

MONO COUNTY

Job Creation Plan

For

2000-2005

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and

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Adopted by:

Mono County Board of Supervisors

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TABLE OF CONTENTS

I. INTRODUCTION1
 JOB CREATION INVESTMENT FUND (JCIF) REQUIREMENTS1

II. MONO COUNTY OVERVIEW AND DEMOGRAPHICS3
 MONO COUNTY SETTING3
 POPULATION TRENDS3
 EMPLOYMENT TRENDS6
 INCOME-RELATED DATA7
 CalWORKs DEMOGRAPHICS8
 LABOR MARKET INFORMATION8

III. ECONOMIC ASSESSMENT11
 INTRODUCTION11
 PLANNING PROCESS12
 WORKSHOP PROCESS13
 COUNTYWIDE RECOMMENDATIONS14
 RECOMMENDED ACTIONS TO FOSTER ECONOMIC DEVELOPMENT & JOB
 CREATION14
 ISSUES TO BE RESOLVED21
 SPECIFIC COMMUNITY RECOMMENDATIONS FOR ECONOMIC
 DEVELOPMENT & JOB CREATION24
 ANTELOPE VALLEY24
 BRIDGEPORT VALLEY27
 JUNE LAKE31
 CROWLEY LAKE36

IV. JOB CREATION PLAN37
 EMPLOYMENT OPPORTUNITIES FOR CALWORKS RECIPIENTS37
 NEEDS TO FACILITATE EXPANSION38
 COLLABORATION38
 ECONOMIC DEVELOPMENT GOALS & OBJECTIVES39
 JOB CREATION ACTIVITIES41

V. REFERENCES45

APPENDIX A – KEY RESOURCES47

TABLES

TABLE 1 MONO COUNTY POPULATION BY COMMUNITY AREA, 1990 & 19984

TABLE 2 MONO COUNTY POPULATION PROJECTIONS BY COMMUNITY AREA,
 2010 & 20204

TABLE 3 MONO COUNTY GROWTH RATE BY DECADE5

TABLE 4 POPULATION BY AGE, MONO COUNTY, 19906

TABLE 5 EMPLOYMENT BY TYPE AND INDUSTRY, 1970-19957

I. INTRODUCTION

JOB CREATION INVESTMENT FUND (JCIF) REQUIREMENTS

The Job Creation Investment Fund (JCIF) was created by legislation in 1997 and is administered by the California Trade and Commerce Agency. The Trade and Commerce Agency is responsible for coordinating economic development activities relating to welfare reform. The intent is to link strategic economic development activities to welfare reform activities in order to assist in creating jobs, particularly for CalWORKs recipients. CalWORKs (California Work Opportunity and Responsibility to Kids) is a California state welfare reform program that stresses personal responsibility and a work-first philosophy.

The legislation creating the JCIF also allocated funds to counties to invest in eligible Job Creation Activities for CalWORKs recipients. Eligible Job Creation Activities must be consistent with an approved local plan; up to 50% of the funds allocated to the county (or \$250,000, whichever is less) can be used to develop a strategic plan for job creation. The remainder of the funds must be used to implement plan activities that may include, but are not limited to, the following:

- Planning and coordination activities that lead to better local linkages between strategic economic planning and development of education and training curricula relevant to jobs that will exist locally.
- Packaging economic development and community development projects in a manner that can utilize capital financing mechanisms.
- Targeting economic development and Job Creation Activities to emerging or growth industry clusters in the local area.
- Expansion of technical assistance to small businesses and manufacturers for activities such as those designed to make business operations more economical or competitive, while providing jobs for welfare recipients.
- Permit streamlining services.
- One-stop centers for small business financing to coordinate funding resources for business expansion.
- Establishment of small business incubators.
- Support of micro-enterprise activities.
- Matching seed capital funds with private capital for community development projects.
- Development of localized labor market information that enables placement of CalWORKs recipients, as well as future jobs.
- Assistance in developing economic development strategies for business expansion and location opportunities, including work force preparation and other local training services for employees.
- Establishment and support of neighborhood development corporations.

The Job Creation Plan required by the legislation which established the JCIF must include the following components:

- The number of CalWORKs recipients in the county and the communities in which these recipients are located.
- Local/regional economic sectors, or specific companies, whose expansion offers the greatest opportunities for employing CalWORKs recipients.
- A description of the needs of the economic sectors and/or companies identified in subsection (2) above required to facilitate their expansion and creation of new employment for CalWORKs recipients.
- Specific Job Creation Activities targeted to employ CalWORKs recipients, that respond to the needs identified in subsection (3) above.
- Ranking of Job Creation Activities according to priority for implementation.
- A description of how grant funds will be used to implement each of the Job Creation Activities described in subsection (4) above.
- A description of the links and collaborative relationships the Grantee has established with local government agencies, nonprofit organizations, employers, and other entities involved in the preparation of the Job Creation Plan and a description of the links and collaborative relationships that will be established during the implementation of the Job Creation Activities described in subsection (4) above.
- Performance standards developed by the Grantee to measure the success of Job Creation Activities. The performance standards shall include the number of private-sector jobs that could be created as a result of the Job Creation Activities and the number of CalWORKs recipients that could be employed as a result of the Job Creation Activities.

II. MONO COUNTY OVERVIEW AND DEMOGRAPHICS

MONO COUNTY SETTING

Mono County is located on the eastern slope of the Sierra Nevada, south of Lake Tahoe. The county is a long, narrow strip of land—108 miles at its greatest length and 38 miles in average width—bounded to the west by the Sierra crest and to the east by the Nevada state line. Although there are several mountain ranges in and adjacent to the county, the Sierra Nevada dominates the landscape—the predominant feeling throughout the county is one of space and panoramic views opening eastward from the Sierra Nevada.

Human use and development of the area has been influenced by its isolation and the difficulty of access. Access remains limited to one main transportation route, U.S. Hwy. 395, which runs through the county along the foot of the Sierra for approximately 120 miles. By car, Los Angeles is approximately 350 miles south on Hwy. 395, Reno, Nevada, is 160 miles north on Hwy. 395, and the San Francisco Bay Area is approximately 300-350 miles west on various routes connecting to Hwy. 395. Two highways, S.R. 167 and U.S. 6, provide access to Nevada from the central and southern portions of the county. Access both to the east and the west may be closed in winter due to snow—Hwy. 395 then becomes the only access to and through the county.

Mono County is rural and sparsely settled, with 10,600 residents in 1998. One half of the county's population lives in the town of Mammoth Lakes, the only incorporated community in the county. The remainder of the population lives in a number of small communities scattered throughout the county. Approximately 94% of the land in the county is publicly owned; much of it is managed by the U.S. Forest Service and the Bureau of Land Management. The Los Angeles Department of Water and Power also owns large parcels of land in the southern portion of the county.

POPULATION TRENDS

- In 1998, 50% of the total county population resided in Mammoth Lakes. The remaining 50% of the county population is spread throughout the county's community areas. Approximately 80% of the county's population resides in the "South," which includes the community areas from Mono Basin south.
- Since the State Department of Finance does not provide figures for community areas (other than Mammoth Lakes), community population figures were calculated using the proportions from the 1990 U.S. Census, assuming that the population distribution throughout the community areas has remained approximately the same since 1990.

| TABLE 1 MONO COUNTY POPULATION BY COMMUNITY AREA 1990 & 1998 | | | |
|---|----------------------------|----------------------------|---------------------------------|
| Community Area | 1990 Population | 1998 Population | % County Pop. (1998) |
| Mono County | 9,956 | 10,600 | 100 |
| Antelope Valley | 1,328 | 1,361 | 13 |
| Bridgeport Valley | 843 | 863 | 8 |
| Mono Basin | 398 | 408 | 4 |
| June Lake | 581 | 595 | 6 |
| Mammoth Lakes | 4,785 | 5,300 | 50 |
| Long Valley | 935 | 958 | 9 |
| Wheeler/Paradise | 186 | 191 | 2 |
| Tri-Valley | 900 | 922 | 9 |

Source: 1990 U.S. Census; State Department of Finance Mono County Population Projections. Community area proportions based on proportions from 1990 Census.
Note: Numbers may not add up due to rounding.

| TABLE 2 MONO COUNTY POPULATION PROJECTIONS BY COMMUNITY AREA, 2010 & 2020 | | | |
|--|----------------------------|----------------------------|--------------------------------|
| Community Area | 2010 Population | 2020 Population | % County Population |
| Mono County | 15,000 | 18,400 | 100 |
| Antelope Valley | 1,926 | 4,725 | 13 |
| Bridgeport Valley | 1,221 | 2,997 | 8 |
| Mono Basin | 577 | 1,416 | 4 |
| June Lake | 843 | 2,068 | 6 |
| Mammoth Lakes | 7,500 | 9,200 | 50 |
| Long Valley | 1,350 | 3,311 | 9 |
| Wheeler/Paradise | 276 | 678 | 2 |
| Tri-Valley | 1,305 | 3,201 | 9 |

Source: State Department of Finance Mono County Population Projections. Community area proportions based on proportions from 1990 Census.
Note: Numbers may not add up 100 due to rounding.

- California State Department of Finance Population Projections for Mono County place the total county population at 15,000 in 2010 and 18,400 in 2020 (see Table 2).

- Since the State Department of Finance does not provide figures for community areas (other than Mammoth Lakes), community population figures were calculated using the proportions from the 1990 U.S. Census, assuming that the population distribution throughout the community areas will remain approximately the same in the future.
- If the State Department of Finance population projections for Mono County are accurate, the county will experience a 27% growth rate between 2000 and 2010 and a 23% growth rate between 2010 and 2020, resulting in a cumulative growth rate of 56% between 2000 and 2020. This figure is lower than the 114% growth rate between 1970 and 1980 (see Table 3), but is still a significant increase.
- The Average Annual Growth Rate in Mono County between 1990 and 1997 was 0.8%. The projected Average Annual Growth Rate for 1997-2005 is 1.8% (CCSCE, Table 1).

| Decade | Growth Rate (%) |
|------------------|------------------------|
| 1950-1960 | 19 |
| 1960-1970 | 61 |
| 1970-1980 | 114 |
| 1980-1990 | 16 |
| <i>1990-2000</i> | <i>19</i> |
| <i>2000-2010</i> | <i>27</i> |
| <i>2010-2020</i> | <i>23</i> |

Source: U.S. Census; State Department of Finance Population Projections.
 Note: Figures in italics are projections.

- The 1990 Census showed that the majority of the county's population continues to be in the 18- to 64-year-old age range, especially in the town of Mammoth Lakes (see Table 4). Only 6% of the total countywide population is 65 years or older, with the majority of those over 65 living outside of Mammoth Lakes. The only noticeable change in the age composition of the county's population between 1980 and 1990 was a slight increase in the percentage of those 65 years or older (4% in 1980, 6% in 1990).

TABLE 4 POPULATION BY AGE, MONO COUNTY – 1990

| Age Group | Countywide | Mammoth Lakes | Unincorporated Area |
|-----------|--------------|---------------|---------------------|
| 0 - 4 | 814 (8%) | 378 (8%) | 436 (8%) |
| 5 - 17 | 1,620 (16%) | 665 (14%) | 955 (19%) |
| 18 - 64 | 6,906 (69%) | 3,631 (76%) | 3,275 (63%) |
| 65+ | 616 (6%) | 111 (2%) | 505 (10%) |
| TOTALS: | 9,956 (100%) | 4,785 (100%) | 5,171 (100%) |

Median Age – Countywide 33 years, Mammoth Lakes 30 years.

Source: 1990 Census.

Note: Percentages may not equal 100% due to rounding.

- In the 1990 census, the ethnic composition of Mono County was predominantly white (93%), with 3.7% American Indian, <1% Black, 1.3% Asian and 1.9% other race. Persons of Hispanic origin, which includes people of all races, encompassed 11.3% of the population.
- By 1996, the ethnic composition remained essentially the same, although the Hispanic portion of the population had increased to 14.2% of the total population (DOF, 1998 County Projections).

