



# Destination Resort Community & Economic Development Strategy 2010 Progress Report

January 2011

## Achieving the Destination Resort Vision

The Destination Resort Community and Economic Development Strategy (DRCEDS) establishes a three-year strategic and operational plan aimed at strengthening Mammoth's economy and our position as a destination resort, with goals, strategies and objectives for facilities, programs and planning that incorporate measurable objectives and outcomes. DRCEDS was adopted by the Town Council in April 2009, following a two year planning and outreach effort.

Substantial progress has been made on many of the strategies outlined in the document. However, DRCEDS was adopted under the "operating conditions" in place in Spring of 2009. Since then, unforeseen opportunities and priorities have arisen, and the Town has gone through significant budgetary challenges that have affected staffing levels and available resources.

Because of this, a number of the objectives outlined in DRCEDS have not been accomplished within their desired timeframes; other programs have had to be adjusted to reflect now-available resources.

Fall 2010 places the Town approximately halfway through the three year planning period outlined in DRCEDS. This is a report on the



*The Village at Mammoth*

*Photo: Ashley Smith/Santa Barbara Independent*

progress to achieving DRCEDS key strategic objectives, providing a "check-in" and opportunity for informed decision-making for allocation of Town work efforts in the coming Fiscal Year and beyond.

### **The Destination Resort and Economic Development Strategy**

**implements General Plan Goal E.1. "Be a premier**

**destination community in order to achieve a sustainable**

**year-round economy." Policy E.1.A calls for the Town to**

**"Establish and implement a clear economic strategy."**

## Defining the Destination Resort

A destination resort is distinguished from a local or regional resort in that it offers a range of year-round attractions, lodging, and activities to attract visitors from beyond the immediate local and regional market, and support visits of five days or more. Attracting and retaining visitors beyond the traditional Southern California weekend market is critical to Mammoth Lakes' achievement of long-term economic and fiscal stability.

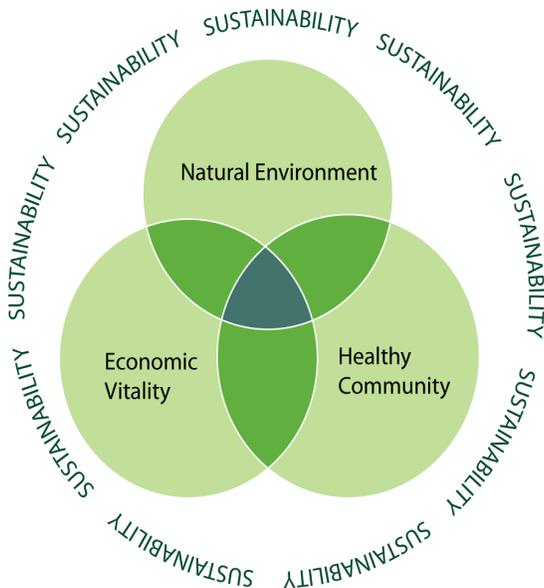
DRCEDS proposes a series of strategies to achieve destination resort status, founded in the ideas of partnership, people, place and positioning, and in the "triple bottom line" that balances social, economic and environmental sustainability.



*Mammoth Mountain Gondola  
Photo: Mammoth Mountain Ski Area*

## The Triple Bottom Line

The General Plan's 'triple bottom line' concept emphasizes the need to maintain a balance between the social, natural and economic dimensions in all decisions.



*"The values of the community also encompass making decisions that benefit the community's social, natural and economic capital—the triple bottom line. Decisions that enhance all three aspects of community capital provide the greatest benefit: decisions that improve or conserve two forms of capital without diminishing the third are also ideal. Decisions that only benefit one and decrease the other two forms of capital are undesirable."*

*2007 General Plan, Page 8*

## The DRCEDS Framework

The heart of DRCEDS is a series of strategies and implementing objectives that together constitute a focused three-year work program for the Town and its partners. The specific strategies and objectives are oriented towards a long-range vision (Key Result Area) and goals; they also implement eight “Strategic Initiatives” identified by the Destination Resort Steering Committee as essential to accomplishing the Key Result Area and its goals. Finally, DRCEDS identifies a set of “Disciplines” or principles that should guide decision-making and allocation of resources necessary to successfully achieve the work program.

### Key Result Area: Achieve Economic and Fiscal Stability

#### Disciplines:

- We will base our decisions on achieving the triple bottom line: one that considers economic development, land use planning, mobility, community design and place-making to achieve a thriving local economy.
- We will prioritize the allocation of resources and decision-making to provide activities, programs, services, and facilities that lead to higher visitation first.
- We will partner with the private sector and fellow public agencies to leverage visitor serving activities, programs, services, and facilities with new development.
- We will build partnerships with members of our community to increase opportunity, spur investment, encourage local enterprises, and serve the needs of local residents, workers and businesses.

