



## **Selected Quotes by Chapter from the “UCSB Economic Forecast Project: Report to the Town of Mammoth Lakes,” 2006**

### **Executive Summary: Conclusions and Recommendations:**

“Opportunities include expanded biking.”

“Create a more cohesive, pedestrian-friendly community.”

### **Economic Analysis: Economic Conditions:**

“Winter visitation is almost entirely because of the Mammoth Mountain Ski Area, and it is concentrated around weekends. Summer vacationers come because of the Eastern 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.”

### **Retail Sales:**

“The more it is not like everywhere else, the more appeal and attraction the Town may hold.”

### **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.”

### **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 is 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.”

### **Mammoth Lakes’ Strengths, Weaknesses, Opportunities and Threats:**

#### **“Strengths:**

- Location and town size
- Physical beauty/natural environment
- Numerous outdoor recreation opportunities...”

## **“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...”

## **Conclusions and Recommendations:**

“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.”

“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...”

“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...”

“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 recreation 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.”

“Cooperation is made more difficult by the lack of coordination between the Town of Mammoth Lakes and the Mammoth Mountain Ski Area.”

“Each of the comparison communities have been successful in large part because they have developed a consensus plan and cooperated in implementing that plan.”