EMPLOYMENT TRENDS

- Between 1970 and 1995, employment in Mono County increased significantly in the retail trade and service sectors (see Table 5). Employment in those sectors is concentrated predominantly in lodging facilities, restaurants and recreational based sales and services. Much of that activity is centered in Mammoth Lakes, which has the largest area of commercial development. This trend is likely to persist as Mammoth continues to develop additional resort facilities.
- Mono County's economy is based on tourism and outdoor recreation. Many businesses are open only seasonally, which results in a significant transient labor force. The largest employment sector in Mono County is the services sector, which includes motels, hotels, restaurants, pack stations, ski areas and resorts. Jobs in this sector are impacted by overall economic conditions and adverse weather conditions.
- The second-largest employment sector is retail trade, which includes gas stations, grocery stores and retail shops. These jobs are also sharply affected by economic swings and weather fluctuations.
- Government is the third largest employment sector, offering one of the more stable, year-round employment opportunities. This sector includes county and town government, the California Department of Fish and Game, the U.S. Bureau of Land

Management, the U.S. Forest Service, Caltrans, the California Highway Patrol and the California Department of Parks and Recreation.

- Other significant employment sectors are construction and finance/insurance/real estate.

| | 1970 | % of 1970 Total | 1995 | % of 1995 Total | New Jobs 1970-1995 | % of New Jobs |
|--------------------------|-------|--------------------|-------|--------------------|-----------------------|------------------|
| Total Employment | 2,152 | 100% | 7,875 | 100% | 5,723 | 100% |
| By Type | | | | | | |
| Wage & Salary | 1,643 | 76% | 5,946 | 76% | 4,303 | 75% |
| Proprietors | 509 | 24% | 1,929 | 24% | 1,420 | 25% |
| Farm | 35 | 2% | 86 | 1% | 51 | 1% |
| Non-Farm | 474 | 22% | 1,843 | 23% | 1,369 | 24% |
| By Industry | | | | | | |
| Farm & Ranch | 85 | 4% | 120 | 2% | 35 | 1% |
| Non-farm | 2,067 | 96% | 7,755 | 98% | 5,688 | 99% |
| Private | 1,454 | 68% | 6,464 | 82% | 5,010 | 88% |
| Ag., Forestry, Fish | 30 | 1% | 55 | 1% | 25 | 0.4% |
| Mining | 12 | 1% | 20 | 0.3% | 8 | 0.1% |
| Construction | 115 | 5% | 632 | 8% | 517 | 9% |
| Manufacturing | 15 | 1% | 77 | 1% | 62 | 1% |
| Trans/Public Utilities | 133 | 6% | 138 | 2% | 5 | 0.1% |
| Wholesale trade | 8 | 0.4% | 85 | 1% | 77 | 1% |
| Retail trade | 440 | 20% | 1,858 | 24% | 1,418 | 25% |
| Finance, ins., real est. | 172 | 8% | 745 | 9% | 573 | 10% |
| Services | 529 | 25% | 2,854 | 36% | 2,325 | 41% |
| Government | 613 | 28% | 1,291 | 16% | 678 | 12% |
| Federal, civilian | 55 | 3% | 208 | 3% | 153 | 3% |
| Military | 131 | 6% | 255 | 3% | 124 | 2% |
| State and Local | 427 | 20% | 828 | 11% | 401 | 7% |

Source: Alexander and Rasker. 1998. Economic Profiles of the Sierra Nevada.

INCOME-RELATED DATA

Personal Income

In 1996, the per capita personal income in Mono County was \$20,682, up from \$19,914 in 1995 (California Statistical Abstract, Table D-7). Fifty percent of the total personal income earned in Mono County in 1995 came from service and professional industries [wholesale trade, retail trade, professional services, finance/insurance/real estate, services (lodging, business, health, etc.)]. Nine percent came from construction, and 19% from government (Alexander and Rasker, 1998). Of the personal income earned in services alone, approximately 68% came from hotel and lodging facilities (Alexander and Ray, 1998).

Public Assistance

In 1998, there was a total of 244 persons receiving Aid to Families with Dependent Children (AFDC) in Mono County, 61 adults and 183 children. There were also 351 recipients of Food Stamps and four recipients of General Relief in 1998.

Of those receiving AFDC in 1998, there were 80 recipients 16 years and older. Twenty were male, 60 female. Twenty were aged 16-20, 60 were aged 21-44. Sixty were white and not Hispanic; 10 were Hispanic; and 10 were American Indian.

The federal welfare program AFDC is no longer in existence; it has been replaced by Temporary Assistance for Needy Families (TANF).

(California Employment Development Department, Labor Market Information, Social and Economic Data, www.calmis.cahwnet.gov)

CalWORKs DEMOGRAPHICS

There are currently sixty-one (61) CalWORKs recipients in Mono County located in the following areas:

| | |
|---|-----------|
| Antelope Valley (Topaz 1, Coleville 14, Walker 3) | 18 |
| Bridgeport | 4 |
| Lee Vining | 4 |
| June Lake | 1 |
| Mammoth Lakes | 19 |
| Crowley | 3 |
| Tri-Valley (Benton 5, Chalfant 6, Fish Lake Valley 1) | <u>12</u> |
| | 61 |

LABOR MARKET INFORMATION

Employment

Preliminary employment figures for August 1999, show a labor force of 5,710 persons (down from 5,940 persons in 1998) and an unemployment rate of 6.6% (down from 7.9% in 1998). In August 1999, the labor force in Mammoth Lakes was 3,210 persons (56% of the total) and the unemployment rate was 8.7%.

Between August 1998 and August 1999, countywide employment in retail trade decreased 4% and employment in services decreased 10%. Decreases also occurred in transportation and utility services (3.2%). Increases in employment occurred during the same time span in the following sectors: construction and mining (11.4%); finance, insurance, and real estate (5.3%); and government (4.3%) where increases occurred in the federal (4.8%), and local (4.9%) government sectors.

(California Employment Development Department, Labor Market Information, Labor Force and Industry Employment Data and Labor Force Data for Sub-County Areas, www.calmis.cahwnet.gov)

Employer Size

In 1997, there were 557 firms in Mono County distributed as follows:

| <u>Number of Employees</u> | <u>Number of Firms</u> |
|----------------------------|------------------------|
| 0-4 | 312 |
| 5-9 | 112 |
| 10-19 | 76 |
| 20-49 | 43 |
| 50-99 | 8 |
| 100-249 | 5 |
| 250-499 | 0 |
| 500-999 | 1 |
| 1000+ | 0 |

(California Employment Development Department, Labor Market Information, California Size of Firm Report, 1997, www.calmis.cahwnet.gov)

Employment Projections by Industry

Between 1995 and 2002, the California Employment Development Department projects that employment in Mono County will increase as follows:

| <u>Industry</u> | <u>Absolute Change</u> | <u>Percent Change</u> |
|-------------------------------|------------------------|-----------------------|
| Construction/Mining | 80 | 22.2 |
| Manufacturing | 10 | 33.3 |
| Transportation/Utilities | 10 | 11.1 |
| Wholesale Trade | 20 | 33.3 |
| Retail Trade | 140 | 9.2 |
| Finance/Insurance/Real Estate | 10 | 2.6 |
| Services | 410 | 22.0 |
| State Government | 20 | 12.5 |
| Local Government | 110 | 15.3 |

(California Employment Development Department, Employment Projections by Industry, 1995-2002, Mono County, www.calmis.cahwnet.gov).

These projections may be low, however, particularly in the construction, services and retail trade sectors since they do not seem to take into account the high levels of employment to be generated by Intrawest's development in Mammoth Lakes.

Employment Projections for Intrawest Corporation

The largest employer in the county is now Intrawest Corporation. Intrawest's expansion plans for its resort facilities at Mammoth Lakes and June Lake will employ people in construction, services and retail trade. Economic analyses of Intrawest's Project Sierra development in Mammoth Lakes (Juniper Springs, Sierra Star and Gondola Village) show a 37% increase in full- and part-time jobs over the project's 10- year development period (1999-2009) (Rosenow Spevacek; BBC Research and Consulting). The project will create 932 permanent, direct jobs and 144 permanent, indirect jobs for a total of 1,076

permanent jobs. These jobs are in the service and retail trade sectors: 139 of the jobs will be in hotel units; 486 will be in resort condos; 59 will be in residential condos; and 392 will be in commercial enterprises (Rosenow Spevacek).

The Economic Impact Analysis prepared by Rosenow Spevacek also notes that:

"Over the 10-year development period, an average of 199 direct construction jobs are projected annually, with a peak in the year 2003 of 605 jobs. The number of construction jobs will vary from year to year, depending upon the level of development activity."

During community meetings in June Lake, Intrawest indicated that it intends to build 2,700 additional hotel/condo units at the rodeo grounds, along with an unspecified amount of commercial development. At Mammoth, 2,154 additional condo units are expected to generate 545 additional permanent jobs, and 242 additional hotel units are expected to generate 139 additional jobs. The number of additional jobs in the retail trade and construction sectors is unknown, but is expected to be similar to that generated in Mammoth.

III. ECONOMIC ASSESSMENT

INTRODUCTION

Nelson\Nygaard Consulting Associates conducted a series of community workshops in four Mono County communities. The focus was on four topic areas, among them job creation and economic development efforts that the county, federal agencies, community organizations and local citizens can make to improve the economic vitality of the county. This chapter discusses the results of those workshops, moving from general countywide recommendations to specific steps for individual communities which will help those communities maintain the qualities most dear to them while addressing future economic realities.

The people of Mono County have long known that a strong economy and a high quality of life are not necessarily in conflict. With creative and comprehensive planning, based on a ground-up approach, the typical spillovers of changes resulting in traffic congestion, neighborhood disruption, economic dislocation and a loss of a community's "special qualities" can be significantly reduced, even as the pace of change quickens. More importantly, with a strong community-oriented process, change can even have a positive impact, something we often forget as the world around us seems to become uglier, less friendly and more complex.

Mono County is facing a variety of difficult transportation, land-exchange and economic-development issues. While these issues are similar to those that other California counties are grappling with, they are complicated by the fact that the vast majority of land in Mono County is controlled by state and federal agencies and the Los Angeles Department of Water and Power, agencies the County has little or no jurisdiction over. Strictly speaking, Mono County's fate is not in its own hands. Instead, achieving local goals requires coordination among a broad variety of players who may have very different goals from the county.

Mono County's economy is also unusual. Ski resort areas are busy in the winter. Other communities along the main highways rely on motorists passing through in the summer. To make the best use of limited public infrastructure investments, communities must develop strategies for attracting year-round uses.

However, development of new services in all Mono County communities is constrained by the fact that they are land-locked by BLM, Forest Service, LADWP and other public agency lands. Much of the remaining land held by the county or private interests is undevelopable because it is in an avalanche zone, cannot be accessed from the highway or lacks utilities. These agencies may be willing to arrange land swaps with the county, but they will need motivation to do so.

Another constraint that the county faces is that while it supports an ever-increasing number of tourists, most project funding support from the state and federal governments is based on population formulas. Although it needs to develop and maintain highways, sewers, water treatment plants and hospitals for the tourists who pass through the county every year, it does not receive commensurate funding for the necessary infrastructure improvements.