#### Key Resort Goals:

**Goal 1:** Annually increase Town visitation and occupancy rates.

**Goal 2:** Stabilize and strengthen local businesses.

**Goal 3:** Annually increase municipal revenues and their reliability.

#### Key Strategic Initiatives

1. Tourism: Filling beds during mid-week and shoulder seasons
2. Destination Resort: Place-making and securing guest venues and facilities
3. Feet First: Mobility improvements
4. Recreation: Planning and building trails and recreation facilities
5. Sustainability: Conserving our natural resources
6. Air Service: Providing commercial air service
7. Economic Development: Assisting all of our local businesses
8. Organizational Effectiveness and Community Engagement: A market-focused government

## Air Service

*The Mammoth Yosemite Airport is a commercial services facility that is owned and operated by the Town. At the time DRCEDS was adopted, the Town was working towards re-establishing year-round commercial air service, and navigating a series of complex efforts to plan for and implement needed facilities. The 2007 General Plan identifies securing commercial air service as a key goal in the Economy Element, to expand Mammoth's share of the destination resort market beyond its existing role as a drive-to, weekend destination for Southern Californians.*



*Horizon Q400 Jet at Mammoth Airport*

*Photo: MammothRealEstate.com*

### **Strategy 1.1**

Provide commercial regional air service to increase accessibility from key visitor market areas.

**Objective 1.1A:** Achieve 20,000 enplanements per year by increasing winter air service, developing year-round air service, and providing continued service and facility improvements that will support commercial air service.

**Progress:** In calendar year 2010 the enplanement goal was achieved with 14,000 winter enplanements and 6,000 off-season enplanements. To achieve further expansion of air service, the following issues must be addressed:

- Terminal space,
- Runway length,
- Financial ability to provide a revenue guarantee to the operators.

## Mobility

*Livable communities have well-integrated, convenient and accessible mobility networks. Offering multiple transportation choices including walking, cycling and transit has environmental, social and public health benefits; and economic benefits by improving access to jobs, recreation, and services.*

*While the Town has progressively worked to improve mobility throughout the community, significant gaps remain in the pedestrian and bicycle systems, wayfinding and signage is poorly organized and incomplete, and many streets have unsafe conditions for pedestrians. DRCEDS supports General Plan policies through objectives to improve existing conditions and develop a truly integrated feet first pedestrian network.*

## Mobility (Continued)

### Strategy 1.2

Shift the primary means of access and circulation from auto use to walking, bicycling, transportation demand management\*, gondolas, and transit to improve the Town's overall quality of life, reduce impacts of development and provide better emergency access.

\* Strategies to reduce vehicle trips and reliance on the private automobile.

### Objective 1.2A: Complete the Mobility Plan by March 2010.

**Progress:** Community workshops for the Mobility Plan were conducted in 2009, and the Town-wide traffic model will be completed in 2010. Traffic modeling for the "Downtown Concept for Main Street" (Downtown NDP) program is underway. The Mobility Plan is on target to be completed during the 2010/2011 Fiscal Year.

**Objective 1.2B** By June 2010 develop a mobility facilities improvement and financing program to ensure implementation of planned infrastructure.

**Objective 1.2C** By July 2011 complete a town-wide parking improvement and financing plan.

**Progress:** The Downtown NDP Concept was accepted in August 2010. It recommends a mobility network that is being further tested and refined through traffic modeling. In turn, facilities financing, including recom-



*New Trail System Signage at Mammoth Creek Park  
Photo: Mammoth Lakes Trails & Public Access*

mended mobility and parking infrastructure, will be incorporated into the proposed Resort Investment and Public Facilities Plan. The RIPFP is a follow-up from the 2009 work of the Capital Facilities and Financing Committee, and is due to be complete during the 2010/2011 Fiscal Year.

**Objective 1.2D** Complete a town-wide wayfinding and signage system plan by April 2010. The first phase will be a demonstration trails signage and wayfinding system in place by July 2009.

**Progress:** The Town, in partnership with MLTPA and the US Forest Service completed design and installed the initial components of the Mammoth Lakes Trails System wayfinding system during the summer of 2010. Funding applications have been made that would allow for the installation of remaining trails system signage in 2011. Development of a vehicular wayfinding program, including design and specifications may be considered by the Town Council as a work program item for FY 11-12.

