139	38	101	-101	0.00
1987	8,900	100	129	34	95	5	1.14
1988	9,100	200	138	35	103	97	2.25
1989	9,300	200	108	29	79	121	2.20
1990	10,100	800	150	26	124	676	8.60
1991	10,246	146	148	30	118	50	1.45
1992	10,498	252	147	32	115	137	2.46
1993	11,039	541	155	25	130	411	5.15
1994	11,432	393	127	36	91	302	3.56
1995	11,400	-32	122	20	102	-134	-0.28
1996	11,696	296	126	41	85	211	2.60
1997	11,875	179	127	41	86	93	1.53
1998	12,107	232	126	44	82	150	1.95
1999	12,604	497	130	36	94	403	4.11
2000	12,926	322	116	43	73	249	2.55
2001	13,179	253	132	48	84	169	1.96
2002	13,329	150	166	52	114	36	1.14
2003	13,407	78	141	49	92	-14	0.59
2004	13,529	122	151	49	102	20	0.91
2005	13,512	-17	179	50	129	-146	-0.13
Average per Year		192	139	37	102	91	1.78

*Demographic Research Unit, Report E-2 & E-6. Note: Components will not add to total population for "Averages per Year".

Demographic Detail - Mono County

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Median Age Of Population (years)	34.4	34.8	35.4	35.4	36.2	36.6	36.5	36.8	37.1	37.3
Age Cohorts (people)										
Population Under 5 Years	897	857	791	778	716	711	726	783	822	846
Population 5 To 9 Years	946	950	928	880	836	808	795	742	743	754
Population 10 To 14 Years	794	849	836	863	887	904	882	895	877	845
Population 15 To 19 Years	713	748	777	824	813	847	891	868	895	921
Population 20 To 24 Years	685	715	777	965	994	938	949	902	871	868
Population 25 To 29 Years	929	896	903	982	990	988	1,011	989	1,041	1,051
Population 30 To 34 Years	1,066	1,022	945	921	941	968	995	993	982	967
Population 35 To 39 Years	1,314	1,295	1,255	1,195	1,112	1,058	991	933	917	933
Population 40 To 44 Years	1,118	1,176	1,160	1,200	1,253	1,239	1,226	1,203	1,167	1,118
Population 45 To 49 Years	928	958	1,055	1,111	1,159	1,187	1,181	1,167	1,231	1,289
Population 50 To 54 Years	675	769	780	816	937	996	1,048	1,088	1,103	1,109
Population 55 To 59 Years	488	525	587	653	690	717	762	785	820	910
Population 60 To 64 Years	411	428	456	500	554	571	599	635	666	660
Population 65 To 69 Years	303	310	325	345	391	376	377	390	436	483
Population 70 To 74 Years	216	215	244	268	279	274	280	272	277	302
Population 75 To 79 Years	143	147	152	146	174	175	167	182	203	201
Population 80 To 84 Years	87	86	85	82	76	85	102	101	101	115
Population 85 Years And Over	53	52	54	60	62	63	61	60	62	64
Total Population	11,766	11,998	12,110	12,589	12,864	12,905	13,043	12,988	13,214	13,436
Ethnicity (people)										
White	9,449	9,586	9,629	10,001	10,076	9,910	9,766	9,672	9,744	9,814
Black	85	86	85	91	78	77	103	102	104	106
Other	498	485	462	415	422	411	418	424	430	434
Hispanic , Any Race	1,734	1,841	1,934	2,082	2,301	2,523	2,768	2,801	2,948	3,094
Gender (people)										
Male	6,370	6,500	6,560	6,920	7,090	7,080	7,140	7,100	7,210	7,320
Female	5,396	5,498	5,550	5,669	5,785	5,889	5,937	6,031	6,127	6,212

Source: Woods & Poole Economics

While the Town of Mammoth Lakes' population is relatively well educated, a small proportion of its population has less than a ninth-grade education. The concentration of low-educated workers will likely grow the tourism industry, which has a high proportion of jobs that require little formal education and pay very low wages. This population will present one of the Town's intractable challenges

The Town of Mammoth Lakes' population is also growing relatively rapidly, even in comparison to California. Indeed, the Town appears to be the only community in the Eastern Sierra with significant population growth.

This and the following pages present population data on Mono County. These data tell us that, for the County as a whole, the natural increase in population is more significant than migration. This is almost surely not the case for the Town of Mammoth Lakes, which as stated above, has a highly transient population.

Mono County's population is also aging. While this is obvious from the median age statistic, more significant conclusions can be made from the distributional data. These data show the population under 35 has fallen precipitously from about 51 percent of the County's population in 1996 to only 46 percent of the County's population in 2005. Similarly, the proportion of the population age 55 or more has increased from 14.5 percent to over 20 percent in that same short time period. A decrease in housing density (people per household) has accompanied this aging of the population.

Economic Analysis

We provide two sets of economic tables. The six pages of data that are included in this section have historical data from 1995 through 2005. They also include our most-likely forecast for the years 2006 through 2025.

These forecasts were computed using state-of-the-art statistical models. When creating the model, we analyzed National, Regional, and State trends and statistically analyzed their impact the Town of Mammoth Lakes. Importantly, we noticed that California's economy had a more significant impact on the Town than did Los Angeles County's economy. The forecast also reflects demographic, resort, recreation, and tourism trends.

Appendix A contains 14 pages of historical data going back to 1990. These historical tables include more detail than the forecast tables. They also include significant amounts of data on Mono and Inyo Counties.

The purpose of these tables is to document Mammoth Lakes' economic history, its current economy, and its most likely short- and median-term future. This analysis will provide a useful baseline with which to analyze possible development options and to make relevant comparisons.

Economic Conditions

It hardly needs to be stated that the Town of Mammoth Lakes is a recreation and resort-based economy with little prospects of economic diversification. The Town's geographic isolation, very limited size, and challenging winters provide huge hurdles to economic diversification. There are however, opportunities to expand within the recreation and resort business.

Winter visitation is almost entirely because of the Mammoth Mountain Ski Area, and it is concentrated around weekends. Summer vacationers come because of the Easter Sierra recreational opportunities. There are few spring or fall visitors. There are few cultural, educational, or business visitors. There are few visitors that are not engaging in some physical outdoor activity.

The Town of Mammoth Lakes Metropolitan Area economy represents just under 5,400 jobs with a gross product of about $337 million. This is the total market value of the goods and services, and it represents just about 74 percent of Mono County's economy. Given that the economy is tourism based, it is not surprising that worker productivity is low.

As a tourism and resort community, the Town of Mammoth Lakes Metropolitan Area's economy is dominated by the Other Services sector (45 percent of the economy and 60 percent of jobs) and the Finance, Insurance, and Real Estate sector (22 percent of the economy and 8 percent of jobs). Government (12 percent economy, 10 percent jobs), Construction (9 percent economy and jobs), and Retail Trade (8 percent economy, 11 percent jobs) are other significant sectors. The community has virtually no tradable-goods production that would be represented by agriculture, mining, and manufacturing.

Of the Area's significant sectors, the Public sector pays by far the highest wages. In fact the Public sector pays almost $10,000 or 24 percent more than the next highest salary sector; Finance, Insurance, and Real Estate. When compared to other California communities, Mammoth Lakes Public sector salaries are not excessive. The discrepancy between Public sector and Private sector salaries is a result of the composition of Private sector jobs in low-paying tourist-related sectors. The large Other Services and Retail sectors pay the Area's lowest wages.

The Town of Mammoth Lakes has relatively high housing costs. The 2005 median priced home was $687,500. Given these high housing costs, the wages paid by the area's largest sectors pose interesting challenges. Employers in communities with high housing costs have difficulty recruiting employees. Workers often respond by living in substandard housing and crowding in existing homes. These living arrangements can contribute to social issues.

The Town of Mammoth Lakes most broad-based occupancy measure shows about a 40 percent occupancy rate on an annual basis. This measure includes condominiums, campgrounds, hotels and motels. Its low occupancy rate reflects the seasonality of the community's tourist trade and provides a measure of opportunity.

Because of the tourist trade, the Town of Mammoth Lakes receives very high per-capita revenues from bed taxes and sales taxes. This allows the Town an enviable flexibility in providing government services.

Economic Trends

The United States economy continues to exceed expectations. Indeed its growth has been so strong that the Federal Reserve is still raising short-term interest rates after two years. California's economic growth has been even stronger than that of the United States, and more surprising.

California's economy has been exceptionally hot, with an economic growth rate in excess of that of the United States. Given the State's climate, diversified economy, changing demographics, educational system, and location on the Pacific Rim, we expect the State to overcome its many negatives (high taxes, high housing costs, budget deficit, governmental gridlock, and more) and continue to prosper.

The Town of Mammoth Lakes Metropolitan Area's economy grew at extremely high rates in 2002 and 2003. This was primarily the result of the construction and absorption of "The Village." Growth since then has been modest.

The Public sector has been the most rapidly growing sector, by percentage. The much larger Other Services and Retail sectors, while growing at a slower rate, have been creating more jobs. At the same time, the salary growth in these two dominant sectors has not exceeded the inflation rate.

Retail Sales and Room Rents have shown strong growth in recent years. This reflects increased visitor volume resulting from infrastructure investment, increased room rents, and increased changing visitor demographics brought about by the new development.

Retail Sales

We adjust taxable sales for inflation and then normalize to population. This gives us Real-Per-Capita Taxable Sales and allows for comparison over time and with other communities. When we do this, we see that the Town's real-per-capita taxable sales are more volatile than that of California as a whole. In the early 1990s, which was a very challenging time for Mammoth Lakes, the Town saw real-per-capita taxable sales declines while those of California increased. In recent years, because of strong tourism and new retail outlets, the Town's real-per-capita taxable sales have shown strong growth, growth that significantly exceeded California's.

When we look at levels instead of growth rates, the picture is even better. In 2005 the Town of Mammoth Lakes enjoyed $30,700 in Total Taxable Sales Per Capita. By comparison, California saw less than half the Mammoth Lakes total taxable sales per capita, $14,700.

This strength does not imply that the Town of Mammoth Lakes is achieving its taxable-sales potential. The Town has no automobile dealers. It has no department stores. It has no general merchandise outlet. The list could go on and on. The fact is that most of the Town's limited retail space is tourism oriented. The Town's citizens must travel as far as to Carson City or Reno for shopping that most Californians find in local shopping malls. While locals may find the absence of these retail outlets a hardship, tourists may appreciate the quaintness and charm of the Town. The more it is not like everywhere else, the more appeal and attraction the Town may hold.

There is another potential source of lost taxable sales to the Town of Mammoth Lakes. That is that visitors may spend less than they would if they had more opportunities to spend.

Certainly the limited empty space in Mammoth Lakes indicates that the Town is not reaching its potential. There is currently relatively little retail space, and much of it is old and occupied by governments. The recent surge in retail space and the rapidity with which the new retail space in The Village was absorbed makes it likely that new space would be welcome by potential retailers.

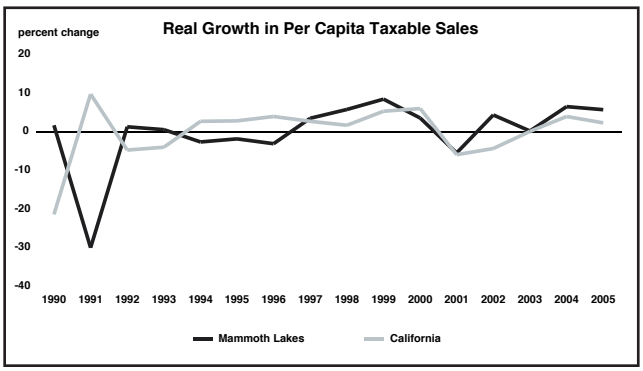
We used regression analysis to analyze the potential taxable sales lost from the Town of Mammoth Lakes residents' purchases outside of the Town. We used Real Taxable Sales Per Capita as the dependent variable. Real Hotel/Motel Room Sales Per Capita was the dependent variable of interest. We used Real Per Capita United States Wealth and Real Per Capita United States Gross Product as conditioning variables. The coefficient to the Hotel/Motel Room Sales Per Capita variable allowed us to estimate that portion of Total Per Capita Taxable Sales resulting from direct tourist spending. The remaining portion is then Town residents' spending. We performed a similar analysis for Los Angeles County. Nearby is a chart showing the resulting estimates of local taxable sales.

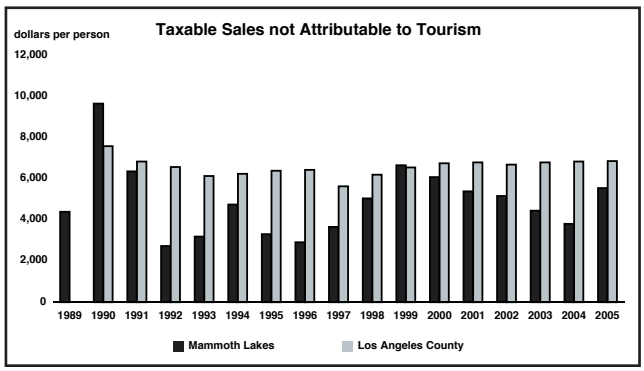
The first thing we observe is that local per-capita taxable sales have been much more volatile in the Town of Mammoth Lakes than in Los Angeles. This is to be expected. Mammoth is a much smaller community. We also observe the expected lower spending in Mammoth.

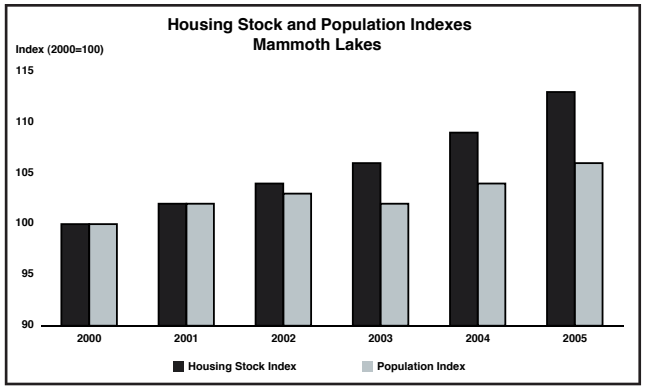
On average over the period from 1991 through 2005, inclusive, each Town of Mammoth Lakes resident spent $4,900 in 2000 dollars on taxable goods locally. This contrasts with Los Angeles County citizens, who, on average, each spent $6,587 in 2000 dollars over the same period. That is, each Los Angeles County resident spent $1,687 more in 2000 dollars locally than did Mammoth citizens. That is a 34.4 percent increase. If each of the approximate 9,700 Greater Mammoth Lakes' citizens were to locally spend $1,687 more per year, the Town's total taxable sales would increase by about $16.4 million.

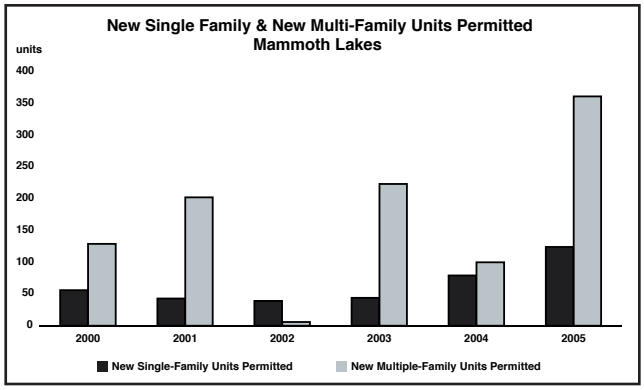
The Town of Mammoth Lakes will never reach that sort of local sales. The market is too small to support many retailers. Certainly Town residents will never have a full selection of new automobiles to purchase locally. Many other retailers will also find the market to small to be profitable. Also, the implicit assumption of the above analysis is that the average Mammoth Lakes resident is the same as the average Los Angeles County resident. They are not, and their shopping patterns are likely different.

The Town also needs to weight the benefits of new shopping opportunities with the possibility that those shopping opportunities may make the community less attractive to visitors. Certainly, if development were to occur on Main Street and Old Mammoth Road as we recommend, that is, they become walking and shopping corridors, it would only make the area more attractive to visitors and residents alike. As stated above, the absorption of space in The Village and low vacancy rates indicate significant demand for retail space.









Residential space is more profitable for developers. Therefore negotiation will be necessary to increase retail space. If the vast majority of new retail space were permitted on the proposed walking-shopping corridors, and in an orderly manner, we are very confident that it would be absorbed by apparel, food, and general merchandise retailers.

Development and Land Use

Single family residence construction in the Town of Mammoth Lakes has picked up strongly in recent years. The town issued permits on 124 single-family residences in 2005, up from only an annual average of less than 50 in the years 2000 through 2003. Multi-family residential construction has been very strong, but volatile, since Intrawest acquired majority interest in the Mammoth Ski Area. Commercial building activity has picked up a bit in recent years, but it remains low and volatile.

Housing Availability

While we have seen an increase in Mammoth Lakes housing units, much of it is intended for tourist and not local residents. According to the United States Census, the over-18 population grew by 1,757 people, but the total number of non-seasonal housing units increased by only 20. Since 2000, the population has been estimated to grow by about 6 percent. During this time, the total housing stock grew by 13 percent. Again, many of these units are intended for visitors.