Finally, while it may be tempting for Mono County residents to sit back and watch the sun set over Sawtooth Ridge, confident that their quality of life is assured, change is inevitable for the county and it will come as a result of outside forces local people cannot control. These changes include:

- Traffic on Hwy. 395 has forced Caltrans and the county to grapple with difficult issues where the highway also serves as a small community's "Main Street." Topaz, Walker, Coleville, Bridgeport and June Lake all have state highways as their main street. The Crowley Lake Drive community once had the highway as its main street, but relocation of the highway reduced business opportunities and changed some commercial uses, but provided a quiet residential setting that many local residents enjoy.
- Changes in federal law require welfare recipients to transition to work. While urban areas already have many resources in place for job training, placement and transportation to work, Mono County faces special challenges. Two of its greatest challenges include the seasonal nature of much of the available work, plus long distances between jobs and available housing that currently require the use of a private car to bridge. Mono County will need to think very creatively as to how to provide adequate transportation linkages for job seekers, including connections to daycare providers.
- Development pressures in Mono County, while not as overwhelming as those in other areas, will continue to reshape the county's built environment. Through coordinated planning now, these new projects can support local values and priorities rather than conflicting with them.

PLANNING PROCESS

Mono County has a long history of cooperative decision-making and citizen involvement in the planning process. Because so many unrelated agencies govern key areas of the county, the Collaborative Planning Team was formed to ensure regional communication. The Collaborative Planning Team is comprised of Mono County, Toiyabe and Inyo national forests, Caltrans, the Bureau of Land Management, Los Angeles Department of Water and Power, California Department of Fish and Game, Lahontan Regional Water Quality Control Board and the Town of Mammoth Lakes. The meetings of the Collaborative Planning Team are advertised and open to the public. At the sub-regional level, Regional Planning Advisory Committees (RPACs) deal with more detailed issues with more direct citizen involvement. The Board of Supervisors invites

citizen members to RPACs throughout the county, and these citizens are joined by relevant public agency staff.

Building off the success of this advisory body structure, the Collaborative Planning Team appointed facilitators from Nelson\Nygaard Consulting Associates of San Francisco to assist four key sub-regions of the county in establishing common goals and related policies for:

- A Job Creation/Economic Development Plan
- Updates to transportation policies for community and regional transportation plans
- A Master Land Tenure Adjustment Plan
- Updates to the visions and overall goals of local community plans

The Nelson\Nygaard approach to addressing all these issues focused on identifying the real choices and bringing them forward early in the process so that they can be discussed and understood in the communities. Starting from the general desires of each community, the consultants helped individuals articulate what exactly they want, then worked to achieve a common vision of how citizens want their communities to look, work and feel. Finally, the facilitators helped the communities to develop strategies and specific action steps to build toward their vision.

WORKSHOP PROCESS

The process was based on a series of three workshops in each of four target areas across the county. These areas included:

- The Antelope Valley region including Topaz, Walker and Coleville
- The Bridgeport Valley, including the community of Bridgeport and the Native American Bridgeport Colony
- The June Lake Loop
- The Long Valley/Crowley Lake area, from Tom's Place to the Mammoth airport

The first local workshop brought together all of the key stakeholders in the project area, including local residents, merchants, commercial property owners, county public works, county planning, Caltrans, the Bureau of Land Management, the Forest Service, parents, children, senior citizens and other agencies as appropriate. After introductions, the facilitators asked participants a series of pointed questions, including:

- What do they like best about their community?
- What works best in their community?
- What does not work so well?
- How is the community changing?
- How would they like to see their community change?
- What should we work to hold onto?

On the following evening, a second workshop was held in each community. The goal of this workshop was to refine the visions and goals outlined in the first workshop and to help participants begin to work toward a tangible community plan.

Working with county and agency staff, the facilitator then took the results of the second workshop and developed a plan or set of alternatives that best addressed the results of all workshops to date. Depending on the specific issues facing the individual communities, the plan focused on community design, program development, inter-agency cooperative agreements, planning codes or other elements. The facilitators then presented the draft recommendations to the community to ask for comments from the group as part of an open forum.

COUNTYWIDE RECOMMENDATIONS

Although each of the four communities had its own unique characteristics, the following goals and objectives emerged as universal. These will be discussed in more detail below.

- Maintain and enhance quality of life
- Preserve and enhance public open space
- Develop new year-round recreation opportunities
- Reinforce community character
- Use growth pressures to build toward community values
- Develop local and regional trail and path networks
- Promote a balanced, year-round economy
- Provide new affordable housing and maintain existing stock
- Focus new business creation on off-seasons
- Support new and existing local businesses
- Maintain and improve local and regional communication and cooperation
- Maintain existing forums for communication
- Create or reinvigorate local forums for communication and cooperation
- Participate in greater regional planning and economic efforts
- Hire economic development coordinator
- Ensure minority participation in planning and decision making

RECOMMENDED ACTIONS TO FOSTER ECONOMIC DEVELOPMENT & JOB CREATION

Mono County's historic economic success was based largely upon its proximity to water, timber and ore. While these factors—particularly water—will continue to remain important, the future of the county's economy will largely be driven by the extraordinary quality of life available there. Although each of the four communities examined had its own unique assets and liabilities, quality of life emerged overwhelmingly as the most important asset for residents and business owners in all four regions.

Maintain and Enhance Quality of Life

Quality of life is critical for obvious reasons in order to continue to attract tourists. As California and Nevada's urbanized areas become increasingly polluted, congested, placeless and lacking in natural areas and opportunities for recreation and relaxation, Mono County presents a dramatic contrast. The county offers everything from the fast-paced atmosphere of Mammoth Mountain to an abundance of solitude. Wilderness areas to the west offer a total escape from the mechanized noise and activities so many of us endure 24 hours a day. Forest Service and BLM lands to the east offer solitude and space.

Quality of life is critical for slightly less obvious reasons in order to create new businesses. As many business owners in the workshops noted, they came to Mono County because of the quality of life there, and they started a business in order to be able to make enough money to live there. According to the 1995 Sierra Nevada Voter survey conducted by J. Moore Methods, Inc., 89% of Mono County residents rated quality of life as a "major" reason they chose to live there—the highest score out of all 16 Sierra counties. Mono County also received the highest scores among its residents choosing to live there because of the quality of the environment (87%) and easy access to outdoor recreation (67%).

Because of restrictions on extractive industries and the unbalanced nature of the tourist economy, it is not easy to create a business in Mono County that thrives according to the performance measures common elsewhere. That is, sheer profit is not as primary a motive for many local business owners as it is in other places. According to one participant, "The only way to make a small fortune in Mono County is to come here with a large fortune and start a small business. We're in business here because we want to be here." In many ways, Mono County's economic foundation is similar to the arts and nonprofit advocacy industries, which abound with workers and business owners who are willing to discount their incomes because they so enjoy and believe in what they do.

In order to continue to attract both tourists and this sort of dedicated, creative business owners, the county's primary focus must be on preserving the assets that contribute to its quality of life. Specifically, we recommend addressing the following objectives:

Preserve and Enhance Public and Agricultural Open Space

Mono County's greatest curse is also its greatest blessing: 94% of the land in the county is publicly held, more-or-less permanently undevelopable open space. While most growing counties in the West struggle with sprawling, ugly subdivisions and office parks that consume vast areas of land, most development in Mono County is confined to areas in and around its compact, historic communities.

According to the Sierra Nevada Voter Survey, 57% of local residents think the county should be doing more to permanently preserve open space and agricultural land there. A full 72% think the county should be doing more to conserve the natural environment in general.

Pursue Conservation Easements with Local Ranchers

While California's Williamson Act allows private landowners to keep their lands in agricultural uses in exchange for certain property tax benefits, it has never been used in Mono County, according to planning department officials. Since the passage of Proposition 13, property taxes are held steady unless the property changes hands, at which point it is reassessed at its current market value. Since most agricultural lands in the county have been held by the same families for very long periods of time, the Williamson Act has not proved of value to property owners.

While there are no known plans for subdivisions on existing ranches in the four study areas, it is not too soon to begin conversations with local landowners about purchasing deed restrictions that would keep their lands in agriculture permanently. The Trust for Public Lands uses this method routinely in order to preserve farms and ranches throughout California, using a variety of private and public funds to pay ranchers for their development rights.

The Antelope Valley, where there are wide stretches of private agricultural land within reasonable commuting distance of sprawling Minden, Gardnerville and Reno, would be a good place to focus initial conversations about easements.

Adopt Right-to-Farm Ordinances

As tract-housing subdivisions are built in historic farming areas of the Central Valley, new residents have begun to complain about the typical impacts associated with farming, such as dust blown from plowing and aerial spraying of crops. These new residents often commute long distances to non-agriculture jobs in other counties. Some Central Valley counties concerned about the future of their agricultural economies are beginning to enact "Right-to-Farm" ordinances which protect farmers and public agencies from nuisance lawsuits from new homeowners. They are also taking steps to educate new homeowners and developers about the necessary effects of living in farm country in order to manage expectations and create new forums for communication between farmers and adjacent residents.

Adopt Zoning Codes that Truly Support Agriculture

In some parts of Mono County, "ranchette" zoning of minimum 3- to 10-acre parcels is in place arguably to preserve the area's "rural lifestyle." Except for equestrian uses and specialty produce, however, parcels this small are not viable for most forms of agriculture. According to the Sierra Business Council's Planning for Prosperity report, more valuable and agriculturally productive land might need minimum parcel sizes of 40 to 80 acres, while less-productive grazing land might require minimum parcel sizes of 160 to 640 acres.

Pursue Land Swap Agreements with Willing Sellers to Concentrate Private Property in and around Existing Communities

The county has already begun discussions with the U.S. Forest Service and the Bureau of Land Management to arrange land-swap agreements to concentrate private, developable property in and around existing communities.

Reinforce Community Character

Along with its spectacular open spaces, one of Mono County's greatest economic assets is the strong character of its communities. While communities in other resort

communities rush to generate additional sales tax revenues by quickly throwing up strip malls and bland buildings that could be from "Anywhere, USA," most Mono communities maintain their historic village character. They feature small, detailed buildings that relate to streets rather than parking lots. Many buildings are owned by the same people who own and operate the businesses inside them. Generally, these streets form traditional "Main Street" commercial districts that invite walking, lingering and browsing.

Use Growth Pressures to Build Toward Community Values

In southern Mono County, growth pressures are currently strong as a result of the ongoing development in the Town of Mammoth Lakes and the proposed expansion of Mammoth airport. Residents of the communities within commuting distance of Mammoth are universally concerned about the effects these pressures will have on their small, close-knit communities. Since the potential growth of these communities is greater than the level desired by residents, these communities are in the enviable position of being able to use excess growth pressure to shape the direction of growth in the most positive possible way.

Begin Conversations Now to Implement Community Visions

In June Lake, residents, business owners, the county, the Forest Service and Intrawest Corporation, the town's primary developer, should immediately begin conversations about the shape of Intrawest's proposed development at June Mountain. The community's Citizen's Advisory Committee is the proper forum for such discussions. For more detail, see specific recommendations in the June Lake section of this report.

In the Crowley Lake area, the local Regional Planning Advisory Committee should begin active conversations with the Town of Mammoth Lakes and Intrawest to clarify how development of Mammoth Lakes will affect that community, and to work toward limiting negative impacts.

In northern Mono County, growth pressures are currently less strong but will be expected to increase as the Minden/Gardnerville area and southern Mono County develop. These areas should begin to put policies in place now to shape development according to the community's vision, but the urgency is less than in the Mammoth area.

Develop Local and Regional Trail and Path Networks

Every community in the county agrees that new multi-use trails should be a high priority. These trails could be used for bicycles, pedestrians and equestrians during the summer, and for cross country skis or snowmobiles during the winter. Not only would they serve an important transportation function, but they could also be a valuable visitor attraction as well.

Interest in non-motorized transportation is increasing dramatically in California, especially as a form of recreation. Mammoth Mountain has developed an extensive network of off-road mountain bike trails, and these are a key summertime attraction to the ski area, significantly balancing the seasonality of the resort. Inyo County has also been aggressively pursuing a regional trails network.

In communities such as June Lake, a local trail network has the potential to significantly reduce traffic congestion and parking demand. June Lake is ideally suited to non-motorized transportation, since all development there occurs as a series of densely clustered, pedestrian scaled hamlets strung out on a relatively flat line.

While many trails can be developed on existing public rights-of-way, some segments will necessarily cross private lands. The county should follow the example of the Rails-to-Trails Conservancy or the city of Eugene, Ore., by working cooperatively with landowners for trail easements.

Focus on a Year-Round Economy

One of the most challenging economic issues currently facing Mono County communities is the seasonal nature of most of their target tourist activities. Vacationing motorists, fishermen and campers overwhelm certain parts of the county during the summer, then abandon them during the other seasons of the year. Ski resort communities have crowding problems in winter but cannot fill rooms during the summer or shoulder seasons. Each of these communities is forced to build water, sewer, power and solid waste infrastructure to handle peak conditions, but these facilities are fully used only a small portion of the year, placing a large burden on year-round residents to fund and maintain them.

Provide New Affordable Housing and Maintain Existing Stock

The lack of affordable housing is one of the primary limitations on sustainable economic growth in the county, and perhaps the greatest threat to maintaining a true sense of community in the county's towns. In the Sierra Nevada Voter Survey, only 4% of Mono County residents stated the "availability of affordable housing" was a major reason they chose their community. Not only is this figure the lowest among all 16 counties surveyed, it was less than a quarter the points given to the second-lowest-scoring county. Similarly, 65% of county residents felt the county should be doing more to improve the availability of affordable housing – by far the highest score in the Sierra. Affordable housing is something that few voters argue against in concept, but many will oppose if it is planned in their back yard, or if it is provided in an ugly, sloppy way.

Remove Roadblocks to Affordable Housing Construction

The county should work with each of the Regional Planning Advisory Committees to ensure that each fully understands what affordable housing means and how it can be provided. Each Regional Planning Advisory Committee should examine what existing roadblocks there are against the provision of new affordable housing. Are lot sizes too big, in a mistaken effort to maintain a sense of "rural community"? Are all forms of manufactured housing banned? What provisions are there for multifamily housing, especially in village centers? Do the local planning documents state clear support for affordable housing, and offer guidance and rewards for developers who provide it? Can existing homeowners easily add legal second units? Are developers awarded density bonuses if they provide below-market-rate units?

Seek Funding Support for Affordable Housing

The county should pursue Community Development Block Grants (CDBG) and other funds to rehabilitate existing housing stock that may be out of compliance with county

codes. The county has many older homes on small lots that positively contribute to local community character and serve critical affordable housing functions.

Focus New Business Creation on Off-Seasons

One of the greatest weaknesses of the Mono County economy is the fact that many communities generate the bulk of their revenue over a short season of the year. This imbalance creates two primary problems: 1) All local infrastructure and services, including water, sewer, power, solid waste disposal, police and fire protection, must be sized all year according to local population during the tourist peak, but can be paid for only by revenues generated during a short period; and 2) service employee needs rise and fall dramatically, leading to long periods of unemployment for many workers and/or a transient workforce. Both of these problems result in a strained economy and an unstable community.

Interestingly, some communities in the county generate their tourist peaks in the winter with the ski season, while others peak in the summer with the fishing, hiking and auto-touring season.

If the county and the local communities are going to invest resources in new business creation, they will get the largest return on their overall investment by focusing on new activities for the "off" season. In ski resort communities, this means developing summertime uses such as hiking, fishing, camping, conferences and so on. In summer communities, this means finding new cold-season activities that will draw visitors, such as ice fishing, cross country skiing, snowmobiling and ice climbing.

Drier and warmer communities in the county may have a difficult time developing snow activities if snowfall levels are unreliable. In those cases, they should focus on minimizing the impacts of the seasonal imbalance by developing programs to attract a high quality seasonal work force. Larger summer resort areas in the region already have well developed programs to attract college students on summer break or foreign workers who may work on a temporary visa then return to their home country. Smaller local businesses can follow the lead of larger resorts.

Similarly, the county may team with its neighbors to create a resort area jobs clearinghouse, advertising broadly for seasonal workers.

Support New and Existing Local Businesses

One of the greatest charms—and economic strengths—of Mono County is the high number of businesses that are owned and operated by local residents. These small businesses not only reinforce community character, but they create a certain economic resiliency that is not possible with outside-investor-owned businesses. Moreover, profits generated by locally owned small businesses circulate within the community, contributing to a "multiplier effect" that increases local prosperity and public tax receipts.

Rather than seeking to bring in new "big box" retailers, the county's economic development coordinator should focus first on ensuring the continued success of

existing local business enterprises, and offering support to those who want to start new businesses.

Planning codes that focus new commercial uses immediately adjacent to existing businesses will help ensure that new strip malls will not steal customers away from existing village centers. The county should guard especially against the sort of placeless development that sprouts up adjacent to freeway interchanges.

Maintain and Improve Local and Regional Communication and Cooperation

Because of the large number of unrelated agencies that oversee land use and economic development related policies in the area, Mono County has long recognized the importance of good communication.

Maintain Existing Forums for Communication

The Mono County Collaborative Planning Team and the Regional Planning Advisory Committees are excellent forums for communication among public agencies and citizens on important planning issues. These forums currently function very well, but their agendas and minutes could be advertised more broadly to keep a larger array of citizens informed as to their activities.

Improve Public Access to Planning Bodies

Both bodies should take advantage of free and low-cost local media coverage to publish notice of meeting dates and times. Where possible, detailed minutes of the meetings, written in journalistic style, should also be included. Some citizens we found did not know the meetings were open to the public, or encouraged citizen participation.

Periodically, or when an especially controversial issue arises, a notice with explanatory text should be sent to all affected residents inviting them to a town discussion.

Create or Reinvigorate Local Forums for Communication and Cooperation

Local communities, too, should be working on their own to foster communication and cooperation among business owners and residents. Chambers of commerce, women's clubs, senior activity centers and other organizations are important forums for addressing the specific, day-to-day needs of individual communities.

While most communities in the county have a variety of such organizations, some of them are in need of new energy. Chambers of commerce in some communities suffer from in-fighting among different factions, and in all communities they suffer from the fact that most business owners are already working too many hours in the week to go to yet another meeting.

Provide Direct Assistance to Local Civic Organizations

These chambers may benefit from direct assistance from the county in crafting a new vision and direction. There are outside facilitators who specialize in such efforts. There are also many counties that provide direct advice, training and financial support to their local chambers in exchange for leading economic development efforts in the community.

Participate in Greater Regional Planning and Economic Efforts

There are a large number of planning and economic development efforts currently under way that affect the larger Sierra Nevada area surrounding Mono County. Recognizing that it is highly interdependent on the other counties that surround it, Mono County should participate in these efforts as a full partner. Examples include the Sierra Business Council, Sierra Nevada Alliance, Sierra Futures Fund, Central Sierra Marketing Group, Local Government Commission and the National Main Street Center.

Hire Economic Development Coordinator

The county is currently searching for a countywide economic development coordinator. Among this person's tasks will be assessing the recommendations of this Job Creation Plan, prioritizing them and working toward implementation.

Ensure Participation of Native American Tribes and Minority Groups in the Planning and Decision-making Process

Mono County has had significant "minority" populations since its formation, most obviously including the Native American tribes who have maintained a continuous presence in the county despite extensive white settlement. More recently, immigrants from Mexico and Central America have moved to the county to take jobs in the service industry.

Relations between whites and Native American tribes entail a degree of rarely spoken tension in the county. Those tribes which are recognized by Congress have the status of sovereign nations, technically falling outside the jurisdiction of county and state agencies, and maintain a "trust" relationship with the federal government. Unrecognized tribes have a further complicated status, as they are not federally recognized and do not have independent reservations. All tribes, recognized or not, are seeking to increase their tribal lands and locate their lands in more economically viable areas such as along the major highways.

Both the county and the tribes should work to improve dialog with one another, especially on land use and economic development issues that they have in common.

While representatives of Native American communities participated actively in the workshop process, no recent Latino immigrants attended. In order to avoid creating split communities, or marginalizing certain population segments, each community organization should make a concerted effort to welcome Latinos and other ethnic minorities into their organizations. In June Lake, for example, the women's club specifically invited local Latino mothers to join in a community luncheon, with good success.

Active participation by Latinos in the planning process will help communities to understand what qualities will continue to make their towns attractive workplaces for the highest skilled and hardest-working service employees.

ISSUES TO BE RESOLVED

While clear agreement emerged on many issues the county faces, a large number of unresolved issues remain. Many of these issues are a result of tensions between key community goals. For none of them is there a "right answer" or "silver bullet" solution. Instead, all of the following issues require considerable further discussion:

Zoning Policies that Preserve Rural Character but Outlaw Affordable Housing

For fear of ugly, monotonous apartment blocks and to preserve their low-density, rural way of life, many communities insist on large minimum lot sizes of one to five acres. Unfortunately, such lot sizes not only encourage suburban-type sprawl, but they also essentially outlaw housing affordable to most working people in the county.

As discussed in the affordable housing section, each community's Regional Planning Advisory Committee needs to address the controversy of affordable housing head on. The local bodies should make recommendations about how to allow people who work in town to be able to live there, too. These recommendations should address all of the community's fears about "affordable" housing, such as excessive density, ugly design, social problems and so on. Many books have been written on the subject, and numerous case studies have shown how to build affordable housing in ways that positively contribute in every possible way to the community.

Transportation Policies that Relieve Automobile Congestion but Create Unpleasant Bicycle and Pedestrian Environments

As economic development in the county increases, so will the number of people living in it and visiting. These new people will likely bring their cars with them, leading to increased traffic and congestion. As Caltrans and the county work to facilitate traffic flow through new roads, widenings and operational improvements, they will need to work carefully to balance the needs of the car against those of other modes.

For bicyclists and pedestrians, it is adjacent motor vehicle speeds that cause the greatest impact. Not only do increased motor vehicle speeds create safety problems for non-motorized road users, but they also make adjacent bike lanes and sidewalks unpleasant places to travel. Residents of every Mono County community studied expressed concerns about traffic speed in their towns.

The county and Caltrans should continue to work closely together to find the right compromise between Caltrans' need to move increasing volumes of motor vehicles efficiently and safely through the county, along with the county's desire to maintain livable, economically thriving towns.

How Much Growth Is Too Much? How Should We Grow?

An ongoing debate in all Mono County communities will be around just how much new growth is the right amount. How much is tolerable? How little can we effectively manage? A more valuable discussion, however, should focus more on the quality of this growth. How can a community grow while still holding onto all the qualities it holds most dear? How can a community grow to actually improve it rather than degrade it? How can community leaders work to shape growth in the most positive possible way? This should be one of the key topics of conversation at Regional Planning Advisory Committees and local chambers of commerce.

Immigrant Labor

While lacking the ethnic diversity of most California counties, Mono County is becoming increasingly diverse. Will new immigrants be welcomed as part of the community, or will they be relegated to second-class status? If immigrants are marginalized, how will the community respond to the social problems that always arise when one group has no place in the local society – drug use, petty crime, youth gangs and so on?

Second-Home Owners

Growth in the number of second-home owners has also been a subject of considerable controversy in the county. Some year-round residents claim second-home owners do not actively participate in the community or pay enough in taxes to support the services provided to them. Many second-home owners would like to feel more a part of their adopted community, but feel unwelcome in civic institutions. Each community should resolve its mutual mixed feelings and develop policies to support or encourage this type of land use.

A Tradition of Private Property Rights and a Desire for Better-Planned Growth

One of the greatest ongoing debates in United States history has been over the degree of freedom individuals should relinquish in order to live in a civil society. Just about everyone agrees that someone who murders another person should lose their freedoms and be sent to prison. Most people also believe that everyone should be generally allowed to do as he or she pleases so long as it doesn't infringe upon the liberties of others. In land use decisions, however, it is difficult to measure when one property owner's development decisions unreasonably impact a neighbor. Should one citizen's property rights be restricted in order to spare a neighbor from potential impacts? Is it right to dictate to a property owner what can and cannot be done with the land? Is it right to allow the cumulative impacts of many independent development decisions to destroy a whole town? Who decides?