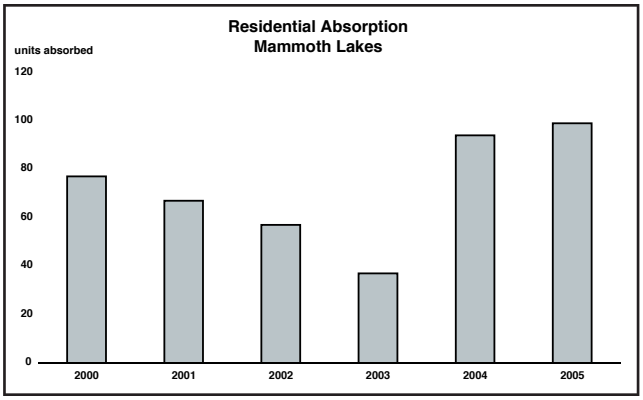
There is anecdotal evidence that older tourist-intended units are being converted to residents' use. However, a detailed survey would be required to ascertain the extent of these conversions. The 2010 Census should provide a good estimate of the extent that this is happening. Given the new development and changes expected in visitor demographics, this is potentially an excellent source of workforce housing. A formal program to take advantage of this trend could have a significant impact on the jobs - housing balance.

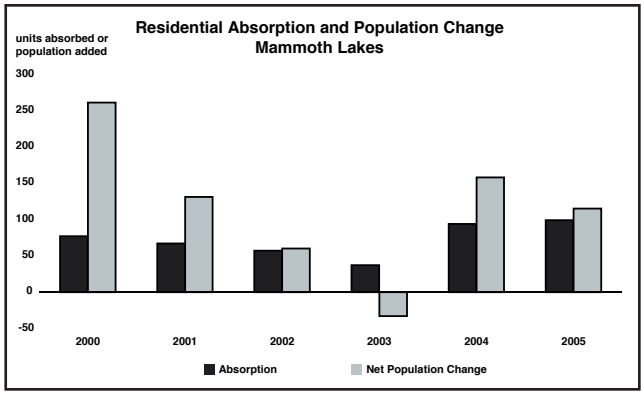
Most California cities have nearby communities that provide additional housing opportunities for the local workforce. This is not nearly as applicable to the Town of Mammoth Lakes. While there are some nearby housing units in the unincorporated portion of Mono County, particularly in the Hilton Creek - Crowley Lake area, Mammoth is isolated. Bishop is a 45 minute commute in good weather; in the winter the commute can be epic. Bishop also faces its own geographic constraints. There seems to be interest in developing lower-cost housing in the Chalfont Valley, but this also would involve a challenging winter commute.

In summary, providing workforce housing may be the Town's most intractable problem, but opportunities may exist with current less modern or upscale tourist-intended units.

Housing Affordability

The standard measure of home affordability is the percentage of the population that could afford to purchase the communities' median-priced home using standard financing and terms. There are well-know problems with this measure because it does not





Housing Affordability - Mammoth Lakes

	2005	2005
	No property tax or insurance	With property tax and insurance
Median Home Price	$687,500	$687,500
30-year conventional mortgage rate	5.87	5.87
Assume 20 per cent down	$137,500	$137,500
Loan Amount	$550,000	$550,000
Payment	($3,252)	($3,252)
Annual mortgage payment	($39,020)	($39,020)
Annual property taxes	$0	($6,875)
Annual insurance	$0	($2,613)
Total: Annual housing payment	($39,020)	($48,508)
Minimum Income	$130,068	$161,693
Percent of Housholds	12.70	8.30

Source: UCSB Economic Forecast Project

include wealth and distributional effects. Still, the measure has value as it provides a consistent way to compare communities.

In 2005, this measure for Mammoth Lakes was 12.7 percent based on the cost of the median priced home alone. If we add property tax and insurance costs, the affordability rate drops to only 8.3 percent.

These are extremely low rates of housing affordability. In fact, the Town of Mammoth Lakes is one of the least affordable communities in America. By comparison, the United States affordability is 62 percent and California's is 16 percent. Some Midwest communities have affordability measures around 90 percent.

Real Estate and Land Use - Mammoth Lakes

	2000	2001	2002	2003	2004	2005	Average
Housing Stock (end of year)	7,960	8,150	8,312	8,418	8,683	8,962	8,414
percent change	0	2.4	2	1.3	3.1	3.2	2.4
Population (end of year)	7,286	7,417	7,477	7,444	7,602	7,717	7,491
percent change	0	1.8	0.8	-0.4	2.1	1.5	1.2
Housing Stock Index (2000 = 100)	100	102	104	106	109	113	106
Population Index (2000 = 100)	100	102	103	102	104	106	103
Housing Stock per person	1.09	1.1	1.11	1.13	1.14	1.16	1.12
Median Home Price (entire year)	240,000	340,000	372,500	514,500	565,000	687,500	453,250
Conventional 30-year Mortgage Rate (entire year)	8.06	6.97	6.54	5.82	5.84	5.87	6.52
All New Housing Units Permitted	185	245	45	267	179	485	234
New Single-Family Units Permitted	56	43	39	44	79	124	64
New Multiple-Family Units Permitted	129	202	6	223	100	361	170
Residential Vacancy Rate	64.7	64.7	64.7	64.7	64.7	64.7	64.7
Units Occupied	2,814	2,881	2,938	2,975	3,069	3,168	2,974
Absorption	77	67	57	37	94	99	72

Source: CA Department of Finance, First American Real Estate Solutions, Federal Reserve Board of Governors, Construction Industry Research Board

Commercial Property

While hotel and resort condominiums are classified as residential property, we will include them in the discussion of commercial property here. This is because in many ways such Mammoth Lakes properties are more similar to commercial property than standard residential properties.

There is relatively little retail space, industrial, office space in Mammoth Lakes. Indeed, the shortage of office space is such that Town government occupies converted retail space, as does Mono County. A planned government center will relieve some of the office space pressure, but there will still remain virtually no private office space.

Modern communications and computing technology allow some individuals to work quite satisfactorily remotely from their colleagues. Programmers, analysts, researchers, and many other individuals can work in this manner. It is possible that if appropriate space were available, some of these individuals would relocate to Mammoth for the lifestyle. This would benefit the community by providing relatively prosperous individuals whose incomes would be independent of tourism.

The planned government center will also free up a significant amount of retail space. However, much of this space is outdated, and some of it has a parking shortage. Low vacancy in existing retail space, the growth of retail sales, and the large amount of residents' spending elsewhere (documented in the Retail Sales section above) all indicate a need for additional modern retail space.

Mammoth Lakes' residential vacancy rates have hovered over 60 percent for as long as we have data. This of course reflects the very seasonal nature of the community's tourist business. In meetings with property managers and community leaders, we were repeatedly told that occupancy approaches or exceeds 100 percent on a few major winter holidays.

The high holiday occupancy, the change in ownership of the Mammoth Mountain Ski Resort, and attempts to move to a more upscale visitor all contribute to market demand for new space. However, the high vacancy rate provides the most opportunity for the community. On the one hand, some of the older space, while not optimal for long-term residential use, could be converted to workforce housing. On the other hand, the vacancies and the community's infrastructure imply a low-marginal-cost strategy of increasing the usage of existing units.

Economic Forecast

We believe that the probability of a United States recession is increasing with each Federal Reserve System Federal Open Market Committee meeting that brings an interest-rate increase. However, the data are still strong, implying that the most likely scenario is no recession. If the FED does induce a recession, it will likely be in 2007 and it will likely be mild. The impact of a mild 2007 recession on California will likely be less than that of 2000-2001 recession. Even with a construction slowdown, the State does not appear to have a sector that would experience the pain that accompanied the dot-com bust.

In the absence of a recession or serious geopolitical event, the United States economy should grow at relatively strong rates throughout the forecast horizon. Incomes should be strong, unemployment low, and wealth accumulation robust. National demographics, particularly those of Baby Boomers, provide reason to expect a strong United States resort sector.

California should also see strong economic growth, a significant portion of which will come from in-migrating wealthy Baby Boomers. These people will be healthier, better educated, and wealthier than the average for their age cohorts. They will support an increasingly large service sector with incomes that are less volatile than average. We expect them to be a source of demand for California resorts.

Much of California's population and economic growth will likely occur in the Central Valley and in what could be called Eastern Southern California: San Bernardino County, Riverside County, and Eastern San Diego County. The growth of these counties indicates increasing demand from the Town's traditional market, both in the summer and winter. Many Coastal California counties will loose population, but the (new) population that remains will be significantly wealthier than the current population. Town visitors from these counties will likely stay longer and spend more than traditional weekenders.

As stated above, the recent investment in the Town of Mammoth Lakes resort infrastructure is increasing visitor volume and changing visitor demographics. This trend would continue without new investment, but new investment will augment the growth. With the very recent change in ownership of the Mammoth Mountain Ski Area, we expect to see continued infrastructure investment and hence lengthened visits and increased visitation both from the new demographic and old demographic visitors.

Because of the trends, we expect the Town of Mammoth Lakes economy to show very strong growth throughout the forecast horizon. Retail, Other Services and Construction will be the creators of economic activity. Jobs will not increase as rapidly as economic activity. This reflects increased utilization of capacity in both the Retail and Other Services sector. It also reflects the impact of the high-value-added construction sector.

Home prices will likely remain strong, because of strong fundamentals. Demand, driven by favorable demographics and wealth accumulation should persist. Supply will be limited. We expect to see home construction to remain above levels observed in the 1990s, but below 2005's very strong growth.

Impact of Recent Economic Events

The growth of home prices throughout California has paused, at least. The number of home sales have fallen 20 to 30 percent. Gasoline prices have been on a roller coaster. What are the potential impacts of these events on the Town of Mammoth Lakes?

We believe the impacts will be minimal. The fundamentals that have had such a large impact on California home prices remain: The baby boomers are at the age where they purchase second or retirement home. They have seen per-capita wealth double in their working lives. They will inherit trillions of dollars. Their size and wealth make them the dominant demographic for the next 20 years. Consequently, we see no reason for a precipitous drop in California and Mammoth Lakes home prices.

High gasoline prices do at least have the potential to negatively impact Mammoth Lakes' tourism, but the impact is probably small, at least in the price ranges we have observed in the past year. Even though we saw prices rise to previously unseen levels, once adjusted for income, those price were not particularly high. Skiing is a high-cost pursuit and most skiers can absorb the marginal cost of a gasoline price increase.

In the summer, it is possible that Mammoth Lakes could actually benefit from high gasoline prices as California residents substitute local vacations for vacations that require even more travel.

Mammoth Lakes Forecast Overview - Part 1

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Output																
Gross County Product ($ millions)	157.5	161.0	169.3	182.3	197.8	210.4	226.6	260.5	305.8	318.1	337.1	362.4	384.8	413.6	445.4	475.6
Gross County Product ($ 2000 millions)	177.3	177.0	181.6	192.5	203.7	210.4	219.1	245.2	281.7	282.9	290.7	307.3	317.1	333.5	351.7	367.7
percent change	22.3	-0.1	2.6	6.0	5.8	3.3	4.1	11.9	14.9	0.4	2.8	5.7	3.2	5.2	5.5	4.5
All Industries Price Deflator (Index 2000 = 100)	88.8	90.9	93.2	94.7	97.1	100.0	103.4	106.2	108.6	112.4	115.9	117.9	121.4	124.0	126.6	129.4
percent change	2.6	2.4	2.5	1.6	2.5	3.0	3.4	2.7	2.2	3.6	3.1	1.7	2.9	2.2	2.1	2.2
Employment and Salary																
All Industries Employment (jobs)	3,986	3,943	3,920	4,153	4,254	4,515	4,741	4,817	5,202	5,311	5,372	5,509	5,606	5,772	5,973	6,096
percent change	23.4	-1.1	-0.6	6.0	2.4	6.1	5.0	1.6	8.0	2.1	1.1	2.5	1.8	3.0	3.5	2.1
All Industries Average Salary ($)	17,902	18,130	18,950	20,258	21,084	21,903	23,498	25,164	27,092	27,846	28,880	30,455	31,575	32,537	33,825	35,257
All Industries Average Salary ($ 2000)	20,138	20,029	20,521	21,546	21,833	21,903	22,639	23,650	24,862	24,837	24,780	25,209	25,532	25,859	26,141	26,496
percent change	-0.6	-0.5	2.5	5.0	1.3	0.3	3.4	4.5	5.1	-0.1	-0.2	1.7	1.3	1.3	1.1	1.4
Population																
Population, January, (thousands)	6,075	6,200	6,425	6,625	6,775	7,025	7,286	7,417	7,477	7,444	7,602	7,789	7,976	8,162	8,348	8,532
percent change	3.8	2.1	3.6	3.1	2.3	3.7	3.7	1.8	0.8	-0.4	2.1	2.5	2.4	2.3	2.3	2.2
Taxable Sales and Tourism																
Taxable Sales ($ millions)	107.1	107.9	118.1	131.1	149.4	166.2	169.2	184.3	190.8	208.2	233.8	252.1	271.1	289.9	317.8	344.1
Taxable Sales ($ 2000 millions)	120.4	119.2	127.9	139.5	154.7	166.2	163.0	173.2	175.1	185.7	200.6	208.7	219.2	230.4	245.6	258.6
percent change	2.0	-1.0	7.3	9.1	10.9	7.4	-1.9	6.3	1.1	6.1	8.0	4.0	5.1	5.1	6.6	5.3
Hotel/Motel Roomsales ($ millions)	38.2	39.2	41.2	42.6	45.3	52.8	54.9	61.4	66.1	75.5	79.0	84.3	90.8	96.7	105.7	114.1
Hotel/Motel Roomsales ($ 2000 millions)	42.9	43.3	44.6	45.4	46.9	52.8	52.9	57.7	60.7	67.3	67.7	69.8	73.4	76.8	81.7	85.7
percent change	11.1	0.8	3.2	1.6	3.4	12.6	0.2	9.1	5.1	11.0	0.6	3.0	5.2	4.6	6.4	4.9
Occupancy Rate (city-wide)	NA	NA	NA	NA	NA	NA	37.1	38.3	38.4	39.7	39.2	39.7	39.5	38.5	38.9	39.1
Average Daily Room Rate ($)	NA	NA	NA	NA	NA	89.3	75.1	74.9	80.7	85.2	102.9	108.1	113.2	118.3	124.2	130.0
Average Daily Room Rate (2000 $)	NA	NA	NA	NA	NA	89.3	72.4	70.4	74.1	76.0	88.3	89.5	91.5	94.1	96.0	97.7
percent change	NA	NA	NA	NA	NA	NA	-18.9	-2.7	5.1	2.6	16.2	1.3	2.3	2.8	2.0	1.8
Real Estate																
Median Home Price ($ thousands)	NA	NA	NA	NA	250.0	240.0	340.0	372.5	514.5	565.0	687.5	739.0	767.1	819.9	952.8	1,037.5
Median Home Price (2000 $ thousands)	NA	NA	NA	NA	258.9	240.0	327.6	350.1	472.1	503.9	589.9	611.7	620.3	651.7	736.4	779.7
percent change	NA	NA	NA	NA	NA	-7.3	36.5	6.9	34.9	6.7	17.1	3.7	1.4	5.1	13.0	5.9
Number of Homes Sold	NA	NA	NA	NA	11	5	14	17	18	12	28	11	13	15	15	14
Building Activity																
New Residential Housing Units Permitted	32	56	61	88	174	185	245	45	267	179	485	276	399	405	226	160
Non-Residential Building Value ($ millions)	3.3	0.2	1.4	20.1	3.7	5.2	0.7	5.4	5.0	16.6	8.3	2.8	4.6	5.5	7.3	6.1
Non-Residential Building Value ($ 2000 millions)	3.7	0.3	1.5	21.4	3.8	5.2	0.7	5.1	4.6	14.8	7.1	2.3	3.7	4.4	5.7	4.6
percent change	122.7	-92.7	464.3	1,299.3	-82.2	35.1	-86.8	645.2	-9.6	223.2	-51.6	-67.2	57.9	18.1	29.8	-19.7

Sources: CA Employment Development Department, CA Department of Finance, Town of Mammoth Lakes, First Real Estate Solutions, Construction Industry Research Board