These and other property rights debates will continue to be hot topics in the West for the foreseeable future. According to the Sierra Nevada Voter Survey, residents in Mono County generally support land use controls, but they remain deeply divided on the issue. On this subject more than most others there is no "right" answer, and opinions are strongly shaped by deeply held philosophical views on the role of government *vis a vis* the individual in our society.

Each community needs to find its own way on this issue and strike the best compromises it can. For example, rather than implementing strict design controls or other requirements into their planning codes, communities can simply describe the kind of development they would most like to see and encourage developers to follow that model. While unenforceable, such statements can provide strong guidance to developers, and it is almost always in the best interest of developers to please the communities they are building in.

SPECIFIC COMMUNITY RECOMMENDATIONS FOR ECONOMIC DEVELOPMENT & JOB CREATION

ANTELOPE VALLEY

The focus of economic development and job creation in the Antelope Valley is on maintaining the current economic base. Due to recent U.S. Forest Service policy changes, flood plain development is no longer advisable where a practical alternative is available. Following the floods of 1997, campgrounds along the Walker River were not rebuilt, which reduced the level of overnight visitation in the Valley. Access to trail heads and recreation areas from the Valley is limited and information about available recreational opportunities can be difficult to find.

Closely tied to economic development is the issue of community growth. Unlike some rural or resort communities that seek to establish themselves as tourist destinations to create new job opportunities for a greater number of residents (and the services that accompany population growth), an economic development goal for the Antelope Valley is to maintain current population levels while building modest job opportunities for local residents.

It is essential not to negate the existing outstanding qualities of the Antelope Valley communities in the process of developing new means for economic improvement. Employment development will not be tolerated if it impacts the quality of the large-lot rural environment. Any form of economic development must defend and maintain the natural environment, resources, wildlife, clean air, water, etc.

Opportunities for Overnight Visitation

New visitation opportunities will strengthen the existing tax base and build potential new jobs in local businesses that serve the tourism industry. While it is recognized that the development of new motel rooms will be a result of potential changes in the tourism market, the community can work closely with the U.S. Forest Service, BLM, DFG and other entities to identify new campground sites and promote their availability. Until now, the National Forest service has been working independent of community input with regard to recreation development planning. Flooding was a major setback to the community, resulting in a reduction in the total number of local campsites. The USFS looked at further development of the Shinglewood campground and determined it was not appropriate. An evaluation of Bootleg campground found only a 25% occupancy rate and the potential for motor home usage, but it is not well promoted. Through a series of ongoing, regularly scheduled meetings, the community and other entities can establish mutually beneficial resources to promote and provide space for overnight visitors.

Development of, Access to and Information about Recreational Sites

Access to trail heads and the recreational opportunities in the surrounding mountains is limited. The BLM and USFS provide maps of existing trails and means to access them, but many locals are unfamiliar with the sites that are available. Improving access to trail heads will require coordination with the BLM, USFS and Caltrans to improve signage

and public information resources. In addition, providing access to the available natural resources may require parking and landscaping improvements on the perimeter of the Valley.

Visitors arrive in the Antelope Valley primarily to spend time fishing, boating, hunting or camping. The nearly boundless ranch lands and surrounding trail heads are underutilized and underpromoted as resources for recreation. New development on private lands around the boundaries of the Valley is making access to public lands more difficult. The implementation of special programs and policies can increase the accessibility and appeal of recreational areas around the Valley.

Ranches for fishing: All lands within the Valley are deeded to the center of the Walker River, meaning that even the water is on private land. One means of bolstering recreational opportunities making use of a strong asset – the river – is for ranchers to collect fees from fishermen to use the private lands for enhanced quality fishing. Ranch land fishing has the potential for a highly marketable quality. This also serves a dual purpose, to discourage land subdivision/development.

Development rights, property tax reductions: Under the Williamson Act, Mono County can offer property tax reductions in exchange for development rights so that agricultural lands can be deemed as such. This would be one means to preserve the rural, recreational feel of the Antelope Valley and to enhance its appeal as a visitor site.

Specification of easements: There is concern that development is causing a loss of access to public lands, particularly around the edge of the Valley where forest and wilderness areas offer hiking and camping opportunities. Reduced access to these areas further inhibits the Antelope Valley's ability to market itself as a gateway to the surrounding natural environment. Easements can be included as part of development agreements so that the public can maintain their current means of accessing these areas and that these approaches can be promoted to tourists.

Coordination with local and regional agencies and organizations: Coordinated public information brochures and website links can be developed with the agencies that manage many of the recreational areas in and around the Valley. Coordinated public information materials can provide tourists with not only better information about the recreation sites, but also about the services available in the nearby communities.

Marketing the Antelope Valley

Over time, tourism has decreased within the Valley. The result is fewer businesses currently operate in Walker, Coleville and Topaz, and those that remain find themselves struggling during certain seasons of the year. In combination with the development of new visitation opportunities on surrounding Forest Service land, the community has identified the importance of continuing community planning meetings to implement special “reasons to visit” for tourists. By developing and promoting an identity, the area will be viewed as a destination rather than a stopover en route to another recreational area.

Planning of special events: Special events can be promoted to encourage visitors. Examples of special events appropriate for the Antelope Valley may include a deer hunter barbecue or festivities surrounding the opening of fishing season. Businesses can be asked to participate, make donations and promote the events to their customers. Coordinating with regional agencies will allow for representation from visitor attractions and special programs.

Improving the quality and coordination of public information: Several specific methods for improving the quality of information available about the attractions and opportunities in the Antelope Valley have been identified. These include the continued improvement of websites for public information and the development of links with other area tourism sites (local sites include www.walkerca.com, www.colevilleca.com); making use of the new AVIS radio station to describe the opportunities available in the Valley; development of a community kiosk for visitor information; development and distribution of a brochure/publication; and working with Caltrans to improve the usefulness of changeable message signs so that the potential tourist market will not be discouraged. Visitation and access are affected by pass and other road closures.

Availability of Employment and Information about Jobs

Limited job opportunities present a problem not only to attract younger individuals to keep the community economically vibrant, but to stabilize the population and maintain local services. A lack of job opportunities for youth can make it difficult to maintain the family-oriented atmosphere and hold the interest of young people. An advantage that the Antelope Valley has over many other communities in Mono County is its relative proximity to the retail and service-based economy of Gardnerville and Minden. One means for the Valley to maintain its slow-growth rural appeal is to recognize the availability of jobs within a reasonable rural commute distance. This allows residents to maintain a California mountain lifestyle while making use of nearby economic opportunities. The only limitation to employment in Nevada is transportation. Based on available data, automobile access is not a significant concern for the Valley, but for individuals seeking new employment opportunities, it is likely to be among the most significant limiting factors. Welfare-to-work funds can be used to develop new transportation options which are not limited to transit services. An alternative solution is the development of a Northern Mono County coordinated shared ride program.

Although local jobs cannot materialize without a purpose for them, the development of new tourism opportunities can enhance the community's job base. Thus, availability of employment is reliant on specific factors. At the same time, regional agencies and the county offer a limited number of employment opportunities that are not well publicized and therefore often are not perceived as available to the community, such as summer jobs with the Forest Service or seasonal firefighters hired by the BLM. Through improved communication networks with these and other agencies, as well as making use of available informational resources within the Antelope Valley, residents will have improved access to the opportunities that are available but unknown.

BRIDGEPORT VALLEY

The Bridgeport area relies on tourism as its primary industry. Historic Bodie is a key element of Bridgeport's success in attracting visitors, as are the fishing, hunting, outdoor recreation, boating and ranching industries.

Bridgeport's key economic development goal is to build its year-round economy by strengthening its tourist base. This can be accomplished by maintaining existing recreational opportunities and encouraging new ones, particularly during the winter season. By continuing to build Bridgeport as a destination, the community can spur job growth in its business sector and also in the development of employment opportunities tied to the expanded recreational resources. The community recognizes that limited job opportunities present a problem not only to attract younger individuals to keep the community economically vibrant, but to stabilize the population and maintain local services. A lack of job opportunities for youth can make it difficult to maintain the family-oriented atmosphere and hold the interest of young people.

In addition, the Bridgeport Indian Colony is working to advance its own economy and enhance recreational options for the community. Economic development plans for the Bridgeport Tribe include the development of a gas station and mini-mart in Bridgeport along the highway if it can acquire the 40 acres of land adjacent to the reservation. In addition, the tribe is interested in developing a "wellness" center and other recreational facilities, including a bait and tackle shop. The tribe will not give up the right to develop gaming facilities, but has expressed that it has no intention of opening a casino on the property.

One concern is the potential loss of employment Bridgeport could experience if Mono County's administrative presence continues to wane. Some services have shifted from Bridgeport to Mammoth Lakes, the largest population center in the county. This shift, along with the accompanying administrative changes, has resulted in an increased feeling of isolation in the northern portion of the county.

In planning for economic development and job creation, it is important that the qualities the community wishes to preserve are identified. Tourism development efforts must not compromise the quality of the natural environment nor the history of the region. In fact, these are assets to be emphasized and respected in the promotion of visitation to the area.

Defining the Community

Bridgeport's physical environment appeals both to community members and visitors because it includes a variety of historic buildings in a beautiful natural environment. In order for the community to continue to build itself as tourist destination, it is important to determine how the community defines itself and wants to be perceived by visitors. Defining the community does not mean that it must develop a "theme" for itself. Part of the appeal of Bridgeport is its collection of mismatched historic and not-so-historic buildings that nicely line the main corridor providing a solid sense of place. Street furniture, flowers and flags greet community residents and visitors alike. A few specific strategies can help Bridgeport define itself.

Development rights, property tax reductions: Under the Williamson Act, Mono County can offer property tax reductions in exchange for development rights so that agricultural lands can be deemed as such. This would be one means to preserve the landscape of Bridgeport and to enhance its appeal as a visitor site.

Welcome signs/community identifiers/parking: Although an information kiosk has been developed in town, there are few opportunities for learning about the community on the main street. Likewise, parking must be accessible and easy to find. Transportation Enhancement Activities (TEA) funds may be available to supplement other moneys to develop parking facilities, transportation/community information kiosks and street design/landscaping around parking.

Planning of special events: Special winter and summer events can be promoted to encourage visitors. Examples of special events appropriate for Bridgeport may include a downtown ice sculpture festival, fishing festival, historic cultural festival, etc. Businesses can be asked to participate, make donations and promote the events to their customers. Coordinating with regional agencies will allow for representation from visitor attractions and special programs.

Formalization of Community Organizations and Establishing Community Partnerships
The challenge of developing community organizations to market a community such as Bridgeport is to find local business owners who have the time to invest in the development of strong local business organizations. The activities and level of participation in the chamber of commerce have wavered, but as Bridgeport more clearly identifies its direction for economic development, a strong local organization will be necessary to spearhead the effort. Likewise, improved partnerships with other regional agencies can lead to significant benefits for the Bridgeport area.

Interagency Visitor Center: Establishment of an interagency visitor center affords all local and regional governmental organizations direct access to their visitor markets. An interagency visitor center in Bridgeport could be developed to serve the needs of the local community by combining the services of the local chamber of commerce, Bodie State Park, the Bureau of Land Management, the U.S. Forest Service, and other organizations that may be interested in the cooperative venture. Such a visitor center could also provide needed office space in the community for these governmental organizations. With the range of activities and services in Bridgeport, a visitor center established in the center of town would provide the greatest benefit not only to the community, but also to all of the participating organizations, increasing the volume of visitors. Bridgeport should monitor the Interagency Visitor Center in Inyo County, supported by eight agencies, which has obtained grants for an auditorium and other special facilities.

Coordination with local and regional agencies and organizations: Coordinated public information brochures and website links can be developed with the agencies that manage many of the recreational areas in and around Bridgeport. Coordinated public information materials can provide tourists with not only better information about the recreation sites, but also about the services available within Bridgeport. Careful

coordination between the community and the Bridgeport Tribe can create economic opportunities for all residents.

Development of New Recreational Opportunities

Bridgeport's summer activities include fishing, boating and hiking, among other outdoor recreational activities.

Focus on history: Bridgeport has the potential to strengthen its summer visitor season and establish itself as more of a destination by focusing on its history. Nearby Bodie offers a unique historic look at the old west – something upon which Bridgeport can capitalize. As a "gateway to Bodie" Bridgeport provides the services and amenities that Bodie visitors appreciate, while offering its own historic courthouse, homes and inns. In addition, the Paiute Indians have a rich history in the valley that can be shared with visitors to provide a well-rounded understanding of the Eastern Sierra's unique history.

Interpretive services and guides: New employment opportunities can be directly connected to existing recreational resources. Local business owners have expressed the need for fishing guides. Likewise, hiking and hunting guides as well as interpretive guides for Travertine hot springs and nearby hiking/ghost town areas may further enhance the experience of visitors to the region. These are jobs that can be created and filled by individuals of all ages. Job development in this area requires the interest and commitment of local business.

New winter recreation activities: Bridgeport can improve job retention and business success by extending its season through the winter months. The area is ripe for a range of winter recreation activities.

Ice fishing: Working with DFG, the community could attempt to create a new fishing season. Ice fishing is a very popular activity in many other parts of the country, but there are few opportunities to enjoy it in California.

Cross country skiing: The area is surrounded by roads and paths that are suitable for cross country skiing. Skiing at some of the lower elevations will depend on snow levels. Local outfitters that rent and sell cross country skis and equipment can encourage growth in this type of recreational activity. Cross country skiing can provide a unique means of access for exploring Bodie in the winter.

Snowmobiling: With vast expanses of land and remote roads, the Bridgeport area could develop itself as a haven for snowmobiling. If the sport is encouraged, snowmobile equipment and rental businesses may expand in Bridgeport. One of the disadvantages of snowmobiling is that the sport can be a noisy one and can also hinder the development of other winter sports activities that may be incompatible with snowmobiling. If managed appropriately, a specific set of guidelines and routes can be established (snowmobiles can cut excellent cross-country ski trails).

Marketing Bridgeport

There are a number of methods for improving the quality of information available about the attractions and opportunities in the Bridgeport area. A comprehensive marketing

effort can be undertaken by any community organization, though preferably the Bridgeport chamber of commerce, and includes several elements: 1) Identification of existing marketing efforts (i.e., BLM materials, local lodging guides, web page information); 2) Identification of target markets, emphasizing fishing and winter recreation; 3) Identification of promotional partners and allies such as an economic development commission, Mono County, the State Visitors Bureau, the BLM, Forest Service, Bodie State Park, etc.; 4) Defined marketing goals; 5) Themes and ideas for promotion, such as the "recreational hub of the Sierra," the "historic heart of the Sierra," "gateway to Bodie," etc.; and 6) Detailed marketing program that specifies the avenues for promoting the qualities and amenities of the community.

JUNE LAKE

More so than any other Mono County unincorporated community, June Lake has a well developed, coherent set of planning policies and objectives. These policies fully support the community's own vision of itself, based upon the results of the July 15 and 16 workshops.

Instead of refining these policies as we have done in other communities, our recommendations for June Lake focus more on specific action steps the community can take to help realize its vision. We focus on three key areas related to job creation and economic development: transportation, economic development and the Intrawest proposal for June Mountain.

Transportation

There are several key transportation issues that will need to be addressed in June Lake over the next five to 10 years:

- Given its geography and development patterns, June Lake is ideally suited to travel by foot, bicycle and cross-country skis. Unfortunately, adequate pathways and bike lanes are missing. What funding is available to widen Hwy. 158 to add shoulders and bike lanes? What opportunities are there to create easements for multi-use trails throughout the area and off the highway? Where do such projects fit within the overall priorities of the community and the county's Local Transportation Commission?
- What opportunities are there to improve parking and multimodal circulation along Main Street in June Lake Village? A limited sidewalk project is planned, but this project does not connect with other key community facilities.
- Parking capacity in the village is limited, and may need to be increased in the future to capture more visitors heading to June Mountain.
- Some planners have suggested the street be converted into a one-way loop, but are the benefits of the proposal worth the costs in terms of confusing circulation? Many communities around the country now are switching their one-way street systems back to two-way.
- The June Mountain development and the Mammoth airport improvements have the potential to greatly increase the need for transit in June Lake. As part of the June Mountain development process, the community should explore shuttle connections to the airport and the development of parking lots outside the community with shuttles to the Mountain.
- June Lake should consider teaming with Mammoth Lakes to establish Yosemite Area Regional Transportation Strategy transit service to Yosemite.
- If roads or wide trails are not cleared of snow in the winter, horse-drawn sleighs could be used as taxis.

Economic Development

More than most communities of its size, June Lake already has a fairly well developed marketing strategy and economy in general. There is considerable debate in the community about the "right" level of development for June Lake, with some residents believing that there should be no increase in building or in numbers of tourists. Likely the greatest economic problem for June Lake is the seasonal nature of business there. For better or worse, this problem is likely to be solved by Intrawest's development proposals for June Mountain.

Key economic development issues that need further refinement in June Lake include:

Marketing Plan

There appears to be a high level of consensus about the image June Lake should promote of itself. Much of this image comes in reaction to what visitors find at Mammoth. Unlike Mammoth, June Lake promotes itself as a place for relaxation, families, quiet, solitude, bargain prices and no lift lines. June Lake is a "best-kept secret" in the Eastern Sierra.

While June Lake businesses appear to be investing their limited advertising dollars well, there is surprisingly little cooperation among business owners who—like it or not—are highly interdependent on one another. Each business produces its own materials for visitors, and there are no widely distributed materials that detail all of the attractions of the June Lake area. Some residents appreciate keeping some of the finer attractions a secret, but this lack of information makes June Lake less competitive with other resort areas in terms of attracting and retaining visitors.

We strongly recommend the community gather to develop a more cohesive, cooperative marketing plan. Fortunately, there is a large number of agencies with resources to help the community do just this (see Appendix A—Key Resources).

Year-Round Business Plan

If June Lake does nothing else, it should work to spread its business season out to a greater number of days of the year. Now, in summer, a small number of businesses struggle to serve a large number of visitors, forcing owners and employees to work long hours, and keeping them from focusing on "big picture" efforts. Later, in winter, many businesses will lay off employees or shut down entirely. Some businesses that remain open will not be able to pay their overhead with the small amount of revenue they generate.

All of these seasonality problems may disappear — or reverse themselves — if Intrawest's June Mountain proposal moves forward. In that event, June Lake's biggest issue will be how to strategically position itself to capture the greatest benefit from that project while not being overwhelmed by it. This issue is discussed in greater detail below.

Should Intrawest choose not to invest further in June Mountain, June Lake can position itself to attract more winter guests through the promotion of various types of activities:

- *Cross country skiing:* If multi-use trails are developed around the Loop, June Lake could become one of the premier cross country ski destinations in the West.
- *Ice climbing:* There is already an ice climbing industry set up in June Lake with world-renowned guides. Development of an ice climbing festival here could place the town on the winter activities map.
- *Ice fishing:* Working with California Department DFG, the community could attempt to create a new fishing season at specific locations. Ice fishing is a very popular activity in many other parts of the country, but there are few opportunities to enjoy it in California.
- *Achievement Clubs:* Clubs of Achievement, such as the Sierra Slam Club (four species of fish in one day), Size Matters Club (catch a fish over 24 inches), The Gauntlet (a set of difficult cross country ski trails) or an ice climbing club.

Employee Recruitment and Retention Plan

Despite many business owners' complaints about the difficulties of attracting and retaining quality employees, some people feel that it is important to place barriers to finding a job here. That is, would-be job applicants should have to struggle to find a job here in order to prove their mettle to endure the sometimes difficult conditions in June Lake. There are therefore no central information resources for finding either jobs or housing. People are expected to show up in town and ask around for a few weeks until they find a place to work and a place to live.

While this onerous process certainly helps to maintain community character and a sense of shared pain, there is ever-increasing competition for skilled young workers in California. Provided there was a clear description of what the June Lake community really means, development of a modest information program could help increase the number and quality of potential job applicants without compromising the needs of the community.

Central to the community's ability to attract more employees in a growing economy is the provision of affordable housing. The county should pursue Community Development Block Grants and other funds for the updating of existing housing and the construction of new housing for low- and moderate-income workers. Such housing should be scattered in small developments throughout the community rather than clustered in isolated areas, and it should respect the design character of the community. All developers should be offered tax incentives or given requirements for the provision of new housing to accommodate new workers brought to the area.

Community Design

June Lake is unique among California resort communities in that it is located away from a major highway and forms a distinct, walkable, charming village. It should capitalize on its existing sense of "place" with modest improvements including:

- *Design "theme":* Some residents have urged that the community develop and implement a design "theme," such as Solvang, Calif., or Helen, Georgia, have done

with tremendous economic benefit. Others fear this will result in kitsch. Before the community settles on a theme, it should first develop a strategic marketing plan to determine whether such an investment will encourage or discourage the type of visitor it wants to attract. Absent a unifying architectural theme, the community could instead create very flexible design requirements that emphasize the cozy, funky fishing village aspects of the community. Such requirements could describe how buildings should relate to the street in order to maintain the walkability of the community, they could suggest preferred building materials and they could mandate that large bulky structures be broken up into more visually interesting shapes.

- *Facility upgrades:* While most buildings and landscaping in the community are immaculately maintained, others could use minor upgrades. Low-interest loans are easily available for such items, and some of these resources are detailed in the appendices to this paper. If the community decides to form or join a business association, expert advice is oftentimes available free or for a small fee as to the most cost-effective upgrades and how they should be done.
- *Public facility upgrades:* Who controls the Oh! Ridge Overlook facilities and can they be improved? Similarly, can the Down Canyon Forest Service facilities be upgraded?

Intrawest Development Proposals

Likely the most difficult issue facing June Lake is the very large development proposal Intrawest has for the June Lake community. With the potential for 7,000 new visitors, this development more than any other issue will drive the future of the community. Depending on how it is designed and implemented, June Mountain has the potential to be a great asset to the community with few negative impacts, or it can destroy many of the qualities current residents cherish most.

In order to make the project turn out for the best, residents need to organize now and decide what they want from Intrawest. As a shareholder-held corporation, Intrawest is clearly in the business of making money, but it is not in their interest to make their neighbors angry. As a major, successful developer, they are experts at the development process and making smart compromises to keep their projects on schedule.

The following are five points of advice for working with Intrawest:

1. Decide what you want.

The June Lake Citizens Advisory Committee is a ready forum for discussing what the community really wants from the June Mountain development. Key questions to address include:

- Who is the target visitor?
- What should the project design look like?
- How should transportation issues be handled?
- How should it be phased?
- Where will employees live?
- What mix of services will be available?

- How will water, sewer and power needs be met?
- How can the community partner with Intrawest in order to create the greatest economic benefit for everyone?

It is important to try to create a compelling vision of what you would like to see in the project and to be able to communicate that vision to others. For example, instead of trying to replicate Whistler or Vail, why not build something more like St. Anton in the Alps? What if there were no automobile parking on-site, except for disabled visitors? Installing off-site parking and a shuttle system would dramatically shift the design of the project, creating a true village with a fair-like atmosphere. If the parking were placed east of June Lake Village, visitors would shuttle past the village on the way to the lifts, greatly increasing the visibility of existing businesses, and creating a transit system that would be useful for existing residents and businesses.