Mammoth Lakes Forecast Overview - Part 2

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Per Capita Output																
California ($ thousands)	28.7	30.0	31.7	33.1	35.4	37.9	37.4	37.9	39.2	41.6	43.8	46.4	48.6	50.7	52.9	55.1
California ($ 2000 thousands)	30.6	31.5	32.8	33.8	35.9	37.9	36.8	36.7	37.2	38.6	39.8	40.8	41.7	42.7	43.7	44.7
percent change	2.9	2.9	4.2	2.9	6.3	5.4	-2.7	-0.4	1.5	3.7	3.0	2.6	2.2	2.4	2.4	2.3
Inyo County ($ thousands)	17.5	19.1	18.6	18.8	19.9	23.4	22.6	23.2	22.8	24.3	25.4	27.0	28.5	30.0	31.7	33.7
Inyo County ($ thousands)	20.6	21.3	20.8	21.2	22.1	23.4	22.0	22.2	21.1	21.4	21.7	22.6	23.3	24.1	25.1	26.2
percent change	10.8	3.4	-2.5	2.2	4.4	5.6	-6.0	1.3	-5.3	1.7	1.4	4.2	2.8	3.6	4.0	4.4
Mono County ($ thousands)	18.5	18.9	19.8	20.8	21.8	22.7	23.7	26.7	30.6	32.4	33.7	35.1	36.8	38.6	40.5	42.6
Mono County ($ 2000 thousands)	20.7	20.7	21.2	21.9	22.4	22.7	22.9	25.1	28.1	28.6	28.8	29.5	30.1	30.9	31.7	32.6
percent change	-2.6	0.0	2.4	3.4	2.3	1.4	0.6	9.5	12.0	1.8	0.8	2.6	1.8	2.6	2.8	2.7
Mammoth Lakes ($ thousands)	25.9	26.0	26.3	27.5	29.2	30.0	31.1	35.1	40.9	42.7	44.3	46.5	48.2	50.7	53.4	55.7
Mammoth Lakes ($ 2000 thousands)	29.2	28.6	28.3	29.1	30.1	30.0	30.1	33.1	37.7	38.0	38.2	39.4	39.8	40.9	42.1	43.1
percent change	17.8	-2.2	-1.0	2.8	3.5	-0.4	0.4	9.9	14.0	0.9	0.6	3.1	0.8	2.8	3.1	2.3
Productivity																
California ($ thousands)	71.0	72.9	76.0	77.6	82.2	86.7	86.8	90.4	95.5	102.0	107.0	113.1	119.0	124.2	129.6	135.2
California ($ 2000 thousands)	75.9	76.6	78.7	79.3	83.4	86.7	85.6	87.6	90.7	94.6	97.0	99.4	102.0	104.5	107.1	109.7
percent change	1.5	0.9	2.7	0.8	5.2	3.9	-1.3	2.4	3.6	4.2	2.6	2.5	2.6	2.5	2.5	2.4
Mammoth Lakes ($ thousands)	39.5	40.8	43.2	43.9	46.5	46.6	47.8	54.1	58.8	59.9	62.7	63.5	66.0	68.7	71.3	74.4
Mammoth Lakes ($ 2000 thousands)	44.5	44.9	46.3	46.3	47.9	46.6	46.2	50.9	54.1	53.3	54.1	55.8	56.6	57.8	58.9	60.3
percent change	-0.9	0.9	3.2	0.1	3.3	-2.7	-0.8	10.1	6.4	-1.6	1.6	3.1	1.4	2.2	1.9	2.4
Per Capita Taxable Sales																
California ($ thousands)	9.5	10.1	10.6	11.0	11.9	13.1	12.8	12.6	12.9	13.8	14.6	15.5	16.2	16.9	17.6	18.3
California ($ 2000 thousands)	10.8	11.2	11.5	11.7	12.3	13.1	12.3	11.8	11.8	12.3	12.6	12.8	13.1	13.3	13.5	13.7
percent change	2.8	4.0	2.8	1.7	5.3	6.0	-5.8	-4.3	0.1	4.0	2.3	2.1	1.8	1.8	1.6	1.7
Inyo County ($ thousands)	10.6	11.9	11.8	12.3	13.2	14.3	14.5	14.1	14.5	15.6	16.6	17.5	17.8	18.2	18.8	19.6
Inyo County ($ thousands)	11.9	13.1	12.8	13.1	13.7	14.3	13.9	13.2	13.3	13.9	14.2	14.5	14.4	14.5	14.5	14.7
percent change	-2.1	10.4	-2.4	1.9	4.6	4.3	-2.2	-5.2	0.6	4.6	2.4	1.6	-0.4	0.7	0.2	1.3
Mono County ($ thousands)	11.4	11.8	12.6	13.2	14.4	15.4	15.4	16.4	16.8	18.8	20.2	21.2	22.2	23.1	24.6	26.1
Mono County ($ 2000 thousands)	12.9	13.1	13.7	14.0	14.9	15.4	14.9	15.4	15.4	16.7	17.3	17.5	18.0	18.4	19.0	19.6
percent change	3.5	1.7	4.4	2.6	6.5	3.4	-3.5	3.5	0.4	8.3	3.4	1.4	2.5	2.3	3.6	2.8
Mammoth Lakes ($ thousands)	17.6	17.4	18.4	19.8	22.1	23.7	23.2	24.9	25.5	28.0	30.8	32.4	34.0	35.5	38.1	40.3
Mammoth Lakes ($ 2000 thousands)	19.8	19.2	19.9	21.1	22.8	23.7	22.4	23.4	23.4	24.9	26.4	26.8	27.5	28.2	29.4	30.3
percent change	-1.8	-3.0	3.5	5.8	8.5	3.6	-5.4	4.4	0.3	6.5	5.8	1.5	2.6	2.7	4.2	3.0
Per Capita Hotel/Motel Room Sales																
Mammoth Lakes ($ thousands)	6.3	6.3	6.4	6.4	6.7	7.5	7.5	8.3	8.8	10.1	10.4	10.8	11.4	11.8	12.7	13.4
Mammoth Lakes ($ 2000 thousands)	7.1	7.0	6.9	6.8	6.9	7.5	7.3	7.8	8.1	9.0	8.9	9.0	9.2	9.4	9.8	10.1
percent change	7.0	-1.2	-0.4	-1.5	1.1	8.6	-3.4	7.1	4.2	11.5	-1.5	0.5	2.8	2.2	4.0	2.7
Per Capita Housing Construction																
Inyo County (new housing permitted per thousand people)	0.9	1.3	1.0	1.0	1.0	1.1	1.1	0.9	1.1	0.9	0.6	0.6	0.8	0.7	0.5	0.3
Mono County (new housing permitted per thousand people)	5.6	7.1	8.1	9.6	17.2	17.7	23.8	7.0	23.8	16.8	39.4	23.6	33.3	32.5	18.0	12.5
Mammoth Lakes (new housing permitted per thousand people)	5.3	9.0	9.5	13.3	25.7	26.3	33.6	6.1	35.7	24.1	63.8	35.4	50.0	49.6	27.1	18.8
Housing Turnover																
Mammoth Lakes (homes sold per thousand people)	NA	NA	NA	NA	1.6	0.7	1.9	2.3	2.4	1.6	3.7	1.3	1.6	1.8	1.8	1.7

Sources: U.S. Bureau of Economic Analysis, CA Department of Finance, CA Board of Equalization, Town of Mammoth Lakes, First Real Estate Solutions, Construction Industry Research Board

Industrial Structure

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Mono County (*Percent of nominal output)*																
Agricultural Production	0.8	0.7	0.5	0.3	0.2	0.1	0.1	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Mining and Quarrying	0.3	0.2	0.1	0.0	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Construction	6.8	6.7	6.2	5.8	6.8	7.2	7.5	6.8	8.0	7.9	8.2	8.3	8.3	8.3	8.4	8.4
Durables Manufacturing	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.3	0.2	0.3	0.3	0.3	0.3
Non-Durables Manufacturing	0.3	0.5	0.5	0.4	0.5	0.6	0.6	0.6	0.5	0.5	0.5	0.4	0.4	0.4	0.4	0.4
Transportation, Communications, and Utilities	4.0	3.7	3.2	4.0	3.8	5.3	2.9	2.3	2.0	1.8	2.0	2.1	2.2	2.2	2.3	2.3
Wholesale Trade	2.0	1.4	1.9	0.9	0.5	0.3	0.2	0.3	0.3	0.6	0.7	0.6	0.5	0.5	0.5	0.6
Retail Trade	20.0	20.6	20.0	16.0	15.1	14.7	7.9	7.8	6.9	6.6	6.6	6.7	6.8	6.8	6.7	6.6
Finance, Insurance, and Real Estate	16.2	18.3	20.1	17.9	21.9	20.8	16.2	18.7	19.7	17.8	17.4	17.8	17.4	17.4	17.3	17.5
Services	29.2	26.7	25.2	31.1	29.2	27.2	39.8	38.3	38.8	41.2	41.1	41.5	42.4	43.0	43.7	44.2
Public Sector	20.3	21.2	22.1	23.4	22.0	23.5	24.5	24.6	23.5	23.1	22.9	22.0	21.4	20.7	20.0	19.4
Mammoth Lakes (*Percent of nominal output)*																
Agricultural Production	0.5	0.2	0.2	0.2	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mining and Quarrying	0.0	0.0	0.0	0.0	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.4	0.4
Construction	8.3	7.9	7.9	7.3	8.7	9.1	9.6	8.5	9.3	9.5	9.3	9.9	9.8	9.7	9.5	9.5
Durables Manufacturing	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2	0.4	0.3	0.4	0.5	0.5	0.7
Non-Durables Manufacturing	0.5	0.7	0.7	0.5	0.6	0.8	0.8	0.9	0.6	0.6	0.6	0.5	0.5	0.5	0.5	0.5
Transportation, Communications, and Utilities	3.7	2.7	2.0	2.8	2.3	3.8	2.0	1.1	0.9	1.4	1.5	1.8	2.0	2.1	2.3	2.5
Wholesale Trade	0.6	0.5	1.0	1.1	0.5	0.3	0.2	0.3	0.3	0.2	0.2	0.1	0.1	0.1	0.1	0.1
Retail Trade	21.4	22.3	22.3	17.8	16.7	16.7	9.3	9.4	8.4	8.3	8.2	8.4	8.8	9.6	10.5	10.9
Finance, Insurance, and Real Estate	20.2	22.9	25.7	22.8	27.3	26.7	21.3	24.8	24.3	22.5	21.9	23.2	22.5	22.6	22.4	22.7
Services	35.2	32.9	31.3	38.4	34.5	32.5	46.8	45.1	45.9	44.9	45.3	43.2	43.1	42.2	41.5	40.6
Public Sector	9.6	9.8	8.9	8.9	8.9	9.6	9.6	9.7	9.6	12.0	12.3	12.2	12.3	12.2	12.1	12.1

Sources: U.S. Bureau of Economic Analysis, UCSB Economic Forecast Project

Gross Labor Productivity

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Mammoth Lakes																
Agricultural Production ($ thousands)	25.5	22.1	24.6	20.9	21.0	24.2	70.5	88.7	106.3	111.3	112.1	139.7	144.5	149.6	155.8	162.5
Agricultural Production ($ 2000 thousands)	23.0	18.0	21.9	17.5	19.6	24.2	66.8	90.3	97.9	107.7	109.0	110.9	113.6	117.0	121.3	125.9
percent change	19.7	-21.8	21.5	-20.1	12.1	23.1	176.5	35.1	8.5	10.1	1.1	1.8	2.4	3.0	3.7	3.8
Mining and Quarrying ($ thousands)	NA	NA	NA	NA	99.9	196.5	191.7	237.7	302.0	294.8	353.2	519.5	557.1	594.8	635.4	679.1
Mining and Quarrying ($ 2000 thousands)	NA	NA	NA	NA	165.1	196.5	193.1	273.9	240.0	250.3	269.6	290.4	313.0	337.5	364.1	393.0
percent change	NA	NA	NA	NA	NA	19.0	-1.7	41.8	-12.4	4.3	7.7	7.7	7.8	7.8	7.9	7.9
Construction ($ thousands)	41.7	40.5	43.1	50.1	52.1	51.1	51.7	56.3	60.1	64.8	67.6	75.1	79.2	83.4	87.5	91.6
Construction ($ 2000 thousands)	52.8	49.6	50.8	56.6	55.5	51.1	48.1	50.0	50.9	56.1	57.6	59.0	60.3	61.3	62.2	62.9
percent change	-2.9	-6.0	2.5	11.3	-1.9	-8.0	-5.9	3.9	1.8	10.3	2.7	2.4	2.1	1.8	1.4	1.1
Durables Manufacturing ($ thousands)	51.1	50.8	51.2	47.9	47.9	43.9	43.4	36.6	39.2	46.9	62.3	73.7	83.3	92.0	102.1	113.6
Durables Manufacturing ($ 2000 thousands)	40.0	41.1	42.8	37.3	42.1	43.9	49.0	43.3	48.8	59.8	74.8	88.1	97.1	107.6	119.6	133.4
percent change	5.6	2.7	4.1	-12.9	12.8	4.4	11.5	-11.7	12.8	22.4	25.1	17.7	10.3	10.7	11.1	11.6
Non-Durables Manufacturing ($ thousands)	32.1	42.1	37.0	30.7	31.7	34.2	33.6	40.8	43.2	43.1	48.9	51.1	55.6	59.0	61.9	64.0
Non-Durables Manufacturing ($ 2000 thousands)	36.6	46.3	39.1	32.2	33.3	34.2	31.1	39.8	39.6	37.8	41.4	44.8	47.8	50.3	52.3	53.6
percent change	5.9	26.6	-15.6	-17.6	3.5	2.8	-9.1	27.9	-0.6	-4.5	9.5	8.1	6.7	5.3	3.9	2.5
Transportation, Communications, and Utilities ($ thousands)	88.7	81.1	73.5	112.0	95.6	106.6	66.9	93.5	101.8	132.6	156.8	182.9	213.2	241.5	272.6	306.7
Transportation, Communications, and Utilities ($ 2000 thousands)	92.0	85.8	75.9	111.0	94.7	106.6	64.1	89.1	97.0	123.3	139.6	157.4	176.8	197.8	220.6	245.1
percent change	49.1	-6.6	-11.6	46.2	-14.6	12.5	-39.9	39.0	8.9	27.1	13.2	12.7	12.3	11.9	11.5	11.1
Retail Trade ($ thousands)	27.9	29.3	31.3	25.7	26.9	26.4	33.7	38.2	39.5	42.0	46.2	48.5	52.1	55.4	58.6	61.9
Retail Trade ($ 2000 thousands)	26.8	28.4	30.7	25.8	26.8	26.4	34.5	38.3	40.4	40.8	43.4	45.9	48.3	50.7	53.0	55.1
percent change	4.8	6.0	8.1	-16.1	4.1	-1.5	30.7	10.9	5.5	1.0	6.2	5.7	5.3	4.9	4.5	4.1
Wholesale Trade ($ thousands)	32.9	38.1	52.3	63.7	38.2	39.6	62.4	55.7	64.5	70.3	58.4	47.7	43.5	39.9	38.4	38.7
Wholesale Trade ($ 2000 thousands)	29.3	35.3	50.2	66.3	39.3	39.6	65.1	57.3	63.1	66.2	53.1	44.9	40.3	36.9	35.3	35.4
percent change	-6.2	20.5	42.2	32.1	-40.8	0.7	64.4	-11.9	10.0	5.0	-19.9	-15.5	-10.1	-8.6	-4.2	0.2
Finance, Insurance, and Real Estate ($ thousands)	92.1	109.2	116.3	106.7	129.1	131.8	108.1	133.9	157.5	161.2	169.3	178.7	190.3	202.4	216.3	232.4
Finance, Insurance, and Real Estate ($ 2000 thousands)	105.6	121.5	125.5	111.2	132.1	131.8	105.1	126.4	146.5	146.4	149.8	154.0	159.1	165.2	172.4	180.7
percent change	0.9	15.0	3.2	-11.4	18.8	-0.2	-20.3	20.4	15.8	-0.0	2.3	2.8	3.3	3.8	4.3	4.8
Services ($ thousands)	33.7	32.8	33.3	39.0	37.8	36.6	38.8	42.0	45.8	45.8	47.6	48.1	50.0	51.6	53.3	55.0
Services ($ 2000 thousands)	40.1	37.7	36.9	42.1	39.4	36.6	37.3	39.3	42.1	40.3	40.6	40.9	41.2	41.4	41.7	41.9
percent change	-5.7	-6.0	-2.1	14.0	-6.5	-6.9	1.9	5.4	7.0	-4.2	0.7	0.7	0.7	0.6	0.6	0.5
Public Sector ($ thousands)	46.9	47.6	47.7	52.0	52.8	56.2	57.4	63.5	67.1	70.2	73.7	76.0	78.7	81.0	83.3	85.6
Public Sector ($ 2000 thousands)	53.7	53.2	52.1	55.6	54.7	56.2	55.4	58.6	59.8	58.5	59.3	60.2	61.0	61.8	62.6	63.3
percent change	-4.3	-0.9	-2.1	6.8	-1.7	2.8	-1.5	5.9	2.0	-2.3	1.5	1.4	1.4	1.3	1.2	1.2
Private Sector ($ thousands)	38.9	40.2	42.8	43.2	46.0	45.8	47.0	53.2	58.0	58.7	61.5	64.6	67.4	70.5	73.5	77.1
Private Sector ($ 2000 thousands)	43.7	44.1	45.8	45.6	47.3	45.8	45.4	50.2	53.6	52.7	53.5	55.3	56.0	57.3	58.4	59.9
percent change	0.1	1.1	3.8	-0.5	3.8	-3.2	-0.8	10.5	6.8	-1.8	1.6	3.3	1.4	2.3	2.0	2.6
Total, All Industries ($ thousands)	39.5	40.8	43.2	43.9	46.5	46.6	47.8	54.1	58.8	59.9	62.7	63.5	66.0	68.7	71.3	74.4
Total, All Industries ($ 2000 thousands)	44.5	44.9	46.3	46.3	47.9	46.6	46.2	50.9	54.1	53.3	54.1	55.8	56.6	57.8	58.9	60.3
percent change	-0.9	0.9	3.2	0.1	3.3	-2.7	-0.8	10.1	6.4	-1.6	1.6	3.1	1.4	2.2	1.9	2.4
Mono County																
Total, All Industries ($ thousands)	38.8	40.1	42.6	43.5	45.4	45.9	47.0	52.5	57.4	58.6	61.4	60.7	62.9	64.9	67.0	69.2
Total, All Industries ($ 2000 thousands)	43.5	44.0	45.6	45.9	46.8	45.9	45.4	49.3	52.6	51.7	52.5	53.4	53.9	54.7	55.3	56.1
percent change	-1.5	1.0	3.7	0.7	1.8	-1.7	-1.2	8.6	6.6	-1.7	1.6	1.7	1.0	1.4	1.3	1.4
Inyo County																
Total, All Industries ($ thousands)	44.4	46.8	47.4	45.9	47.2	52.4	51.7	53.6	54.8	56.8	59.1	58.8	61.4	63.7	66.4	69.4
Total, All Industries ($ 2000 thousands)	52.3	52.3	52.8	51.9	52.5	52.4	50.3	51.4	50.7	50.0	50.5	51.7	52.6	53.6	54.8	56.3
percent change	5.3	-0.0	1.0	-1.8	1.3	-0.2	-3.9	2.2	-1.5	-1.2	0.9	2.4	1.8	1.9	2.3	2.6
California																
Total, All Industries ($ thousands)	71.0	72.9	76.0	77.6	82.2	86.7	86.8	90.4	95.5	102.0	107.0	113.1	119.0	124.2	129.6	135.2
Total, All Industries ($ 2000 thousands)	75.9	76.6	78.7	79.3	83.4	86.7	85.6	87.6	90.7	94.6	97.0	99.4	102.0	104.5	107.1	109.7