2. Enlist allies.

There is a large number of special interest groups in the greater Sierra region whom you can partner with to gain a better understanding of the complex issues surrounding the development. Environmental groups, the Mono Lake Committee, the Sierra Business Council, the Local Government Commission and other groups all have an interest in ensuring that development is as sound and sustainable as possible.

3. Understand the development process.

Meet with county officials to understand clearly the whole development process from start to finish, including opportunities for public involvement. The county is very interested in making sure that development projects have the support of community members.

4. Work with key agencies.

Mono County has development approval authority in June Lake, but the June Lake Public Utilities District (PUD) and the Forest Service will also need to take action in order for the project to move forward. The PUD is very important because it will need to approve the water and sewage treatment plan for the project. The community should make sure that the project does not damage water quality in the Loop and does not affect water levels in the lakes. Furthermore, the Forest Service will need to approve any expansion of lifts on the Mountain. With its land-exchange policies, the Forest Service may prove to be a key ally by buying up remaining undeveloped private parcels in the area or offering up a remote parcel for off-site parking

5. Be prepared to compromise.

The entire development process is based upon careful compromises. It is therefore important to learn early on what is most important to the existing community and what is most important to the developer. Be prepared to lose on small items in order to win on the big ones.

CROWLEY LAKE

In many ways, the half dozen hamlets that comprise the Crowley Lake study area have the simplest economic development needs. More than any other Mono County community examined, Crowley Lake residents want their community to remain the same. Very concerned about the rapid increase in development in the nearby town of Mammoth Lakes and the adjacent Mammoth airport, Crowley Lake citizens are far more concerned about holding onto what they cherish than they are about improving their economic vitality.

Presently Crowley Lake has no new business. Formerly home to a couple of commercial strip developments that relied on the passing tourist trade, most businesses in the community closed when the highway was relocated. Now, residents value the bypass and the peace and quiet it brings. Some would like to see a few additional local-serving businesses in town, but most are content to go to Bishop or Mammoth for shopping.

Residents are universally displeased by both the quantity and quality of development occurring in nearby Mammoth Lakes. They fear that ever-increasing housing shortages in Mammoth are putting development pressures on their community and exacerbating affordability problems. June Lake is facing similar concerns about development pressures, and many of the same planning recommendations apply to Crowley. In addition, the community should focus on these issues as well:

- Improve communication between the local community, the county, Intrawest and the Town of Mammoth Lakes. Misinformation about Intrawest's development plans in Mammoth greatly contributed to residents' anxiety over future growth. The county should be working to understand how growth in the town will affect unincorporated areas. If financial pressures will be placed on the unincorporated areas, the county should seek revenue-sharing agreements with the town to ensure that it is "made whole" in the process.
- Continue conversations with the community, the county, the Forest Service, Intrawest and the Town of Mammoth Lakes on possible land exchanges in the vicinity. Specifically, work to arrange the transfer of the Long Valley avalanche-hazard areas to the Forest Service as part of potential land adjustments at Mammoth Mountain.
- Pursue a specific plan overlay for the South Landing Drive area in Hilton Creek. If commercial development is going to occur in Crowley Lake, at least it can happen in the most positive way. There is the opportunity to create a true, old-fashioned village center in the area around the General Store on South Landing Drive in the Hilton Creek area. This village center could allow a higher level of density than generally seen in Crowley Lake through development rights transfers from strip commercial properties along Crowley Lake Drive. In this way, a walkable center can be created with shops and a variety of housing types while eliminating the possibility of strip commercial development along the former highway.

IV. JOB CREATION PLAN

EMPLOYMENT OPPORTUNITIES FOR CALWORKS RECIPIENTS

The local economic sectors whose expansion offers the greatest opportunity to employ CalWORKs recipients, or any county resident, are construction, services and retail trade. These economic sectors have dominated Mono County's employment history for the past three decades and will continue to do so as Mono County focuses on enhancing its existing tourist-based economy.

The largest employer in the county is now Intrawest Corporation. Intrawest's expansion plans for its resort facilities at Mammoth Lakes and June Lake will employ people in construction, services and retail trade. Economic analyses of Intrawest's Project Sierra development in Mammoth Lakes (Juniper Springs, Sierra Star and Gondola Village) show a 37% increase in full- and part-time jobs over the project's 10-year development period (1999-2009) (Rosenow Spevacek; BBC Research and Consulting). The project will create 932 permanent, direct jobs and 144 permanent, indirect jobs for a total of 1,076 permanent jobs. These jobs are in the service and retail trade sectors: 139 of the jobs will be in hotel units; 486 will be in resort condos; 59 will be in residential condos; and 392 will be in commercial enterprises (Rosenow Spevacek).

The Economic Impact Analysis prepared by Rosenow Spevacek also notes that:

"Over the 10-year development period, an average of 199 direct construction jobs are projected annually, with a peak in the year 2003 of 605 jobs. The number of construction jobs will vary from year to year, depending upon the level of development activity."

During community meetings in June Lake, Intrawest indicated that it intends to build 2,700 additional hotel/condo units at the rodeo grounds, along with an unspecified amount of commercial development. At Mammoth, 2,154 additional condo units are expected to generate 545 additional permanent jobs; 242 additional hotel units are expected to generate 139 additional jobs. The number of additional jobs in the retail trade and construction sectors is unknown but is expected to be similar to that generated in Mammoth.

A second area of opportunity for CalWORKs recipients is small businesses which conduct a wide variety of service, trade and manufacturing activities. The majority of businesses in Mono County have under 10 employees (76% of the businesses reporting in 1997). Small-scale businesses, particularly those with 1 to 5 employees and annual sales of \$500,000 to \$1,000,000, are often referred to as micro-enterprise. Many entry-level and lower-skill jobs are provided by this sector; it also has a high turnover rate. Larger firms and government entities often pay better and offer more and better benefits; they therefore have less turnover and provide fewer job opportunities, particularly for entry-level employees.

Many of the county's communities, particularly those farthest removed from the economic hub of Mammoth Lakes, want to build on and diversify their existing tourist-based economies. Doing so would entail small-scale operations which could provide an unknown number of jobs for local communities.

NEEDS TO FACILITATE EXPANSION

Since the county has only 61 CalWORKs recipients, and Intrawest is projected to generate over 1,000 additional permanent jobs in Mammoth alone over the next 10 years, not counting construction jobs, there does not seem to be a need to "create" additional jobs for CalWORKs recipients. The focus, instead, should be on preparing CalWORKs recipients to be eligible for those jobs and on providing assistance so that they can retain the jobs (e.g. transportation, day care, etc.).

Resort operators in general need a stable, well-trained employee base with adequate housing and transportation. Intrawest will be developing employee housing and transportation systems within Mammoth and June Lake as part of their overall development plan. However, county residents who live outside of those areas will need reliable transportation to enable them to retain jobs with the resort development.

The Mono County CalWORKs Program, developed by the Mono County Department of Social Services, outlines a collaborative approach among state and local agencies, organizations and individuals to provide a support system for CalWORKs recipients while they are seeking work. This program includes a variety of training, education and assistance intended to help CalWORKs recipients find and retain unsubsidized employment.

The Mono County Social Services Department, through IMACA's Community Connection for Children, provides child care while CalWORKs recipients are transitioning off aid and for up to one year after they are employed and off aid. After that, CalWORKs employees, along with other employees, will need affordable and accessible child care in order to retain their jobs.

COLLABORATION

Preparation of Job Creation Plan

This job creation plan has been prepared through the collaborative efforts of the county's Regional Planning Advisory Committees (RPACs), the Collaborative Planning Team (federal, state and local agencies and organizations), the Mono County Planning Department, the Mono County Department of Social Services, Inyo Mono Advocates for Community Action (IMACA), and the Job Creation Task Force. As discussed previously, the job creation planning process was integrated with a more comprehensive community-based, multi-jurisdictional planning process that addressed related issues of transportation, community vision and land adjustments.

Implementation of Job Creation Plan

Collaborative efforts in implementing the Job Creation Plan are outlined under specific Job Creation Activities listed below.

Performance Measures

The Job Creation Activities listed below will generally be initiated in Fiscal Year 1999-2000 and Fiscal Year 2000-2001. Monitoring of these activities will occur over the next five years. Collaborative efforts in monitoring and assessing these activities are outlined under the specific Job Creation Activities listed below.

ECONOMIC DEVELOPMENT GOALS & OBJECTIVES

This plan recognizes that in the long term job creation is dependent on overall economic development. Many of the strategic economic development objectives presented below are long-term issues which are currently addressed to varying degrees in the county's General Plan. It is the county's intent to address these items in a comprehensive and coordinated manner by developing an Economic Development Element for the General Plan.

COUNTYWIDE GOALS

GOAL I: Maintain and enhance quality of life.

- Objective A:** Preserve and enhance public open space.
- Objective B:** Develop new year-round recreation opportunities.
- Objective C:** Reinforce community character.
- Objective D:** Use growth pressures to build toward community values.
- Objective E:** Develop local and regional trail and path networks.

GOAL II: Develop a balanced, year-round economy.

- Objective A:** Provide new affordable housing and maintain existing stock.
- Objective B:** Focus new business creation on off-seasons or year-round enterprises.
- Objective C:** Support new and existing local businesses and ensure that those businesses recruit and retain local employees.

GOAL III: Maintain and improve local and regional communication and cooperation.

- Objective A:** Maintain existing forums for communication.
- Objective B:** Create or reinvigorate local forums for communication and cooperation.
- Objective C:** Participate in greater regional planning and economic efforts.
- Objective D:** Hire an economic development coordinator.
- Objective E:** Ensure minority participation in planning and decision making.

COMMUNITY GOALS

ANTELOPE VALLEY

GOAL: Maintain the current quality of life while providing job opportunities for local residents.

Objective A: Increase opportunities for overnight visitation, primarily through the development and promotion of additional campground sites on surrounding National Forest lands.

Objective B: Develop access to and information about local recreational sites.

Objective C: Market the Antelope Valley as a destination.

Objective D: Recognize the availability of jobs in Gardnerville and Minden and develop new transportation options not limited to transit services.

BRIDGEPORT VALLEY

GOAL: Build the year-round economy by strengthening the tourist base of the economy.

Objective A: Define the community.

Objective B: Formalize community organizations and establish community partnerships.

Objective C: Develop new recreational opportunities.

Objective D: Market Bridgeport.

JUNE LAKE

GOAL: Develop a stable, year-round economy.

Objective A: Provide multi-modal improvements to address current transportation problems.

Objective B: Develop and implement a cooperative marketing plan for the community.

Objective C: Develop and implement a year-round business plan for the community.

Objective D: Develop and implement an employee recruitment and retention plan.

Objective E: Capitalize on existing sense of place with modest community design improvements to both public and private facilities.

Objective F: Work with Intrawest to determine June Lake's future.

CROWLEY LAKE

GOAL: Maintain the existing quality of life.

Objective A: Focus economic development elsewhere in the county to retain the residential character of the Crowley Lake community.

JOB CREATION ACTIVITIES

The Job Creation Activities below are listed according to their priority for implementation. These Job Creation Activities respond to the employment opportunities and expansion needs identified in preceding sections.

PRIORITY ONE ACTIVITIES

Provide a support system for CalWORKs employees to obtain and retain existing and projected jobs.

- Provide training, education, and assistance through the collaborative partnerships identified in the Mono County CalWORKs Program.
- Develop and implement a Car Loan Program to provide operable cars to CalWORKs participants.
- Develop and implement an Auto Maintenance Workshop Program to teach basic auto maintenance and repair.
- Develop and implement an Auto Repair Program to provide car repairs to CalWORKs recipients.
- Work with large employers to ensure the provision of affordable day care.
- Work with the Mono County Local Transportation Commission (LTC) to include CalWORKs needs when defining unmet transit needs.