Sources: UCSB Economic Forecast Project

Mammoth Lakes Employment by Sector

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Jobs																
Agricultural Production	30	12	11	14	17	10	1	1	1	1	1	1	1	1	1	1
percent change	36.2	-59.7	-10.2	27.3	18.5	-39.7	-89.2	15.4	-20.0	0.0	-25.0	34.8	0.0	-0.0	-0.0	-0.0
Mining and Quarrying	NA	NA	NA	NA	3	3	3	3	3	3	3	3	3	3	3	3
percent change	NA	NA	NA	NA	NA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Construction	315	315	309	267	329	376	420	391	475	467	466	476	477	481	486	494
percent change	13.5	-0.2	-1.6	-13.7	23.2	14.2	11.6	-6.7	21.5	-1.8	-0.3	2.3	0.3	0.8	0.9	1.7
Durables Manufacturing	4	4	4	4	4	6	4	8	9	16	20	15	18	21	24	27
percent change	14.3	0.0	0.0	0.0	0.0	56.3	-36.0	102.1	16.5	69.9	25.0	-23.2	15.6	15.6	15.6	15.6
Non-Durables Manufacturing	22	28	33	32	40	51	53	54	42	43	39	37	36	35	35	34
percent change	0.8	24.0	20.5	-4.0	26.4	26.4	4.2	2.4	-22.8	3.2	-9.8	-6.6	-1.0	-2.3	-2.3	-2.3
Transportation, Communications, and Utilites	66	54	46	46	48	75	67	30	28	34	33	35	36	37	38	39
percent change	53.0	-18.5	-13.2	-0.2	3.2	56.8	-10.9	-54.9	-7.2	21.4	-2.2	4.3	2.7	2.7	2.7	2.8
Wholesale Trade	28	21	32	30	27	16	9	12	15	10	10	9	9	9	9	8
percent change	-4.3	-24.2	52.2	-5.0	-11.3	-41.3	-46.0	42.2	26.9	-37.5	-0.9	-2.5	-2.0	-2.1	-3.8	-2.2
Retail Trade	1,209	1,226	1,206	1,263	1,229	1,329	628	640	652	626	596	628	649	718	798	841
percent change	13.6	1.4	-1.6	4.7	-2.6	8.1	-52.8	2.0	1.8	-4.0	-4.7	5.2	3.4	10.6	11.2	5.4
Finance, Insurance, and Real Estate	345	338	374	390	418	426	447	482	473	445	436	470	454	462	462	465
percent change	17.7	-2.1	10.6	4.3	7.3	1.9	4.9	7.8	-1.9	-5.9	-2.1	8.0	-3.4	1.6	0.0	0.7
Services	1,645	1,614	1,589	1,794	1,805	1,864	2,731	2,799	3,064	3,123	3,208	3,253	3,319	3,380	3,470	3,511
percent change	42.1	-1.9	-1.5	12.9	0.6	3.3	46.5	2.5	9.5	1.9	2.7	1.4	2.0	1.9	2.7	1.2
Public Sector	323	333	315	313	334	359	379	396	440	544	562	583	604	625	649	673
percent change	1.5	3.1	-5.3	-0.6	6.6	7.5	5.7	4.4	10.9	23.7	3.3	3.7	3.7	3.6	3.8	3.7
Private Sector	3,663	3,610	3,605	3,840	3,920	4,156	4,362	4,421	4,763	4,768	4,811	4,926	5,002	5,146	5,324	5,423
percent change	25.8	-1.4	-0.1	6.5	2.1	6.0	4.9	1.4	7.7	0.1	0.9	2.4	1.5	2.9	3.5	1.9
Total, All Industries	3,986	3,943	3,920	4,153	4,254	4,515	4,741	4,817	5,202	5,311	5,372	5,509	5,606	5,772	5,973	6,096
percent change	23.4	-1.1	-0.6	6.0	2.4	6.1	5.0	1.6	8.0	2.1	1.1	2.5	1.8	3.0	3.5	2.1

Sources: CA Employment Development Department

Mammoth Lakes Average Salary by Sector

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Dollars																
Agricultural Production	9,362	7,779	8,781	10,234	10,520	12,345	28,865	35,073	38,391	38,391	38,391	38,909	39,194	39,493	40,478	41,542
percent change	30.4	-16.9	12.9	16.5	2.8	17.3	133.8	21.5	9.5	0.0	0.0	1.4	0.7	0.8	2.5	2.6
Mining and Quarrying	NA	NA	NA	NA	23,080	28,809	35,095	41,153	46,433	50,393	53,416	57,436	61,017	64,460	68,863	73,602
percent change	NA	NA	NA	NA	NA	24.8	21.8	17.3	12.8	8.5	6.0	7.5	6.2	5.6	6.8	6.9
Construction	21,564	20,996	23,102	26,322	28,117	28,473	28,660	30,712	31,521	35,143	36,425	38,669	40,409	41,836	43,636	45,366
percent change	3.5	-2.6	10.0	13.9	6.8	1.3	0.7	7.2	2.6	11.5	3.7	6.2	4.5	3.5	4.3	4.0
Durables Manufacturing	29,087	29,174	29,262	29,350	29,438	28,261	29,438	23,098	22,791	26,456	33,231	39,178	42,642	46,309	51,027	56,441
percent change	-4.4	0.3	0.3	0.3	0.3	-4.0	4.2	-21.5	-1.3	16.1	25.6	17.9	8.8	8.6	10.2	10.6
Non-Durables Manufacturing	15,518	20,341	17,580	16,410	17,280	18,277	20,043	23,080	22,312	21,755	24,253	26,178	27,526	28,373	29,149	29,524
percent change	5.4	31.1	-13.6	-6.7	5.3	5.8	9.7	15.1	-3.3	-2.5	11.5	7.9	5.2	3.1	2.7	1.3
Transportation, Communications, and Utilites	30,937	27,958	26,014	30,587	25,140	27,639	18,285	23,081	23,465	30,614	33,411	37,661	41,764	45,860	50,705	55,848
percent change	49.7	-9.6	-7.0	17.6	-17.8	9.9	-33.8	26.2	1.7	30.5	9.1	12.7	10.9	9.8	10.6	10.1
Wholesale Trade	14,077	16,344	22,849	32,786	19,717	21,433	26,572	22,880	26,493	28,249	23,304	21,387	20,568	19,955	20,474	21,935
percent change	-0.3	16.1	39.8	43.5	-39.9	8.7	24.0	-13.9	15.8	6.6	-17.5	-8.2	-3.8	-3.0	2.6	7.1
Retail Trade	12,608	13,098	14,007	15,082	15,758	15,978	20,410	21,731	22,292	23,087	24,140	25,461	26,412	27,122	28,036	28,863
percent change	5.4	3.9	6.9	7.7	4.5	1.4	27.7	6.5	2.6	3.6	4.6	5.5	3.7	2.7	3.4	3.0
Finance, Insurance, and Real Estate	15,569	16,926	18,657	19,395	23,345	24,573	26,577	30,444	35,497	36,844	38,415	40,937	43,295	45,735	49,072	52,911
percent change	-1.6	8.7	10.2	4.0	20.4	5.3	8.2	14.6	16.6	3.8	4.3	6.6	5.8	5.6	7.3	7.8
Services	18,402	18,231	18,855	20,295	20,296	20,970	20,833	21,708	23,527	23,350	24,034	25,085	25,846	26,459	27,366	28,293
percent change	-2.9	-0.9	3.4	7.6	0.0	3.3	-0.7	4.2	8.4	-0.8	2.9	4.4	3.0	2.4	3.4	3.4
Public Sector	32,608	33,295	33,548	34,795	35,578	38,061	39,609	43,631	45,886	45,730	47,792	50,242	52,128	53,725	55,934	58,198
percent change	1.0	2.1	0.8	3.7	2.3	7.0	4.1	10.2	5.2	-0.3	4.5	5.1	3.8	3.1	4.1	4.1
Private Sector	16,607	16,733	17,674	19,072	19,849	20,507	22,096	23,510	25,358	25,806	26,672	28,116	29,094	29,962	31,130	32,412
percent change	2.9	0.8	5.6	7.9	4.1	3.3	7.8	6.4	7.9	1.8	3.4	5.4	3.5	3.0	3.9	4.1
Total, All Industries	17,902	18,130	18,950	20,258	21,084	21,903	23,498	25,164	27,092	27,846	28,880	30,455	31,575	32,537	33,825	35,257
percent change	1.0	1.3	4.5	6.9	4.1	3.9	7.3	7.1	7.7	2.8	3.7	5.5	3.7	3.1	4.0	4.2
Total, All Industries ($ 2000)	20,138	20,029	20,521	21,546	21,833	21,903	22,639	23,650	24,862	24,837	24,780	25,209	25,532	25,859	26,141	26,496
percent change	-0.6	-0.5	2.5	5.0	1.3	0.3	3.4	4.5	5.1	-0.1	-0.2	1.7	1.3	1.3	1.1	1.4

Sources: CA Employment Development Department,

Mammoth Lakes Forecast Overview - Part 1

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Output																					
Gross County Product ($ millions)	337.1	362.4	384.8	413.6	445.4	475.6	504.8	535.7	568.4	603.1	639.7	678.0	718.3	760.7	805.3	852.1	901.1	952.4	1,006.3	1,062.9	1,122.3
Gross County Product ($ 2000 millions)	290.7	307.3	317.1	333.5	351.7	367.7	381.8	396.5	411.8	427.6	444.0	460.6	477.6	495.1	513.0	531.3	549.9	568.9	588.3	608.2	628.6
percent change	2.8	5.7	3.2	5.2	5.5	4.5	3.9	3.9	3.9	3.8	3.8	3.7	3.7	3.7	3.6	3.6	3.5	3.4	3.4	3.4	3.3
All Industries Price Deflator (Index 2000 = 100)	115.9	117.9	121.4	124.0	126.6	129.4	132.2	135.1	138.0	141.0	144.1	147.2	150.4	153.6	157.0	160.4	163.9	167.4	171.1	174.8	178.5
percent change	3.1	1.7	2.9	2.2	2.1	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.2
Employment and Salary																					
All Industries Employment (jobs)	5,372	5,509	5,606	5,772	5,973	6,096	6,180	6,266	6,353	6,442	6,532	6,623	6,714	6,807	6,901	6,997	7,094.0	7,192.7	7,292.9	7,394.6	7,497.9
percent change	1.1	2.5	1.8	3.0	3.5	2.1	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4
All Industries Average Salary ($)	28,880	30,455	31,575	32,537	33,825	35,257	36,724	38,244	39,818	41,448	43,134	44,865	46,651	48,494	50,394	52,352	54,369.2	56,447.0	58,598.9	60,826.0	63,129.7
All Industries Average Salary ($ 2000)	24,780	25,209	25,532	25,859	26,141	26,496	26,837	27,176	27,514	27,849	28,183	28,505	28,822	29,133	29,439	29,739	30,032.7	30,320.0	30,607.2	30,893.7	31,178.9
percent change	-0.2	1.7	1.3	1.3	1.1	1.4	1.3	1.3	1.2	1.2	1.2	1.1	1.1	1.1	1.1	1.0	1.0	1.0	0.9	0.9	0.9
Population																					
Population, January, (thousands)	7,602	7,789	7,976	8,162	8,348	8,532	8,717	8,900	9,083	9,265	9,447	9,628	9,808	9,988	10,167	10,345	10,523.0	10,700.1	10,876.6	11,052.4	11,227.6
percent change	2.1	2.5	2.4	2.3	2.3	2.2	2.2	2.1	2.1	2.0	2.0	1.9	1.9	1.8	1.8	1.8	1.7	1.7	1.7	1.6	1.6
Taxable Sales and Tourism																					
Taxable Sales ($ millions)	233.8	252.1	271.1	289.9	317.8	344.1	372.2	402.5	435.0	469.9	507.4	547.7	590.8	637.2	686.9	740.2	797.3	858.6	924.3	994.6	1,070.1
Taxable Sales ($ 2000 millions)	200.6	208.7	219.2	230.4	245.6	258.6	272.0	286.0	300.6	315.8	331.5	347.9	365.0	382.8	401.3	420.5	440.4	461.2	482.8	505.2	528.5
percent change	8.0	4.0	5.1	5.1	6.6	5.3	5.2	5.1	5.1	5.1	5.0	5.0	4.9	4.9	4.8	4.8	4.7	4.7	4.7	4.6	4.6
Hotel/Motel Roomsales ($ millions)	79.0	84.3	90.8	96.7	105.7	114.1	123.0	132.6	142.9	153.8	165.6	178.2	191.6	206.0	221.3	237.7	255.3	274.0	294.1	315.4	338.3
Hotel/Motel Roomsales ($ 2000 millions)	67.7	69.8	73.4	76.8	81.7	85.7	89.9	94.2	98.7	103.4	108.2	113.2	118.4	123.7	129.3	135.1	141.0	147.2	153.6	160.2	167.1
percent change	0.6	3.0	5.2	4.6	6.4	4.9	4.9	4.8	4.8	4.7	4.7	4.6	4.6	4.5	4.5	4.5	4.4	4.4	4.3	4.3	4.3
Occupancy Rate (city-wide)	39.2	39.7	39.5	38.5	38.9	39.1	39.4	39.6	39.9	40.2	40.4	40.7	41.0	41.3	41.5	41.8	42.1	42.4	42.7	42.9	43.2
Average Daily Room Rate ($)	102.9	108.1	113.2	118.3	124.2	130.0	135.9	142.1	148.5	155.3	162.3	169.7	177.4	185.4	193.9	202.7	211.9	221.5	231.5	242.0	253.0
Average Daily Room Rate (2000 $)	88.3	89.5	91.5	94.1	96.0	97.7	99.3	101.0	102.6	104.3	106.1	107.8	109.6	111.4	113.2	115.1	117.0	119.0	120.9	122.9	125.0
percent change	16.2	1.3	2.3	2.8	2.0	1.8	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Real Estate																					
Median Home Price ($ thousands)	687.5	739.0	767.1	819.9	952.8	1,037.5	1,129.8	1,230.2	1,339.6	1,458.7	1,588.4	1,729.6	1,883.4	2,050.8	2,233.2	2,431.7	2,647.9	2,883.3	3,139.6	3,418.8	3,722.7
Median Home Price (2000 $ thousands)	589.9	611.7	620.3	651.7	736.4	779.7	825.6	874.2	925.6	980.1	1,037.8	1,098.9	1,163.6	1,232.1	1,304.6	1,381.4	1,462.7	1,548.7	1,639.9	1,736.4	1,838.6
percent change	17.1	3.7	1.4	5.1	13.0	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9	5.9
Number of Homes Sold	28.0	10.5	12.6	14.9	15	14	15	15	15	15	15	15	15	16	16	16	16.1	16.2	16.4	16.6	16.7
Building Activity																					
New Residential Housing Units Permitted	485	276	399	405	226	160	140	141	142	143	144	145	146	147	148	149	150.0	151.0	152.0	153.0	154.0
Non-Residential Building Value ($ millions)	8.3	2.8	4.6	5.5	7.3	6.1	6.4	6.6	7.0	7.3	7.6	8.0	8.4	8.7	9.2	9.6	10.0	10.5	11.0	11.5	12.1
Non-Residential Building Value ($ 2000 millions)	7.1	2.3	3.7	4.4	5.7	4.6	4.6	4.7	4.8	4.9	5.0	5.1	5.2	5.3	5.3	5.4	5.5	5.6	5.7	5.8	5.9
percent change	-51.6	-67.2	57.9	18.1	29.8	-19.7	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8

Sources: CA Employment Development Department, CA Department of Finance, Town of Mammoth Lakes, First Real Estate Solutions, Construction Industry Research Board

Mammoth Lakes Forecast Overview - Part 2

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Per Capita Output																					
California ($ thousands)	43.8	46.4	48.6	50.7	52.9	55.1	57.5	60.0	62.7	65.5	68.4	71.5	74.7	78.1	81.8	85.6	89.6	93.8	98.3	103.1	108.1
California ($ 2000 thousands)	39.8	40.8	41.7	42.7	43.7	44.7	45.8	46.9	48.0	49.2	50.4	51.6	52.9	54.2	55.5	56.9	58.3	59.8	61.3	62.9	64.5
percent change	3.0	2.6	2.2	2.4	2.4	2.3	2.4	2.4	2.4	2.4	2.4	2.4	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.6	2.6
Inyo County ($ thousands)	25.4	27.0	28.5	30.0	31.7	33.7	35.8	38.1	40.6	43.3	46.3	49.5	53.1	56.9	61.2	65.8	70.9	76.5	82.6	89.4	96.8
Inyo County ($ thousands)	21.7	22.6	23.3	24.1	25.1	26.2	27.3	28.6	30.0	31.5	33.2	34.9	36.9	39.0	41.2	43.7	46.4	49.4	52.7	56.2	60.1
percent change	1.4	4.2	2.8	3.6	4.0	4.4	4.5	4.7	4.9	5.0	5.2	5.3	5.5	5.7	5.9	6.0	6.2	6.4	6.6	6.8	7.0
Mono County ($ thousands)	33.7	35.1	36.8	38.6	40.5	42.6	44.7	47.0	49.5	52.0	54.8	57.7	60.7	64.0	67.5	71.1	75.1	79.2	83.6	88.3	93.3
Mono County ($ 2000 thousands)	28.8	29.5	30.1	30.9	31.7	32.6	33.5	34.4	35.3	36.3	37.3	38.4	39.5	40.7	41.9	43.1	44.4	45.7	47.1	48.5	50.0
percent change	0.8	2.6	1.8	2.6	2.8	2.7	2.7	2.8	2.8	2.8	2.8	2.9	2.9	2.9	2.9	3.0	3.0	3.0	3.0	3.1	3.1
Mammoth Lakes ($ thousands)	44.3	46.5	48.2	50.7	53.4	55.7	57.9	60.2	62.6	65.1	67.7	70.4	73.2	76.2	79.2	82.4	85.6	89.0	92.5	96.2	100.0
Mammoth Lakes ($ 2000 thousands)	38.2	39.4	39.8	40.9	42.1	43.1	43.8	44.6	45.3	46.2	47.0	47.8	48.7	49.6	50.5	51.4	52.3	53.2	54.1	55.0	56.0
percent change	0.6	3.1	0.8	2.8	3.1	2.3	1.7	1.7	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.7	1.7	1.7	1.7
Productivity																					
California ($ thousands)	107.0	113.1	119.0	124.2	129.6	135.2	141.2	147.4	154.0	160.9	168.1	175.7	183.7	192.1	200.9	210.2	219.9	230.1	240.9	252.2	264.2
California ($ 2000 thousands)	97.0	99.4	102.0	104.5	107.1	109.7	112.4	115.1	118.0	120.9	123.8	126.9	130.0	133.2	136.4	139.7	143.2	146.6	150.2	153.9	157.6
percent change	2.6	2.5	2.6	2.5	2.5	2.4	2.5	2.5	2.5	2.5	2.5	2.5	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
Mammoth Lakes ($ thousands)	62.7	63.5	66.0	68.7	71.3	74.4	77.6	81.0	84.6	88.4	92.3	96.3	100.6	104.9	109.5	114.2	119.1	124.1	129.4	134.8	140.5
Mammoth Lakes ($ 2000 thousands)	54.1	55.8	56.6	57.8	58.9	60.3	61.8	63.3	64.8	66.4	68.0	69.6	71.1	72.7	74.3	75.9	77.5	79.1	80.7	82.3	83.8
percent change	1.6	3.1	1.4	2.2	1.9	2.4	2.4	2.4	2.4	2.4	2.4	2.3	2.3	2.2	2.2	2.1	2.1	2.0	2.0	2.0	1.9
Per Capita Taxable Sales																					
California ($ thousands)	14.6	15.5	16.2	16.9	17.6	18.3	19.1	20.0	21.0	21.9	22.9	24.0	25.1	26.2	27.4	28.7	30.0	31.4	32.9	34.4	35.9
California ($ 2000 thousands)	12.6	12.8	13.1	13.3	13.5	13.7	14.0	14.4	14.7	15.0	15.3	15.6	16.0	16.3	16.7	17.0	17.4	17.7	18.1	18.5	18.9
percent change	2.3	2.1	1.8	1.8	1.6	1.7	2.2	2.2	2.2	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
Inyo County ($ thousands)	16.6	17.5	17.8	18.2	18.8	19.6	20.4	21.2	22.1	23.1	24.0	25.0	26.0	27.1	28.2	29.4	30.6	31.9	33.2	34.6	36.0
Inyo County ($ thousands)	14.2	14.5	14.4	14.5	14.5	14.7	14.9	15.1	15.3	15.5	15.7	15.9	16.1	16.3	16.5	16.7	16.9	17.1	17.4	17.6	17.8
percent change	2.4	1.6	-0.4	0.7	0.2	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Mono County ($ thousands)	20.2	21.2	22.2	23.1	24.6	26.1	27.5	29.1	30.8	32.5	34.4	36.3	38.4	40.6	42.9	45.4	47.9	50.7	53.6	56.6	59.8
Mono County ($ 2000 thousands)	17.3	17.5	18.0	18.4	19.0	19.6	20.1	20.7	21.3	21.8	22.5	23.1	23.7	24.4	25.1	25.8	26.5	27.2	28.0	28.8	29.6
percent change	3.4	1.4	2.5	2.3	3.6	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Mammoth Lakes ($ thousands)	30.8	32.4	34.0	35.5	38.1	40.3	42.7	45.2	47.9	50.7	53.7	56.9	60.2	63.8	67.6	71.5	75.8	80.2	85.0	90.0	95.3
Mammoth Lakes ($ 2000 thousands)	26.4	26.8	27.5	28.2	29.4	30.3	31.2	32.1	33.1	34.1	35.1	36.1	37.2	38.3	39.5	40.6	41.9	43.1	44.4	45.7	47.1
percent change	5.8	1.5	2.6	2.7	4.2	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Per Capita Hotel/Motel Room Sales																					
Mammoth Lakes ($ thousands)	10.4	10.8	11.4	11.8	12.7	13.4	14.1	14.9	15.7	16.6	17.5	18.5	19.5	20.6	21.8	23.0	24.3	25.6	27.0	28.5	30.1
Mammoth Lakes ($ 2000 thousands)	8.9	9.0	9.2	9.4	9.8	10.1	10.3	10.6	10.9	11.2	11.5	11.8	12.1	12.4	12.7	13.1	13.4	13.8	14.1	14.5	14.9
percent change	-1.5	0.5	2.8	2.2	4.0	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
Per Capita Housing Construction																					
Inyo County (new housing permitted per thousand people)	0.6	0.6	0.8	0.7	0.5	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Mono County (new housing permitted per thousand people)	39.4	23.6	33.3	32.5	18.0	12.5	10.7	10.6	10.4	10.3	10.2	10.1	9.9	9.8	9.7	9.6	9.4	9.3	9.2	9.1	9.0
Mammoth Lakes (new housing permitted per thousand people)	63.8	35.4	50.0	49.6	27.1	18.8	16.1	15.8	15.6	15.4	15.2	15.1	14.9	14.7	14.6	14.4	14.3	14.1	14.0	13.8	13.7
Housing Turnover																					
Mammoth Lakes (homes sold per thousand people)	3.7	1.3	1.6	1.8	1.8	1.7	1.7	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.5	1.5	1.5	1.5	1.5	1.5	1.5

Sources: U.S. Bureau of Economic Analysis, CA Department of Finance, CA Board of Equalization, Town of Mammoth Lakes, First Real Estate Solutions, Construction Industry Research Board

Industrial Structure

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Mono County (*Percent of nominal output)*																					
Agricultural Production	0.1	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0
Mining and Quarrying	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.2	0.2	0.2	0.2	0.2	0.2
Construction	8.2	8.7	8.7	8.8	8.8	8.8	8.7	8.7	8.7	8.7	8.7	8.7	8.6	8.6	8.6	8.5	8.5	8.5	8.4	8.4	8.3
Durables Manufacturing	0.3	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.5
Non-Durables Manufacturing	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.2	0.2	0.2	0.2	0.2	0.2
Transportation, Communications, and Utilities	2.0	2.1	2.2	2.3	2.3	2.3	2.3	2.3	2.3	2.2	2.2	2.2	2.2	2.2	2.2	2.2	2.1	2.1	2.1	2.1	2.1
Wholesale Trade	0.7	0.6	0.5	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.7	0.7	0.7	0.7	0.8	0.8	0.8	0.8	0.9
Retail Trade	6.6	6.6	6.6	6.7	6.7	6.6	6.5	6.4	6.3	6.2	6.1	5.9	5.8	5.7	5.6	5.5	5.4	5.3	5.2	5.1	5.0
Finance, Insurance, and Real Estate	17.4	18.1	17.6	17.7	17.6	17.7	17.8	17.9	17.9	18.0	18.1	18.1	18.2	18.2	18.2	18.3	18.3	18.3	18.3	18.3	18.3
Services	41.1	40.7	41.6	42.2	43.0	43.6	44.3	45.0	45.6	46.3	47.0	47.6	48.3	48.9	49.5	50.2	50.8	51.4	52.1	52.7	53.3
Public Sector	22.9	22.2	21.5	20.8	20.1	19.4	18.8	18.2	17.6	17.0	16.4	15.8	15.3	14.7	14.2	13.7	13.2	12.7	12.2	11.7	11.3
Mammoth Lakes (*Percent of nominal output)*																					
Agricultural Production	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mining and Quarrying	0.3	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Construction	9.3	9.9	9.8	9.7	9.5	9.5	9.5	9.6	9.6	9.6	9.7	9.7	9.7	9.8	9.8	9.9	10.0	10.0	10.1	10.2	10.3
Durables Manufacturing	0.4	0.3	0.4	0.5	0.5	0.7	0.7	0.8	0.9	1.0	1.1	1.2	1.2	1.3	1.3	1.4	1.5	1.5	1.5	1.6	1.6
Non-Durables Manufacturing	0.6	0.5	0.5	0.5	0.5	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.3	0.3	0.3	0.3	0.3	0.3	0.3
Transportation, Communications, and Utilities	1.5	1.8	2.0	2.1	2.3	2.5	2.7	2.9	3.1	3.4	3.6	3.8	4.1	4.3	4.5	4.7	4.9	5.1	5.3	5.5	5.6
Wholesale Trade	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Retail Trade	8.2	8.4	8.8	9.6	10.5	10.9	11.0	11.1	11.2	11.2	11.2	11.2	11.2	11.1	11.0	10.9	10.8	10.7	10.5	10.4	10.3
Finance, Insurance, and Real Estate	21.9	23.2	22.5	22.6	22.4	22.7	23.1	23.5	23.9	24.3	24.6	25.0	25.4	25.7	26.0	26.3	26.7	27.0	27.3	27.5	27.8
Services	45.3	43.2	43.1	42.2	41.5	40.6	39.9	39.3	38.7	38.1	37.5	36.9	36.4	35.9	35.5	35.0	34.6	34.2	33.9	33.5	33.2
Public Sector	12.3	12.2	12.3	12.2	12.1	12.1	12.0	11.8	11.7	11.6	11.4	11.3	11.2	11.1	11.0	10.9	10.8	10.7	10.7	10.6	10.5

Sources: U.S. Bureau of Economic Analysis, UCSB Economic Forecast Project

Gross Labor Productivity

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Mammoth Lakes																					
Agricultural Production ($ thousands)	112.1	139.7	144.5	149.6	155.8	162.5	169.2	176.0	182.9	189.7	196.6	203.5	210.4	217.3	224.0	230.8	237.4	243.9	250.2	257.1	264.5
Agricultural Production ($ 2000 thousands)	109.0	110.9	113.6	117.0	121.3	125.9	130.5	135.2	139.8	144.3	148.9	153.4	157.8	162.1	166.4	170.6	174.6	178.5	182.3	186.3	190.7
percent change	1.1	1.8	2.4	3.0	3.7	3.8	3.7	3.5	3.4	3.3	3.1	3.0	2.9	2.8	2.6	2.5	2.4	2.2	2.1	2.2	2.4
Mining and Quarrying ($ thousands)	353.2	519.5	557.1	594.8	635.4	679.1	724.1	770.4	817.8	866.1	915.2	964.8	1,014.8	1,065.0	1,115.0	1,164.7	1,213.8	1,262.0	1,309.1	1,354.8	1,398.8
Mining and Quarrying ($ 2000 thousands)	269.6	290.4	313.0	337.5	364.1	393.0	423.2	454.6	487.3	521.1	555.9	591.7	628.2	665.5	703.3	741.5	779.9	818.4	856.7	894.7	932.1
percent change	7.7	7.7	7.8	7.8	7.9	7.9	7.7	7.4	7.2	6.9	6.7	6.4	6.2	5.9	5.7	5.4	5.2	4.9	4.7	4.4	4.2
Construction ($ thousands)	67.6	75.1	79.2	83.4	87.5	91.6	95.8	100.2	104.8	109.7	114.7	120.0	125.6	131.4	137.4	143.8	150.4	157.4	164.6	172.2	180.2
Construction ($ 2000 thousands)	57.6	59.0	60.3	61.3	62.2	62.9	63.6	64.3	65.0	65.7	66.4	67.1	67.9	68.6	69.4	70.1	70.9	71.7	72.5	73.3	74.1
percent change	2.7	2.4	2.1	1.8	1.4	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Durables Manufacturing ($ thousands)	62.3	73.7	83.3	92.0	102.1	113.6	126.0	139.2	153.3	168.2	183.9	200.3	217.3	235.0	253.1	271.6	290.4	309.4	328.3	347.1	365.6
Durables Manufacturing ($ 2000 thousands)	74.8	88.1	97.1	107.6	119.6	133.4	148.3	164.2	181.2	199.3	218.3	238.3	259.2	280.8	303.2	326.1	349.5	373.1	396.8	420.4	443.8
percent change	25.1	17.7	10.3	10.7	11.1	11.6	11.2	10.8	10.4	10.0	9.6	9.2	8.8	8.4	8.0	7.6	7.2	6.8	6.4	6.0	5.6
Non-Durables Manufacturing ($ thousands)	48.9	51.1	55.6	59.0	61.9	64.0	66.2	68.4	70.7	73.1	75.6	78.2	80.9	83.6	86.5	89.4	92.5	95.6	98.9	102.3	105.8
Non-Durables Manufacturing ($ 2000 thousands)	41.4	44.8	47.8	50.3	52.3	53.6	54.9	56.3	57.7	59.1	60.6	62.1	63.7	65.3	66.9	68.5	70.3	72.0	73.8	75.6	77.5
percent change	9.5	8.1	6.7	5.3	3.9	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Transportation, Communications, and Utilities ($ thousands)	156.8	182.9	213.2	241.5	272.6	306.7	343.5	383.3	425.9	471.2	519.3	570.0	622.9	678.0	734.8	793.1	852.4	912.3	972.2	1,031.6	1,089.9
Transportation, Communications, and Utilities ($ 2000 thousands)	139.6	157.4	176.8	197.8	220.6	245.1	271.2	298.9	328.1	358.6	390.3	423.1	456.8	491.1	525.7	560.4	594.9	628.8	661.9	693.7	723.9
percent change	13.2	12.7	12.3	11.9	11.5	11.1	10.7	10.2	9.8	9.3	8.9	8.4	8.0	7.5	7.1	6.6	6.2	5.7	5.3	4.8	4.4
Retail Trade ($ thousands)	46.2	48.5	52.1	55.4	58.6	61.9	65.1	68.3	71.5	74.7	77.9	80.9	83.9	86.8	89.6	92.2	94.7	97.0	99.4	101.8	104.3
Retail Trade ($ 2000 thousands)	43.4	45.9	48.3	50.7	53.0	55.1	57.3	59.3	61.3	63.2	65.1	66.7	68.3	69.8	71.1	72.2	73.2	74.0	74.8	75.6	76.5
percent change	6.2	5.7	5.3	4.9	4.5	4.1	3.9	3.6	3.4	3.1	2.9	2.6	2.4	2.1	1.9	1.6	1.4	1.1	1.1	1.1	1.1
Wholesale Trade ($ thousands)	58.4	47.7	43.5	39.9	38.4	38.7	38.9	39.2	39.4	39.7	39.9	40.2	40.5	40.7	41.0	41.3	41.5	41.8	42.1	42.4	42.6
Wholesale Trade ($ 2000 thousands)	53.1	44.9	40.3	36.9	35.3	35.4	35.4	35.5	35.6	35.6	35.7	35.7	35.8	35.9	35.9	36.0	36.1	36.1	36.2	36.3	36.3
percent change	-19.9	-15.5	-10.1	-8.6	-4.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Finance, Insurance, and Real Estate ($ thousands)	169.3	178.7	190.3	202.4	216.3	232.4	249.4	267.4	286.4	306.5	327.6	349.9	373.3	398.0	423.8	450.9	479.3	508.9	539.9	572.2	605.8
Finance, Insurance, and Real Estate ($ 2000 thousands)	149.8	154.0	159.1	165.2	172.4	180.7	189.3	198.1	207.1	216.3	225.7	235.3	245.0	255.0	265.0	275.2	285.5	295.9	306.4	317.0	327.6
percent change	2.3	2.8	3.3	3.8	4.3	4.8	4.7	4.6	4.5	4.4	4.3	4.2	4.1	4.1	3.9	3.8	3.7	3.6	3.5	3.4	3.3
Services ($ thousands)	47.6	48.1	50.0	51.6	53.3	55.0	56.7	58.5	60.4	62.4	64.4	66.5	68.7	70.9	73.2	75.7	78.2	80.7	83.4	86.2	89.1
Services ($ 2000 thousands)	40.6	40.9	41.2	41.4	41.7	41.9	42.1	42.3	42.6	42.8	43.0	43.3	43.5	43.7	44.0	44.2	44.4	44.7	44.9	45.1	45.4
percent change	0.7	0.7	0.7	0.6	0.6	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Public Sector ($ thousands)	73.7	76.0	78.7	81.0	83.3	85.6	88.0	90.5	93.0	95.7	98.3	101.1	103.9	106.8	109.8	112.9	116.1	119.4	122.7	126.1	129.7
Public Sector ($ 2000 thousands)	59.3	60.2	61.0	61.8	62.6	63.3	64.0	64.8	65.6	66.3	67.1	67.9	68.7	69.5	70.3	71.2	72.0	72.8	73.7	74.6	75.4
percent change	1.5	1.4	1.4	1.3	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Private Sector ($ thousands)	61.5	64.6	67.4	70.5	73.5	77.1	80.9	84.9	89.0	93.4	97.9	102.5	107.4	112.4	117.6	123.0	128.5	134.2	140.1	146.2	152.4
Private Sector ($ 2000 thousands)	53.5	55.3	56.0	57.3	58.4	59.9	61.5	63.1	64.7	66.4	68.1	69.8	71.5	73.2	74.9	76.6	78.3	79.9	81.6	83.3	85.0
percent change	1.6	3.3	1.4	2.3	2.0	2.6	2.6	2.6	2.6	2.6	2.6	2.5	2.4	2.4	2.3	2.3	2.2	2.1	2.1	2.1	2.0
Total, All Industries ($ thousands)	62.7	63.5	66.0	68.7	71.3	74.4	77.6	81.0	84.6	88.4	92.3	96.3	100.6	104.9	109.5	114.2	119.1	124.1	129.4	134.8	140.5
Total, All Industries ($ 2000 thousands)	54.1	55.8	56.6	57.8	58.9	60.3	61.8	63.3	64.8	66.4	68.0	69.6	71.1	72.7	74.3	75.9	77.5	79.1	80.7	82.3	83.8
percent change	1.6	3.1	1.4	2.2	1.9	2.4	2.4	2.4	2.4	2.4	2.4	2.3	2.3	2.2	2.2	2.1	2.1	2.0	2.0	2.0	1.9
Mono County																					
Total, All Industries ($ thousands)	61.4	60.7	62.9	64.9	67.0	69.2	71.5	73.9	76.4	79.0	81.8	84.6	87.6	90.7	93.9	97.3	100.8	104.5	108.4	112.5	116.7
Total, All Industries ($ 2000 thousands)	52.5	53.4	53.9	54.7	55.3	56.1	56.9	57.7	58.5	59.4	60.2	61.1	62.0	62.9	63.8	64.7	65.6	66.6	67.6	68.6	69.6
percent change	1.6	1.7	1.0	1.4	1.3	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Inyo County																					
Total, All Industries ($ thousands)	59.1	58.8	61.4	63.7	66.4	69.4	72.7	76.2	80.0	84.2	88.7	93.6	98.9	104.7	111.0	117.9	125.4	133.7	142.7	152.7	163.6
Total, All Industries ($ 2000 thousands)	50.5	51.7	52.6	53.6	54.8	56.3	57.8	59.5	61.3	63.2	65.3	67.6	70.0	72.6	75.4	78.4	81.7	85.2	89.0	93.1	97.6
percent change	0.9	2.4	1.8	1.9	2.3	2.6	2.8	2.9	3.0	3.1	3.3	3.4	3.6	3.7	3.9	4.0	4.2	4.3	4.5	4.6	4.8
California																					
Total, All Industries ($ thousands)	107.0	113.1	119.0	124.2	129.6	135.2	141.2	147.4	154.0	160.9	168.1	175.7	183.7	192.1	200.9	210.2	219.9	230.1	240.9	252.2	264.2
Total, All Industries ($ 2000 thousands)	97.0	99.4	102.0	104.5	107.1	109.7	112.4	115.1	118.0	120.9	123.8	126.9	130.0	133.2	136.4	139.7	143.2	146.6	150.2	153.9	157.6
percent change	2.6	2.5	2.6	2.5	2.5	2.4	2.5	2.5	2.5	2.5	2.5	2.5	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4