Jobs Created

As discussed previously, the wholesale trade and services segments of the economy will be the focus of job growth within Mono County. The economic hub of the county, Mammoth Lakes, is anticipating drastic job growth from the Project Sierra development of Intrawest. This project alone is anticipated to provide over 1,000 permanent positions over the next decade. The focus of this Plan's top priority job creation activity is consequently geared at preparing CALWORKS Recipients to qualify for and access these jobs. Potentially, all 61 CALWORKS Recipients could be employed through Mammoth's job growth, although the commute distances for the 22 recipients north of Lee Vining would be unreasonable. It is anticipated that up to five full-time equivalent positions could result directly from the day care and auto repair, maintenance and loan programs.

JCIF Funding for this activity would be distributed as follows:

| | |
|--------------------------------------|------------------|
| Training, Education, Job Assistance | \$ 2,000 |
| Car Loan Program | \$ 3,000 |
| Auto Maintenance Workshop Program | \$ 3,000 |
| Auto Repair Program | \$ 1,500 |
| Day Care Programs | \$ 1,000 |
| LTC Coordination Activities | \$ <u>1,000</u> |
| Total Priority One Activities | \$ 11,500 |

Implementing Entities

The Mono County Department of Social Services will be responsible for implementing these activities in collaboration with the Community Development Department, Cerro Coso College, local high schools, local auto dealers and local auto repair shops.

Performance Measures

The number of jobs created and CalWORKs recipients placed in jobs as a result of these activities will be monitored by the Community Development Department. An Annual Monitoring Report for Job Creation Activities will be presented to the Mono County Board of Supervisors and made available to the Trade and Commerce Agency. Products of these Job Creation Activities will include the completion of the car loan, auto maintenance and auto repair programs noted above; an inventory of affordable daycare options; the inclusion of CalWORKs needs in LTC unmet transit needs process; and the completion of training and education programs by all CalWORKs recipients.

PRIORITY TWO ACTIVITIES

Develop a community-oriented economic development function in the county.

- Establish an economic development coordinator (Senior Planner) position within the Community Development Department:
- Participate in collaborative marketing efforts, including the Central Sierra Marketing Group.
- Provide direct assistance to local chambers of commerce; e.g., planning, marketing, etc.
- Seek funding for economic development activities.
- Develop and implement a "Help Employ Local People" Program for Large Employers to promote the hiring of local residents, including "first source" hiring agreements.
- Serve as the key contact for incoming business relocation and related inquiries.
- Work with the Collaborative Planning Team to prepare grant applications for the development of a new interagency visitor center in Bridgeport.
- Develop a newsletter and website for local community development information.
- Work with the Collaborative Planning Team to prepare a grant application for a feasibility and site-location analysis for new campgrounds in the Walker Canyon/Antelope Valley region.
- Refine and expand this Job Creation Plan to serve as the Economic Development Element of the county General Plan.

Jobs Created

It is anticipated that the establishment of an economic development and marketing program, including the newsletter and website for the county, will create up to two full-time equivalent positions and lead to establishment of a number of additional jobs. The "Help Employ Local People" Program for Large Employers will coincide with Priority One activities and lead to placement of up to 61 jobs. The implementation of the new Bodie Visitor Center in Bridgeport and additional campgrounds in the Walker area could ultimately result in five direct full-time equivalent jobs.

JCIF Funding for this activity would be distributed as follows:

| | |
|---|------------------|
| Participation in Central Sierra Marketing Group: (\$1,500 for 5-year membership; \$1,000 for web page support) | \$ 2,500 |
| Development of grant proposals for economic development funding: | \$ 8,000 |
| Development of newsletter & website for local community dev. information | <u>\$ 2,000</u> |
| Total Priority Two Activities | \$ 12,500 |

Implementing Entities

The Economic Development Coordinator will be responsible for implementing these activities in collaboration with local chambers of commerce, local businesses, the Town of Mammoth Lakes and the county.

Performance Measures

The number of jobs created and CalWORKs recipients placed in jobs as a result of these activities will be monitored by the Community Development Department. An Annual Monitoring Report for Job Creation Activities will be presented to the Mono County Board of Supervisors and made available to the Trade and Commerce Agency. Products of these Job Creation Activities will include the employment of an Economic Development Planner, securing of grants, establishment of a "Help Employ Local People" Program, and ultimately the number of jobs created and CalWORKs recipients placed in jobs.

PRIORITY THREE ACTIVITIES

Promote and diversify job opportunities, particularly in outlying community areas and within the town of Mammoth Lakes.

- Support the development of additional micro-enterprise activities.
- Coordinate marketing and economic development activities with the town of Mammoth Lakes, the Collaborative Planning Team and IntraWest.
- Work with Native American organizations to coordinate land adjustments and land uses supportive of Job Creation Activities. Examples include coordinating with the Bridgeport Paiute Tribe on the Interagency Visitor Center and with the Mono Basin Native Americans in securing funds for a community and child-care center in Lee Vining.

Jobs Created

These activities are supportive of Priority One and Two activities, and will cumulatively contribute to jobs being created. No measurable jobs are anticipated solely from Priority 3 activities.

JCIF Funding for this activity would be distributed as follows:

| | |
|----------------|---------|
| All activities | \$1,423 |
|----------------|---------|

Implementing Entities

The Economic Development Coordinator will be responsible for implementing these activities in collaboration with local chambers of commerce, local businesses, Cerro Coso College, and other applicable entities (e.g., UC Extension, local guides, USFS, BLM, etc.).

Performance Measures

The number of jobs created and CalWORKs recipients placed in jobs as a result of these activities will be monitored by the Community Development Department. An Annual Monitoring Report for Job Creation Activities will be presented to the Mono County Board of Supervisors and made available to the Trade and Commerce Agency. Products of these Job Creation Activities will include the documentation of additional micro-enterprise activities in the town and county; documentation of increased coordination among the town, the county and IntraWest; and completion of grants for a visitor center and community center.

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Center for Continuing Study of the California Economy. 1998. **California County Projections.**

Mono County Collaborative Planning Team. **June Lake Citizens' Advisory Committee Workshop Minutes, July 16, 1999.**

Mono County Planning Department:
Mono County General Plan (1993)
Mono County Master Environmental Assessment (1993)

Mono County Social Services. **Mono County CalWORKs Program.**

Rosenow Spevacek Group, Inc. **Intrawest Mammoth Corporation. Economic Impact Analysis: Juniper Springs, Sierra Star, Gondola Village.**

WEBSITES

California Association for Local Economic Development
<http://www.caled.org>

California Department of Finance
<http://www.dof.ca.gov>

California Department of Trade and Commerce, Welfare to Work Job Creation Fund Grant Program
<http://www.commerce.ca.gov/business/welfare>

California Economic Development Department, Labor Market Information Division
<http://www.calmis.cahwnet.gov>

U.S. Bureau of the Census (Mono County Profile, County Business Patterns, Economic Census)
<http://www.census.gov>

PERSONS CONSULTED

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Daniel Steinhagen – Inyo Mono Advocates for Community Action (IMACA)

APPENDIX A – KEY RESOURCES

The following is a list of resources available to help Mono County communities implement their vision and their economic development goals. Most of these resources are currently available on the web, making research easier.

Collaborative Regional Initiatives Network of the James Irvine Foundation

<http://www.civicnavigator.com/>

Sierra Business Council

http://www.civicnavigator.com/7_SBC.html

Sierra Business Council

P.O. Box 2428

Truckee, CA 96160

Phone: 530 / 582-4800

Fax: 530 / 582-1230

The Sierra Business Council published in 1997 its award-winning report, *Planning for Prosperity: Building Successful Communities in the Sierra Nevada*. This document is thorough, well researched and full of specific case studies of how mountain communities have successfully addressed the challenges that face them. The authors understand that the primary foundation of the region's economic success lies in the long-term stewardship of its spectacular natural setting, its compact communities and the sustainable agricultural production of its lands. It should be on the shelf of anyone interested in economic development in the Sierra.

Sierra Nevada Alliance

P.O. Box 7989

South Lake Tahoe, CA 96158

Phone 530 / 542-4546

For more information, contact sna@sierranevadaalliance.org

Sierra Futures Fund

<http://www.sierranevadaalliance.org/what/news/futuresfund.html>

The Sierra Futures Fund is closing its second year, thanks to the generous support of The James Irvine Foundation. Through this project it has distributed \$18,000 to the Alliance's grassroots member groups so far, helping them with educational projects, on-the-ground restoration efforts, mapping, training, facilitation and outreach.

Central Sierra Marketing Group

California Department of Trade and Commerce

Contact: Greg Case, 916 / 445-6482

Local Government Commission

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

A nonprofit, nonpartisan, membership organization, the Local Government Commission (LGC) is composed of forward-thinking elected officials, city and county staff, and other interested individuals. Commission members are committed to developing and implementing local solutions to problems of state and national significance.

The LGC provides a forum and technical assistance to enhance the ability of local governments to create and sustain healthy environments, healthy economies, and social equity.

Caltrans District 9 Local Assistance

District 9 of the California Department of Transportation
500 South Main Street, Bishop, CA 93514
Phone: 760 / 872-0601
Fax: 760 / 872-0678
<http://www.dot.ca.gov/dist9/>

National Main Street Center

<http://www.mainst.org/>
Since 1980, the National Main Street Center has been working with communities across the nation to revitalize their historic or traditional commercial areas. Based in historic preservation, the Main Street approach was developed to save historic commercial architecture and the fabric of American communities' built environment, but has become a powerful economic development tool as well.

The Main Street program is designed to improve all aspects of the downtown or central business district, producing both tangible and intangible benefits. Improving economic management, strengthening public participation, and making downtown a fun place to visit are as critical to Main Street's future as recruiting new businesses, rehabilitating buildings and expanding parking. Building on downtown's inherent assets—rich architecture, personal service and traditional values and most of all, a sense of place—the Main Street approach has rekindled entrepreneurship, downtown cooperation and civic concern. It has earned national recognition as a practical strategy appropriately scaled to a community's local resources and conditions. And because it is a locally driven program, all initiative stems from local issues and concerns.

The National Main Street Center of the National Trust for Historic Preservation

1785 Massachusetts Avenue, NW
Washington, DC 20036
Phone: 202/588-6219
Fax: 202/588-6050

U.S. Department of Agriculture Rural Development Agency

<http://www.rurdev.usda.gov/>
USDA offers a wealth of programs aimed at improving small rural communities.

Inyo 2020 Forum: Shaping a Vision to Guide Our Future

To see proceeds from the March 20, 1999, Community Forum, visit:
<http://www.sdsc.edu/Inyo/inyo2020.html>

Walkable Communities, Inc.

<http://www.walkable.org>

Walkable Communities, Inc. is a nonprofit corporation, established in the state of Florida in 1996. It was organized for the express purpose of helping whole communities, whether they are large cities or small towns, or parts of communities: i.e., neighborhoods, business districts, parks, school districts, subdivisions, specific roadway corridors, etc., become more walkable and pedestrian friendly.

Partnership for Regional Livability

The Partnership for Regional Livability is an initiative to create high-value regional projects with strong federal support. Regional Leadership Teams—including business, government and community leaders who want to work with the federal government—are now articulating regional-scale projects. The federal government is joining the Regional Teams in exploring new ways to apply federal tools to achieve the regional project goals.

The Partnership hopes to add something fundamentally different to the small, but growing, stable of successful regional initiatives. To be specific, the Partnership is exploring ways federal and state agencies can help implement regional plans. Foundations are providing leadership for the Partnership, along with representatives from multiple federal agencies and regions.

The Partnership builds on the local and national dialogues hosted by the Metropolitan Initiative, the President's Council on Sustainable Development, and the Brookings Institution, and the recent panel study, *Building Stronger Communities and Regions: How Can the Federal Government Help?* released by the National Academy of Public Administration in March 1998.