Sources: UCSB Economic Forecast Project

Mammoth Lakes Employment by Sector

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Jobs																					
Agricultural Production	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
percent change	-25.0	34.8	0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0	-0.0
Mining and Quarrying	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
percent change	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Construction	466	476	477	481	486	494	503	511	520	529	538	547	557	567	576	586	596	607	617	628	639
percent change	-0.3	2.3	0.3	0.8	0.9	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Durables Manufacturing	20	15	18	21	24	27	29	32	34	36	39	40	41	42	43	44	45	46	47	49	50
percent change	25.0	-23.2	15.6	15.6	15.6	15.6	7.2	7.2	7.2	7.2	7.2	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Non-Durables Manufacturing	39	37	36	35	35	34	34	33	33	33	33	33	32	32	32	32	32	32	32	32	32
percent change	-9.8	-6.6	-1.0	-2.3	-2.3	-2.3	-0.7	-0.7	-0.7	-0.7	-0.7	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2	-0.2
Transportation, Communications, and Utilites	33	35	36	37	38	39	40	41	42	43	44	46	47	48	49	51	52	54	55	57	58
percent change	-2.2	4.3	2.7	2.7	2.7	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Wholesale Trade	10	9	9	9	9	8	8	8	8	8	8	7	7	7	7	7	7	6	6	6	6
percent change	-0.9	-2.5	-2.0	-2.1	-3.8	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2	-2.2
Retail Trade	596	628	649	718	798	841	856	872	888	904	921	938	955	972	990	1,008	1,027	1,045	1,065	1,084	1,104
percent change	-4.7	5.2	3.4	10.6	11.2	5.4	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
Finance, Insurance, and Real Estate	436	470	454	462	462	465	468	471	475	478	481	484	488	491	494	498	501	505	508	512	515
percent change	-2.1	8.0	-3.4	1.6	0.0	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Services	3,208	3,253	3,319	3,380	3,470	3,511	3,552	3,594	3,636	3,679	3,722	3,765	3,809	3,854	3,899	3,945	3,991	4,038	4,085	4,133	4,182
percent change	2.7	1.4	2.0	1.9	2.7	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Public Sector	562	583	604	625	649	673	686	700	714	729	744	759	774	790	806	822	839	856	874	891	909
percent change	3.3	3.7	3.7	3.6	3.8	3.7	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Private Sector	4,811	4,926	5,002	5,146	5,324	5,423	5,494	5,566	5,639	5,713	5,789	5,864	5,940	6,017	6,095	6,175	6,255	6,337	6,419	6,503	6,589
percent change	0.9	2.4	1.5	2.9	3.5	1.9	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Total, All Industries	5,372	5,509	5,606	5,772	5,973	6,096	6,180	6,266	6,353	6,442	6,532	6,623	6,714	6,807	6,901	6,997	7,094	7,193	7,293	7,395	7,498
percent change	1.1	2.5	1.8	3.0	3.5	2.1	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.4

Source: CA Employment Development Department

Mammoth Lakes Average Salary by Sector

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Dollars																					
Agricultural Production	38,391	38,909	39,194	39,493	40,478	41,542	42,578	43,584	44,554	45,487	46,378	47,225	48,024	48,772	49,467	50,106	50,686	51,205	51,661	52,189	52,793
percent change	0.0	1.4	0.7	0.8	2.5	2.6	2.5	2.4	2.2	2.1	2.0	1.8	1.7	1.6	1.4	1.3	1.2	1.0	0.9	1.0	1.2
Mining and Quarrying	53,416	57,436	61,017	64,460	68,863	73,602	78,477	83,474	88,575	93,759	99,006	104,292	109,592	114,880	120,127	125,305	130,385	135,335	140,124	144,724	149,102
percent change	6.0	7.5	6.2	5.6	6.8	6.9	6.6	6.4	6.1	5.9	5.6	5.3	5.1	4.8	4.6	4.3	4.1	3.8	3.5	3.3	3.0
Construction	36,425	38,669	40,409	41,836	43,636	45,366	47,165	49,035	50,979	53,000	55,101	57,286	59,557	61,919	64,373	66,926	69,579	72,338	75,206	78,187	81,287
percent change	3.7	6.2	4.5	3.5	4.3	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Durables Manufacturing	33,231	39,178	42,642	46,309	51,027	56,441	62,198	68,285	74,688	81,384	88,345	95,538	102,924	110,458	118,088	125,760	133,414	140,984	148,403	155,603	162,512
percent change	25.6	17.9	8.8	8.6	10.2	10.6	10.2	9.8	9.4	9.0	8.6	8.1	7.7	7.3	6.9	6.5	6.1	5.7	5.3	4.9	4.4
Non-Durables Manufacturing	24,253	26,178	27,526	28,373	29,149	29,524	29,904	30,289	30,678	31,073	31,472	31,877	32,287	32,702	33,123	33,549	33,981	34,418	34,860	35,309	35,763
percent change	11.5	7.9	5.2	3.1	2.7	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Transportation, Communications, and Utilites	33,411	37,661	41,764	45,860	50,705	55,848	61,254	66,901	72,758	78,791	84,960	91,219	97,517	103,798	110,004	116,071	121,936	127,533	132,797	137,664	142,072
percent change	9.1	12.7	10.9	9.8	10.6	10.1	9.7	9.2	8.8	8.3	7.8	7.4	6.9	6.4	6.0	5.5	5.1	4.6	4.1	3.7	3.2
Wholesale Trade	23,304	21,387	20,568	19,955	20,474	21,935	23,500	25,176	26,972	28,897	30,958	33,167	35,533	38,069	40,785	43,694	46,812	50,151	53,730	57,563	61,670
percent change	-17.5	-8.2	-3.8	-3.0	2.6	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1	7.1
Retail Trade	24,140	25,461	26,412	27,122	28,036	28,863	29,640	30,362	31,024	31,620	32,146	32,598	32,973	33,268	33,479	33,606	33,647	33,602	33,556	33,511	33,465
percent change	4.6	5.5	3.7	2.7	3.4	3.0	2.7	2.4	2.2	1.9	1.7	1.4	1.2	0.9	0.6	0.4	0.1	-0.1	-0.1	-0.1	-0.1
Finance, Insurance, and Real Estate	38,415	40,937	43,295	45,735	49,072	52,911	56,995	61,335	65,944	70,830	76,006	81,482	87,269	93,377	99,816	106,597	113,728	121,220	129,081	137,319	145,941
percent change	4.3	6.6	5.8	5.6	7.3	7.8	7.7	7.6	7.5	7.4	7.3	7.2	7.1	7.0	6.9	6.8	6.7	6.6	6.5	6.4	6.3
Services	24,034	25,085	25,846	26,459	27,366	28,293	29,252	30,243	31,267	32,326	33,421	34,554	35,724	36,934	38,186	39,479	40,817	42,199	43,629	45,107	46,635
percent change	2.9	4.4	3.0	2.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4	3.4
Public Sector	47,792	50,242	52,128	53,725	55,934	58,198	60,555	63,007	65,558	68,212	70,974	73,848	76,838	79,950	83,187	86,555	90,060	93,706	97,500	101,448	105,556
percent change	4.5	5.1	3.8	3.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1
Private Sector	26,672	28,116	29,094	29,962	31,130	32,412	33,747	35,129	36,557	38,033	39,557	41,114	42,716	44,364	46,057	47,796	49,582	51,413	53,306	55,259	57,275
percent change	3.4	5.4	3.5	3.0	3.9	4.1	4.1	4.1	4.1	4.0	4.0	3.9	3.9	3.9	3.8	3.8	3.7	3.7	3.7	3.7	3.6
Total, All Industries	28,880	30,455	31,575	32,537	33,825	35,257	36,724	38,244	39,818	41,448	43,134	44,865	46,651	48,494	50,394	52,352	54,369	56,447	58,599	60,826	63,130
percent change	3.7	5.5	3.7	3.1	4.0	4.2	4.2	4.1	4.1	4.1	4.1	4.0	4.0	4.0	3.9	3.9	3.9	3.8	3.8	3.8	3.8
Total, All Industries ($ 2000)	24,780	25,209	25,532	25,859	26,141	26,496	26,837	27,176	27,514	27,849	28,183	28,505	28,822	29,133	29,439	29,739	30,033	30,320	30,607	30,894	31,179
percent change	-0.2	1.7	1.3	1.3	1.1	1.4	1.3	1.3	1.2	1.2	1.2	1.1	1.1	1.1	1.1	1.0	1.0	1.0	0.9	0.9	0.9

Source: CA Employment Development Department

Community

As part of this project, we interviewed many residents and community leaders. One of our more striking observations was the near universal sense of place and reverence for that place. Mammoth Lakes' winters are harsh. Its primary industry tends to pay low wages. Opportunity is limited. People choose to live in the Town because they love the location, the skiing, and the outdoors. They tend to be good stewards.

Those residents whose incomes are dependent on the local economy, and some whose income is independent, would like to see economic growth that would increase opportunity and incomes. However, these are not people who will welcome economic growth at the expense of what makes Mammoth Lakes unique. Consequently, every proposed project is controversial.

At the same time, most people recognize that you cannot keep things exactly the same and make things better at the same time. Market forces will ensure that the Town of Mammoth Lakes will change. The challenge to the community is to ensure that the change makes things better.

Mammoth Lakes Economic Sustainability: Case Study

Introduction

The intent of this study is to identify data and comparative parameters for use by the Town of Mammoth Lakes in developing a viable long-term economic strategy. In order to use characteristics to describe the existing conditions, community members were used as a resource. About 20 hours of interviews were conducted regarding trends in the Town, including the following contributing factors: airport expansion, town planning, tourism policies, hospital and other labor trends, real estate and business realities, transportation and connections between the various areas, environmental protection, County policies, etc. This report gives the town "a place to start" with an energized economic strategy.

In Mammoth, critical obstacles to economic expansion were noted by all groups. These obstacles include a lack of affordable housing for employees, scarcity of developable land, isolation of the community, and an unpredictable snow season. These problems are not uncommon for ski communities. The Town of Mammoth and similar communities have taken action attempting to improve the situation. Aggressive affordable housing strategies can be a key factor in economic development. However, housing is not the focus of the analysis in this section.

Beyond housing challenges, there were commonly shared beliefs regarding the economy, the most common was that tourism is the bread and butter of the Town and most individuals are quite comfortable keeping the tourism economic engine up and running. Other ideas regarding a more basic economy and more common city economic approaches were not believed to be workable because of the Town's location; costs, labor or skill shortages; technological and information challenges; and the like.

Case Study Setting: The Town of Mammoth Lakes

The Town of Mammoth Lakes has many tourism related assets. Mammoth Mountain is California's highest ski area and one of the finest ski mountains in the world. The region has other world-class outdoor recreation activities. Boundless opportunities are offered by the seemingly endless system of trails. These trails offer not only downhill skiing and cross country experiences but biking, hiking, and fishing. Notable geologic sites and panoramic views are a built-in draw.

To begin, we provide a summary of conclusions reached from the input of the townspeople is important in identifying the challenges for tourism and economic growth. It is significant that there is solid agreement on the importance of tourism and the particular challenges of Mammoth Lakes. In summary all agreed that certain actions would be beneficial to the community. These include:

1) extend the ski season

2) even out the mid-week usage

3) fill in the "shoulder" seasons

4) increase occupancy of rooms/commercial establishments

5) protect the environment while increasing visitors and economic activity

6) maintain or improve the quality of life

The community clearly values Mammoth Lakes' small town feel and most residents would elect to retain that feeling of authenticity. The researchers think that makes sense. Authenticity complements the region's strong skiing and recreational attractions.

The townspeople recognize the value of unique and authentic services, and they agree in the challenges posed. In a nutshell, there are agreed upon questions posed for the case study researchers:

a. How to even out the level of visitation by increasing mid-week and off-season visitation?

b. How to increase tourists' utilization of town and mountain services, businesses, and recreation?

A case study presents an opportunity to look at successful strategies in other tourist-based economics and build upon those for Mammoth Lakes' unique brand of activities and approaches. The town study allowed for comparison with other communities that face similar challenges.

Community comparisons

Mammoth Lakes identified two communities of interest for comparison with itself: Telluride, a mountain, ski resort community in San Miguel County Colorado, and Napa, a northern California wine country community in Napa County. Table X1 provides a quick snap shot comparison of the three communities on key demographic factors, including social and economic characteristics. The tables on the following pages provide

additional comparisons examining California retail sales for the two California counties of Mono and Napa, as well as a buying power comparison for the counties containing the mountain resort communities of Mammoth Lakes and Telluride. The following are key findings and conclusions from these data:

- Napa is disproportionably larger in population than Mammoth Lakes or Telluride (72,585 vs. 7,093 and 2,221 respectfully). See table below.
- Napa County's retail sales tower above that of Mono and San Miguel, more than triple the two combined ($1.2 billion vs. $200+ million and $130+ million respectfully). See tables on the following page.
- Telluride and Mammoth Lakes residents are better educated than Napa's residents, with over half of the Telluride population 25 years and older having completed a bachelor's degree or higher (58.5 percent versus. 34.0 percent and 23.3 percent). See table below.
- Napa's per capita income is the lowest of the three communities, with Telluride the highest ($23,642, $24,526 and $38,832). See table below.
- San Miguel County's median effective buying income (EBI, a measure of disposable income) is slightly higher than Mono County's ($46,051 vs. $42,594), although its total EBI is less than Mono County's ($254,168,000 vs. $283,465,000). See table at the bottom of the following page.
- Mono County's buying power index (BPI, a unique measure of spending power that takes population, EBI and retail sales into account to determine a market's ability to buy – the higher the index, the better) is higher than San Miguel's (.0050 vs. .0037). See table at the bottom of the following page.
- Overall, Mammoth Lakes and Telluride, and their respective counties of Mono and San Miguel, appear to provide a better basis for comparison than Napa, and Napa County.

Snap Shot Comparison of Mammoth Lakes, Telluride, and Napa

	Mammoth Lakes		Telluride		Napa	
	#	%	#	%	#	%
General Characteristics						
Total Population	7,093		2,221		72,585	
Male	4,034	56.9	1,224	55.1	35,635	49.1
Female	3,059	43.1	997	44.9	36,950	50.9
Median Age (years)	32.2		31.0		36.1	
Under 5 yrs	402	5.7	71	3.2	4,906	6.8
18 yrs and older	5,499	77.5	1,903	85.7	53,915	74.3
65 yrs and older	307	4.3	42	1.9	10,037	13.8
Household Population	6,875	96.9	2,221	100.0	71,126	98.0
Group Quarters Population	218	3.1	0	0.0	1,459	2.0
Average Household Size	2.44		2.19		2.64	
Average Family Size	3.09		2.79		3.20	
Social/Economic Characteristics						
Population 25 yrs and over						
High School Graduate or Higher	4,057	87.0	1,489	95.0	38,025	79.2
Bachelor's Degree or Higher	1,584	34.0	917	58.5	11,181	23.3
Labor force (pop 16+)	4,586	80.4	1,614	89.3	36,033	64.4
Average Travel Time to Work (in minutes)	12.4		13.6		23.9	
Median Household Income in 1999 ($)	44,570		51,938		49,154	
Median Family Income in 1999 ($)	52,561		66,136		58,788	
Per Capita Income in 1999 ($)	24,526		38,832		23,642	
Families Below Poverty Level	134	8.7	29	8.5	1,100	6.1
Individuals Below Poverty Level	1,018	14.4	237	11.5	6,398	8.9

California Retail Sales Comparison (in dollars)

	Mammoth Lakes	Mono County	Napa County	Mammoth Lakes % of Mono County sales
1997	$70,885,000	$92,335,000	$830,311,000	0.77
1998	74,774,000	94,424,000	895,412,000	0.79
1999	81,308,000	111,204,000	1,048,386,000	0.73
2000	98,709,000	126,197,000	1,145,607,000	0.78
2001	102,303,000	130,401,000	1,167,349,000	0.78
2002	104,328,000	133,743,000	1,201,117,000	0.78
2003	110,001,000	141,008,000	1,192,674,000	0.78
2004		148,285,000	1,238,167,000	
Average Growth				
1998-03	8.0%			
1994-04		8.4%	5.9%	

We also discuss the City of Paso Robles on California Central Coast. We don't look at this city in the detailed, data-driven, way that we look at Telluride and Napa. Instead, we step back to see the insights available from the longer view.

Telluride: A Comparison City

Telluride and the Town of Mammoth Lakes share many similarities. The most basic common trait is that they are both ski resorts in isolated areas. Like Mammoth Lakes, Telluride is located several hours away from its major metropolitan area, Denver. They are both in the center of major recreational areas, and surrounded by national forests and preserves. The cost of housing is extremely high in both communities. The natural setting is spectacular in both areas. Both communities face challenges for mid-week tourism and year-round activities. Telluride has demonstrated success in its year-round economic growth while maintaining quality of life. The City of Telluride has pursued an

2005 Buying Power Comparison

	Mono County, CA (Mammoth Lakes)	San Miguel County, CO (Telluride)
Total Population	13,200	7,400
Households	5,300	3,500
Retail Sales by Store Group		
Total Retail Sales	$219,922,000	$131,420,000
Food And Beverage Stores	43,878,000	15,531,000
Food Service & Drinking Establishment	47,282,000	40,737,000
General Merchandise	896,000	
Furniture & Home Furnishing / Electronics & Appliances	883,000	12,737,000
Motor Vehicles & Parts, Dealers	1,540,000	1,261,000
Effective Buying Income (EBI)		
Total EBI	$283,465,000	$254,168,000
Median Houehold EBI ($)	42,594	46,051
Buying Power Index (BPI)	0.0050	0.0037

Demographic Comparison - 2006

	Mammoth Lakes	Napa City	Telluride
Population	7,451	75,782	2,234
Population Growth Rate, 2006 to 2011	6.20%	3.70%	0.60%
Average Age	35	38	36
Hispanic Population	28.20%	32.60%	8.90%
Number of Households	2,974	27,946	1,067
Household Growth Rate, 2000 to 2006	6.20%	3.30%	5.30%
Average Household Income	$72,243	$74,391	$88,522
Household Income Growth Rate, 2005 to 2010	13.5 % in five years	16.3 % in five years	15.5 % in five years
Per Capita Income	$29,144	$27,768	$42,280
Employment Rate	75.20%	61.50%	87.70%
Employment Classification	17.9 % Blue Collar 56.2 % White Collar 26.0 % Service & Farm Workers	21.7 % Blue Collar 56.4 % White Collar 22.0 % Service & Farm Workers	13.8 % Blue Collar 64.4 % White Collar 21.8 % Service & Farm Workers
Education Level (25 yrs. & Older)	11.0 % Master's, Professional, or Doctorate Degree 23.5 % Bachelor's Degree	8.2 % Master's, Professional, or Doctorate Degree 14.9 % Bachelor's Degree	13.3 % Master's, Professional, or Doctorate Degree 45.3 % Bachelor's Degree
Home Owners	53.50%	60.80%	35.60%

aggressive events and tourism strategy for people over 30 years of age. Both communities have small budgets and scarce resources, so creativity to be more productive is a necessity.

The City of Telluride is a mountain town that consists of approximately 410 acres. It has 2,335 residents between the age of 20 and 54. It is heavily dependent on a tourism-based economy. The community has seen tremendous retail growth in the past decade. However, less than ideal snow conditions can dampen tourism and retail activity. The summer season economy appears unaffected by weather and has shown consistent and reliable growth over the past ten years. Telluride has followed a moderately conservative approach to revenue forecasting. In most years the town's revenues exceed its budget and surpluses are reserved for the occasional year when the vagaries of weather could impact the local economy.

The Town of Telluride enjoys a flourishing arts and cultural community. Telluride can boast about its role as one of the first Colorado ski towns to cultivate a lively summer festival and event season. Many of these festivals and events are multi-day affairs that generate relatively long stays. Telluride has provided a model to other communities struggling to balance a viable summer and winter economy. Several of Telluride's festivals have celebrated anniversaries numbering over thirty years. Its experience and longevity as the "Festival Capital" provides an enduring model rather than just a quick fix.

Napa: A Comparison City

Napa is a tourism community and shares some of same issues and challenges as the Town of Mammoth lakes. It also differs from the Town of Mammoth Lakes in many respects. Napa is accessible and well-located near a metropolitan area, San Francisco. It enjoys a strong regional and county cooperation when it comes to marketing and promotion of wine and wine tourism. Napa County consists of five cities which make up what is known as the Napa Valley. These cities enhance economic growth and stability by cooperating in bringing tourists to the area by exploiting the Valley's attractions. As is the case with Mammoth Lakes and Telluride, one of Napa's most intractable community challenges is the high cost of housing. Therefore, labor availability in services and tourism is challenged due to the high cost of living. Napa Valley provides a comparison with another tourist area in the State of California.

Telluride Tourism Summary

Tourism programs	Out Loud Lecture Series, Telluride Council for the Arts and Humanities, Telluride Dance Academy and Movement Center, Horizon Program, Pinhead Institute, Telluride Rock and Roll Academy.
Population	2,335 in 2005
Budget	$175,000 for Special Events
Types of Commissions for Arts and Special Events	Commission for Community Assistance, Arts and Special Events (C.C.A.A.S.E.) a. 8 volunteers b. Works under the Town Council c. Administer an annual community support, arts, and event grant programs. d. Organizes an annual event calendar. e. Provides recommendations to Council on grant distribution. f. Part of Parks and Recreation g. Funded by sales tax
Types of Events	1. Telluride Film Festival 2. 4 day Wine Festival 3. Mardi Gras Celebration 4. Bluegrass Festival 5. Cajun Fest 6. Week long Wild West Fest 7. 30th Telluride Jazz Celebration 8. http://www.visittelluride.com/calendarofevents.html?menu=60&help_msg=hide

Napa Valley Conference and Visitors Bureau (NVCVB) leads countywide tourism management in a manner that communicates the diversity of the destination, strengthens the local economy, and preserves Napa Valley's agricultural heritage. The County is currently investing $250,000 a year, for the next two years, into a project titled "Destination Brand Strategy." The world class wine reputation of Napa is being challenged by other California wineries and other wine destinations in many other states. Not only is wine competitive in the United States but other countries competing for its wine tourism, the bread and butter of Napa. Like Mammoth Lakes, the first-class spectacular draw of its region, can be challenged by easy accessibility and cost competitiveness in other areas. Napa County communities compete, in part at least, by implementing a well-funded and coordinated marketing campaign. The Napa Valley Conference and Visitor Bureau has adopted an aggressive and active regional tourism strategy that is supported by many communities and over 500 businesses.

Napa Tourism Summary

Tourism Programs	Destination Brand Strategy, Sister Cities Program, Napa Valley Film Commission, Napa County Bicycle Map, Napa Valley Hospitality School
Population	72,585 Population
Types of Commissions for Arts and Special Events	Napa Valley Conference and Visitors Bureau a. Non-profit organization incorporated in July 16, 1990 b. Governed by an 18-member Directors c. Represents all six Napa County municipalities d. Provides assistance to groups (corporate and leisure) with meeting and event locations e. Provides a Visitor Center with a help of 70 trained community volunteers to assist individuals with dining, winery, and retail referrals 361 days per year f. Partner Services-(Need more explanation) g. Media Relations
Types of Events	http://www.napavalley.com/events.html

Mammoth Lakes and Telluride don't have these resources that Napa enjoys. However, the concept of a coordinated marketing campaign is a valid one that has produced results in other communities. One of the most surprising observations we made in Mammoth Lakes was that ample opportunities remain to coordinate marketing activities in the Mammoth Lakes region.

Paso Robles: A Comparison City

Many people know Paso Robles as a hot and dusty wide spot on Highway 101. Some know it as the place of the California State Fair. These pretty much described Paso Robles 20 years ago. It doesn't describe the City today, and that is the point. This is a community that in just a few years has changed itself from a cattle-dominated agricultural city with an abandoned downtown to a sophisticated wine-based tourist destination with a thriving downtown. How this transformation was achieved has lessons for every California community.

Part of Paso Robles' transformation was serendipity. The City benefited from demographic and economic trends. However, it would be difficult to argue that 20 years ago Paso Robles prospects were as good as those of Mammoth Lakes today.

The key to Paso Robles' transformation was community consensus. At the beginning of the transformation, the community had two primary assets, a dilapidated downtown and an incipient wine industry. In a remarkable, for a California community, consensus, the community developed a comprehensive plan. This plan included developing the new wine industry, redeveloping the downtown, and creating a tourist destination.

The plan has been remarkably successful. Today, Paso Robles' downtown is an attractive and active destination with restaurants and nightlife that complements the surrounding wine industry. Development that would not be attractive to visitors—industry, big-box shopping, and the like—are geographically separated from what could be called the tourist zone. The City was able to achieve this by correctly identifying its assets, developing a plan to maximize the economic impact of those assets, and developing the consensus to implement the plan. It is our opinion that the Town of Mammoth Lakes is at the cusp of significant change. Developing a plan and a consensus would go a long way to maximizing the economic impact of that change while preserving the sense of place that is so important to residents and visitors.

Comments on Comparison Cities

Napa, Telluride, and Paso Robles are very different communities, but there is commonality among them. Each is tourism oriented. Each is successful. Each has achieved success by developing a consensus plan and cooperating to implement that plan. By contrast, when we interviewed people in the Town of Mammoth Lakes we noted little consensus or cooperation. Everyone agrees that they want to preserve what makes Mammoth Lakes special, but that was as far as it goes. Cooperation appears to be minimal at best. We noted little cooperation between the ski resort and the community in marketing. Indeed, the ski resort and the Town were planning competing wine-tasting events when we were there.

Resort, Recreation and Tourism Trends

Indications bode well for hospitality and leisure activities, as well as travel, especially at the higher end of the market. Most recently reported annual data indicate that rising fuel costs have an impact on discretionary spending. However, data also indicate that there is a resurgence in travel and leisure-related spending. The PricewaterhouseCoopers leisure and hospitality practice projects a 15 percent room rate increase in high-end resorts along with a projected record number of occupied rooms a night for the 2006 summer season. These increases come on top of 2005 rate hikes averaging 8 percent. Further, many see 2006 as the busiest travel season in years. The bottom line is that travelers are paying more, but costs do not appear to be a deterrent.

Other relevant factors:

- In general, consumers annual spending on entertainment (which includes recreational activities, equipment and lessons) rose slightly in 2004 to 5.1 percent.
- Of the almost $7 million spent on fees for recreational lessons in 2001, over 60 percent of it was by households with annual incomes of at least $70,000.
- California continues to lead all states as the largest recipient in domestic tourist spending and for all travelers spending.
- According to *USA Today*, "Colorado ski resorts set a record this past season with more than 12.5 million skier visits, beating the previous high mark of just under 12 million in 1997-98. Analysts credit good snow, a resurgent economy, strong international traffic and disappointing conditions at Canadian ski areas."
- Total expenditures in the U.S. for tourism related to skiing (including ski resort tourism) exceed $5 billion annually.

Lifestyle Profiles

Key individual lifestyle interests and activities identified for investigation include: snow skiing, camping/hiking, bicycling and owning a vacation home. Profiles of each of these interests and activities are presented in the table on the following page. Included in these profiles are demographic and lifestyle characteristics; also included is information on all of California's designated market areas (DMAs). The following are key findings and conclusions from these data:

- Skiers tend to be younger, with 60 percent of all adult skiers under 45 years.
- Skiers tend to have higher household incomes, with two thirds, having incomes over $50,000, and 30 percent having incomes greater than $100,000.
- Over half of all skiers hike and/or camp. However, less than 18 percent of all hikers/campers ski.
- Skiers are active, more likely to play tennis, bike, and golf than the average American.
- Skiers are also more likely to enjoy gourmet cooking and fine food, as well as own a vacation property, than the average American.

	Snow Sking Frequently			Camping/Hiking			Bicycling Frequently			Own Vacation Home/Property			Napa County, CA		
	HHs	%	index	HHs	%	index	HHs	%	index	HHs	%	index	HH	%	index
Total U.S. households	9,125,787	*(down)*	*(base US)*	30,785,786	*(down)*	*(base US)*	24,199,472	*(down)*	*(base US)*	12,204,365	*(down)*	*(base US)*	48,166	*(down)*	*(base US)*
DEMOGRAPHICS															
Age of Head of Household															
18 - 24 yrs old	693,560	7.6	143	2,093,433	6.8	128	1,306,771	5.4	104	85,431	0.7	13	1,541	3.2	60
25-34 yrs old	2,190,189	24.0	147	6,526,587	21.2	130	4,452,703	18.4	114	561,401	4.6	28	6,647	13.8	85
35-44 yrs old	2,628,227	28.8	135	8,558,449	27.8	131	6,412,860	26.5	129	1,647,589	13.5	63	9,537	19.8	93
45-54 yrs old	2,089,805	22.9	109	7,203,874	23.4	111	5,759,474	23.8	113	2,660,552	21.8	104	10,645	22.1	105
55-64 yrs old	949,082	10.4	70	3,663,509	11.9	80	3,436,325	14.2	90	3,063,296	25.1	168	7,899	16.4	110
median adult age	41.4 yrs			42.9 yrs			44.9 yrs			58.7 yrs			51.0 yrs		
Stage in Family Lifecycle															
Single, 18-34, no children	1,414,497	15.5	187	3,140,150	10.2	123	2,807,139	11.6	114	231,883	1.9	23	3,612	7.5	90
Single 35-44, no children	711,811	7.8	134	2,124,219	6.9	119	1,887,559	7.8	132	353,927	2.9	50	2,553	5.3	91
Single, 45-64, no children	812,195	8.9	72	3,448,008	11.2	91	2,879,737	11.9	96	1,196,028	9.8	80	6,502	13.5	110
Married, 18-34, no children	511,044	5.6	207	1,108,288	3.6	133	1,016,378	4.2	127	170,861	1.4	52	1,252	2.6	96
Married, 35-44, no children	365,031	4.0	148	1,046,717	3.4	126	895,380	3.7	123	317,313	2.6	96	1,445	3.0	111
Married, 45-64, no children	1,158,975	12.7	84	4,433,153	14.4	95	3,775,118	15.6	101	3,331,792	27.3	181	7,755	16.1	107
Single, any child at home	766,566	8.4	82	3,879,009	12.6	124	1,935,958	8.0	92	402,744	3.3	32	4,094	8.5	83
Married, child age under 13	1,560,510	17.1	143	4,833,368	15.7	131	3,557,322	14.7	124	964,145	7.9	66	5,009	10.4	87
Married, child age 13-18	1,277,610	14.0	144	4,002,152	13.0	134	2,782,939	11.5	120	1,220,437	10.0	103	4,190	8.7	90
Household Income															
$50,000 - $74,999	1,816,032	19.9	104	6,495,801	21.1	110	5,033,490	20.8	107	2,709,369	22.2	116	9,344	19.4	101
$75,000-$99,999	1,460,126	16.0	139	3,694,294	12.0	104	3,315,328	13.7	120	1,989,311	16.3	142	6,791	14.1	123
$100,000 and over	2,819,868	30.9	203	4,156,081	13.5	89	5,202,886	21.5	132	4,332,550	35.5	234	11,464	23.8	157
median income	$71,160			$46,850			$57,258			$77,819			$59,313		
LIFESTYLE															
snow skiing frequently	*	*	*	5,418,298	17.6	212	4,912,493	20.3	251	1,720,815	14.1	170	5,780	12.0	145
camping/hiking	5,274,705	57.8	206	*	*	*	11,567,348	47.8	177	3,282,974	26.9	96	17,436	36.2	129
bicycling frequently	4,380,378	48.0	249	10,651,882	34.6	179				3,197,544	26.2	136	10,789	22.4	116
tennis frequently	2,126,308	23.3	343	3,201,722	10.4	153	3,823,517	15.8	223	1,366,889	11.2	165	4,479	9.3	137
golf frequently	3,841,956	42.1	219	7,327,017	23.8	124	7,259,842	30.0	158	4,173,893	34.2	178	9,970	20.7	108
gourmet cooking/fine foods	3,029,761	33.2	169	7,942,733	25.8	131	7,477,637	30.9	141	3,282,974	26.9	137	14,787	30.7	156
own a vacation property	1,624,390	17.8	160	4,125,295	13.4	121				*	*	*	5,154	10.7	96
travel in USA	5,493,724	60.2	164	15,362,107	49.9	136	12,704,723	52.5	140	6,687,992	54.8	149	18,496	38.4	104
California DMAs		*(across)*			*(across)*			*(across)*			*(across)*				
Bakersfield	13,928	7.1	86	69,837	35.6	127	42,250	21.0	96	13,536	6.9	62			
Chico-Redding	21,028	11.0	133	88,700	46.4	166	47,870	24.7	113	14,528	7.6	68			
Eureka	6,053	9.9	119	28,432	46.5	166	14,413	23.2	106	11,128	18.2	164			
Fresno-Visalia	43,717	8.2	99	191,395	35.9	128	122,737	22.6	104	51,181	9.6	86			
Los Angeles	551,050	9.9	119	1,541,828	27.7	99	1,274,248	22.7	104	645,675	11.6	105			
Monterey-Salinas	29,952	12.8	154	84,007	35.9	128	62,848	26.9	123	38,844	16.6	150			
Palm Springs	9,714	7.1	86	32,561	23.8	85	32,020	22.8	105	19,017	13.9	125			
Sacramento-Stockton-Modesto	158,544	11.9	143	514,270	38.6	138	336,963	24.9	114	165,206	12.4	112			
San Diego	113,538	10.8	130	304,869	29.0	104	235,069	22.2	102	132,461	12.6	114			
San Francisco-Oakland-San Jose	332,404	13.4	161	759,071	30.6	109	613,620	24.8	114	305,117	12.3	111			
Santa Barbara-Santa Maria-SLO	27,759	11.8	142	87,746	37.3	133	60,087	25.5	117	26,347	11.2	101			
Yuma,AZ-El Centro, CA	4,424	4.5	54	32,147	32.7	117	24,692	24.3	111	19,072	19.4	175			

- In comparison with skiers, campers and hikers are less affluent, with less than half having incomes of $50,000 or more, and less than 14 percent having incomes greater than $100,000.
- Skiers and campers/hikers are similar in age, and younger than bicyclists.
- Skiers are more likely to be married with children 18 years and younger, than campers/hikers or bicyclists.
- Owners of vacation homes/property are older and significantly more affluent on average than the others. Over half have household incomes of $75,000 or more, with well over a third exceeding $100,000. They are more likely to be empty nesters, than to be married with children 18 years and younger.

In summary, skiers are slightly younger and more affluent that those in the other active profiles identified. They are active, outdoor doers, who enjoy the good life and everything it entails (gourmet cooking/fine foods, wine, travel, arts/entertainment, etc.). Skiers are the target group which provides Mammoth Lakes a year-round base of users, given their other activities and interest, and their higher income level.

Community Indicators

Community indicators are measurement tools that tell us how well we are doing in relation to expressed community desires or goals. They inform us as to past trends and current realities and also help us to surface key issues of the day. A good indicator has several characteristics: it represent key fundamentals of community well-being; it is clear and easily understandable; it comes from a reliable source and can be tracked over time to show trend patterns; it is easy to communicate in concepts as well as importance; it measures outcome not inputs or assumed solutions.

There are many models of community indicators for towns and cities throughout the United States and California. Most commonly these are initiated by community interest and by businesses and leaders in the area. Some areas track their indicators using a consensus of broad-base supporting organizations, and in others, cities and counties track their own indicators. Measurement should be taken, at a minimum, every year to help understand the trends.

We recommend the following Economic Community Indicators:

- Population and Population Growth Rate
- Real Gross Product Growth Rate
- All Industry Payroll and Real Growth Rate
- Total Jobs and Growth Rates
- Average Salary and Real Growth Rate
- Taxable Sales and Real Growth Rate
- Per-Capita Total Sales and Real Growth Rate
- Hotel / Motel Room Sales and Real Growth Rate
- Per-Capita Hotel/Motel Room Sales and Real Growth Rate
- Median Home Price and Real Growth Rate
- Housing Affordability Index
- Single Family Home Permits Issued
- Multi Family Home Permits Issued
- Value of Non-Residential Building Permits Issued

These data provide a nice snapshot of the community's economy and trends. With the exception of Gross Product, the data for all of these measures are readily available. We recommend nominal data for levels to allow comparisons with other communities and to easily provide scale for non-sophisticated readers. We recommend all growth rates be in real terms to eliminate the impacts of inflation. Per-capita measures can be used to eliminate the scale impacts.

Mammoth Lakes' Strengths, Weaknesses, Opportunities and Threats

This SWOT analysis (strengths, weaknesses, opportunities and threats) provides a brief recap of the major points identified in the report and a basis for conclusions and recommended. Strengths and weaknesses are descriptive of the community, factors internal to the town. Opportunities and threats are found external to the town itself (e.g., in the region, state etc.). The areas reviewed here have been previously identified and discussed in this report. For more details, the reader is referred back to the previous sections.

Strengths

- Location and town size
- Physical beauty / natural environment
- Numerous outdoor recreational opportunities
- High per capita revenues from bed taxes and sales tax
- Projected economic growth
- Economic engine of county

Weaknesses

- Location
- Limited easy-access to the area
- High housing costs / lack of affordable housing
- Recreation and resort-based economy
- Seasonal nature of economy
- Excess capacity many times of the year
- Lack of coordination between Town and the ski resort

Opportunities

- Projected economic and population growth in eastern Southern California
- Strong hospitality and leisure sectors of the state and national economy
- Target segment of affluent, active doers (skiers), with apparent unmet needs

- Planned expansion of local airport
- The college

Threats

- Changing economic conditions
- Competitive challenges from other ski/mountain resorts (in and outside of California)
- Competitive challenges from other outdoor activities and areas
- Uncontrollable impact of nature

Conclusions and Recommendations

The Town of Mammoth Lakes has a two-season recreation- and tourist-based economy. There are four primary possible ways to increase local economic activity in this market. One possibility is to diversify away from tourism. Another possibility is to increase winter visitors, or change their demographics. Increasing summer visitors or changing their demographics is a third possibility. Finally, increasing visitors during the non-peak seasons, spring and fall is an option.

There are limited possibilities for diversifying Mammoth Lakes' economy. The Town's relative isolation, limited transportation, high housing costs, and snowy winters limit the community's attractiveness to tradable-goods producers. It does have an underutilized college. Taking advantage of this capital endowment would involve finding a new partner to administer the facility and probably obtaining an endowment to run the college.

With the right partner, the college has the potential to significantly diversify the community's economy and improve the educational and cultural opportunities for Town residents. One of the most beneficial impacts of a successful college would be that its economic impact would be much less seasonal or cyclical than tourism's impact.

It seems logical that the college would be most successful with programs that take advantage of what is unique about the Town and its surroundings. Programs associated with topics such as outdoor sports, photography, high altitude training, the UCSB research facilities, geology, game and fisheries management, and the like are all possibilities.

Increasing winter visitors has promise. While the ski area and rooms are completely maxed out on major weekends, significant unused capacity exists on weekdays and many week-ends. Normally proposed strategies to do this include increasing length of stays, increasing the number of repeat visits during the season, and attracting fly-in visitors from outside California. These strategies would likely also change the demographic of the visitors; these longer-staying visitors are probably more upscale than current drive-in weekend visitors.

Marketing to potential visitors outside of California is a proposed strategy, and it has promise. The numbers of visitors arriving by jet has increased dramatically, and the cost of such travel implies that the visitors stay longer than those who drive up from Los Angeles for the weekend. It also implies a more upscale demographic. Scheduled commercial air service is key to this strategy.

Excess capacity also exists in summer, particularly for rental units. Filling those units requires attracting a different demographic than the current summer visitor. Currently, summer visitors tend to have lower-incomes than winter visitors. They camp out more and eat less at restaurants. Multi-day events that attract visitors from long distances are probably the key to increasing rental unit occupancy in the summer.

Huge amounts of excess capacity exist in the spring and fall. The marginal cost to service new visitors in this season would be small. Consequently new spring and fall visitors could come from just about any demographic and be profitable to local proprietors. Given the low base of fall and spring visitors small increases should provide significant economic benefits to the community. Successfully attracting off-season visitors requires creating new cultural or recreational seasons or events.

The comparison communities highlighted in the case study took several strategic initiatives to increase economic activity:

1. Increasing events for tourists.
2. Creating a new image.
3. Using regional tourism methods.

After studying the success of Telluride, Napa Valley and Paso Robles, we believe that Mammoth Lakes needs to establish a new brand in addition to skiing, with an image that visitors will remember. Telluride is not only known for its skiing and golf courses but it is well known as the "Festival Capital of Colorado." Napa Valley, of course, is known around the world as the leading wine country in California and even the United States. Mammoth Lakes need to find its own image, including summer recreation.

The ideal positioning strategy for Mammoth Lakes will be one that encompasses all it has to offer, now and in the near future. It should build off of Mammoth's currently perceived strengths, as well as appeal to the key demographic groups that can provide the town with economic sustainability. For example, Mammoth could be presented as "California's Playground." This positioning approach allows Mammoth to build off its existing strengths of skiing and camping/hiking. Under the "California's Playground" umbrella, Mammoth Lakes could easily market other active outdoor pursuits, as well as offer leisure options and activities. To illustrate, Mammoth Lakes could consider doing all of the following:

- Develop a strong presence in mountain biking, possibly working to be identified as the mountain biking capital of California.
- Create business retreats and convention packages for corporate groups and professional organizations.
- Create an atmosphere/environment filled with arts, music, and other events or festivals beyond current outdoor activities.

Each of these actions should be focused on increasing the number of multi-day or week-day visitors. We note that between the Town of Mammoth Lakes and the Mammoth Mountain Ski resort,

the community has more events than Telluride. The difference is that Mammoth Lakes concentrates on weekend and single-day events. The existing schedule is meant to maximize the probability of an events success. Assuming higher risk by promoting multi-day mid-week events has the potential for significant gains

If Mammoth Lakes is to broaden its image and expand its economic base, the community needs to invest in those facilities, amenities, and trappings needed to attract the wider base. For example:

- In order to pursue high-level mountain biking, a new world-class mountain bike course must be laid out, and more major biking competition and events must be established to bring in world renowned competitors to the Town.
- An area full of nice restaurants and bars must be established to complement major events for visitors to enjoy themselves at night.
- Day spas and other leisure services and activities need to be established and/or expanded.

While developing a new positioning strategy and slogan is beyond the scope of this research project, the above is presented to illustrate options and suggestions. "Mammoth – California's Playground" is not presented as a tested slogan and positioning strategy.

Skiers are the target group which provides Mammoth Lakes a year-round base of users, given their other activities and interest, and their higher income level. They are active, outdoor doers, who enjoy the good life and every thing it entails (gourmet cooking/fine foods, wine, travel, arts/entertainment, etc.). While everyone in the household might not ski, providing other amenities and leisure services will allow Mammoth Lakes to attract and expand on its current skier market. Further, given the projected real estate development, the town should be poised to leverage the marketing activities associated with these properties and the increased head count generated. To the extent possible, effort should focus on smoothing out the demand, increasing usage during off-peak periods including week-days and non holiday week-ends.

Until air travel improves ease of access to the Mammoth area, the town needs to continue to focus on markets within drivable range. An examination of the California DMAs reveals that the southern California region (Los Angeles and San Diego DMAs) continues to provide the nearest populations with stronger interest in skiing than average Americans. After commercial air access into Mammoth Lakes expands, the town would do well to expand its focus to include the central coast (Santa Barbara to Monterey) and Bay area markets.

The Town of Mammoth Lakes also has disjointedness to it. It is difficult to reach the mountain on snowy days, which discourages visitors. Its three shopping areas are not connected by walkways. This just encourages more street traffic, which can be quite problematic. A possible way to reduce traffic would be to install parking structures near the proposed government center and at Snow Creek. These could be linked to the mountain by gondolas. Telluride, Beaver Creek and Vail have used gondolas with excellent results.

We consider two to be the minimum number of new parking structures to improve the flow of skiers to the mountain. The Physical Mobility study recommends three, in part to facilitate shopping. We have no argument with that plan.

Development of attractive walking and shopping corridors would contribute to an attractive community. It would also likely increase the spending of visitors. Logical paths include Main Street from Minaret Road to Old Mammoth Road and Old Mammoth Road from Main Street to Snow Creek.

Achieving the proposed walking-shopping corridors will involve developing a consensus plan and negotiations with developers and redevelopment funds. Since residential property is more profitable to developers, that is what they want to build. Certainly, any new project in the proposed corridors should require a retail component consistent with the plan. This would involve mixed-used projects. Other developers could also contribute. It would be easy enough to create a plan whereby developers trade residential for retail on off-property projects. Care must be taken here not to make the development process so onerous as to eliminate development altogether. Given the requirement for retail space as a component of a residential project, the developer will build the most marketable space.

The best estimate, based on utility usage, of the historical maximum number of people in the Town of Mammoth Lakes is about 44,000. The community is currently debating what the planned maximum at build out should be. Particularly the general plan draft proposes 60,700 people. This is a number based on assumptions regarding densities and development.

We have two comments on this. First, in spite of the current enthusiasm for the concept of build-out among planners, build-out is a concept that is unlikely to be achieved. A city does not just choose its final form. Change is inevitable. Even if every square foot of the Town of Mammoth Lakes were to be developed, there would be pressure to change some of what was there. Some change would inevitably be an improvement. Older housing units may be replaced by newer units. Commercial areas may be redeveloped. Parks could be put in. The possibilities go on and on. The changes brought about by these forces would impact densities and the number of people in the Town.

The second issue is what would bring those people to Mammoth Lakes? As best we can determine, 60,700 is not a number related to market demand. In particular, it does not take into consideration the ability to entertain these people. Given the existing mountain infrastructure, agreements between the mountain and the Forest Service and other entertainment infrastructure, we doubt that 60,700 will be in Mammoth at one time.

The correct way to determine the maximum number of people in the Town of Mammoth Lakes is to start with a statistical estimate of the maximum number of people attracted to the Town by its recreational and entertainment capital. You add to this the Town's residents and commuter workforce. Because of changing demographics and changing capital, this number will be constantly changing.

The Town of Mammoth Lakes' future success is dependent on consensus and cooperation. The community has been abundantly endowed by nature. It has one of the World's best ski mountains. It sits in a spectacular and unique region that abounds with natural beauty and recreational opportunities. It has perhaps the best mountain weather in the World. Much of the region has been protected. The consequence is that developable land is in such short supply that it would take a determined effort to destroy the endowment.

The community also has more human capital than the population would imply. The region's endowment has attracted an intelligent and active population, a population with a deep sense of place. These people have strongly held views, which makes consensus development difficult.

Cooperation is made more difficult by the lack of coordination between the Town of Mammoth Lakes and the Mammoth Mountain Ski Area. We think that the creation of a new position at the Mammoth Mountain Ski Area would go a long way toward improving the cooperation. The position could be called "Community Relations" or something similar. The job would be to be active in the community and act as an ambassador for the Mountain.

Each of the comparison communities have been successful in large part because they have developed a consensus plan and cooperated in implementing that plan. Each has preserved the sense of place that makes them unique. Given its endowment, there is no reason that the Town of Mammoth Lakes cannot achieve at least as much success. Absent a plan and cooperation, the community will likely become more disjoint and congested. With a plan properly implemented, the community can become more attractive with enhanced cultural opportunities and increased prosperity.