## Visitor Driving Activities, Programs and Services



*Mammoth Mountain Bike Park*  
 Photo: Mammoth Mountain Ski Area

*Mammoth has long-suffered from an economy with significant seasonal and weekly “peaks and troughs” - most visitor activity occurs on winter weekends, with a significant drop-off mid-week in winter and during the spring and fall shoulder seasons. The General Plan identifies, as a key goal, the need to increase the overall number of visitors, and to expand the range of visitor-driving attractions that can increase mid-week and off-peak visits, and extend visitor stays.*

### **Strategy 1.3**

Partner with the private sector to provide a variety and range of meeting and conference spaces, indoor and outdoor event venues and recreational facilities with new development that can be programmed to drive increased visitation.

**Objective 1.3A:** Develop a variety of meeting and conference spaces ranging from 2,000 to 5,000 square feet, 7,000 to 10,000 square feet, and 15,000 square feet with future hotel development in general and in the North Village, Town Center and Main Street districts.

**Objective 1.3B:** Develop a variety and range of indoor and outdoor event venues with future hotel development in general and in Mammoth Creek Park, North Village, Town Center and Main Street districts that target: a 45,000 square foot indoor events facility with a 2-3 acre joint sports field and events area, a 100-seat indoor town hall/meeting/performance facility, and three to five smaller outdoor events areas and plazas.

**Progress:** In July 2008, the Town received the “Market Study for the Mammoth Lakes Conference Center” prepared by HVS for Starwood. HVS recommended a 16,000 sf conference center in conjunction with a 180-200 room hotel. It could be located in Snowcreek, Sierra Star, or the North Village. The CFFC recommended that indoor and outdoor event venues be developed privately using CBIZ, Development Agreements and Public Private Partnerships. These strategies could be further developed as part of the RIPFE.

**Objective 1.3C:** Complete the environmental review of the Parks and Recreation and Trail System Master Plans by December 2009. Adopt the two plans by March 2010.

**Progress:** Grant funds for the Trail System Master Plan Environmental Impact Report were released in late 2009. The Town selected a consultant and is on track to complete the EIR by Spring 2011. General Fund or Measure R grant funds are being sought to prepare CEQA for the Draft Parks and Recreation Master Plan. Both plans are scheduled for adoption in Spring/Summer 2011.

## Visitor Driving Activities, Programs and Services (Continued)

*(Continued from page 6)*

**Objective 1.3D:** By June 2010, develop a strategic implementation plan that addresses facilities improvement and identifies financing programs for the Parks and Recreation and Trail System Master Plans to begin implementation of planned infrastructure.

**Progress:** The CFFC recommended that recreation and trails plans be funded by grants, General Obligation bonds and/or through Development Agreements. The Municipal Finance Commit-

tee will review use of Measures R and U as part of this process. The Measure U Committee will focus specifically on Measure U. The results will be built into the RIPFE.

**Objective 1.3E:** Complete design specifications to establish uniform standards for resort animation: decorative banners, tree lighting, information kiosks, graphics, way-finding and accoutrements that create an attractive festive resort appearance by July 2010.

**Progress:** This will be completed as a future work program item, in part as a follow-up to the Downtown NDP that was accepted in August 2010.

## Place-Making

*Place-making is the creation of public spaces and districts that are distinctive, cohesive, and encourage a sense of community. Successful places are a focal point for community activity, and together help to define the structure and character of the town. Place-making is an essential part of economic development as people select destinations based on recreation, entertainment, shopping and dining choices.*

*The 2007 General Plan identifies a number of districts, including the North Village, Downtown/Town Center, and Mammoth Creek Park area that should be the focus of place-making efforts.*

### Strategy 1.1.4

Ensure that the North Village effectively functions as our "Visitor Oriented Entertainment Retail District."

**Objective 1.4A:** By June 2010 complete revisions to the North Village Specific Plan to specify the critical mix and mass of uses; anchor retail, resort services and entertainment uses; meeting, event, and performance venues; and mobility and infrastructure improvements to be provided with new development.

**Objective 1.4B:** By June 2010 develop a facilities improvement and financing program for the North Village to ensure implementation of planned infrastructure.



*A Walkable Retail Street in Breckenridge, CO*

*Photo: Carl Scofield, Ontbesnow.com*

## Place-Making (Continued)

(Continued from page 7)

**Progress:** Town Council accepted the North Village District Planning Study in July 2009; the Mammoth Crossing Specific Plan amendment was approved in October 2009. MMSA will complete installation of the pedestrian bridge connecting the ski-back trail with the Village. An update of the North Village Specific Plan is targeted for the 2011/2012 Fiscal Year after completion of the Zoning Code Update. The updated Specific Plan will revise the NVSP Implementation Element, based on the Resort Investment and Public Facilities Plan.

### Strategy 1.5

Establish the “Town Center” on north Old Mammoth Road that will function as a locals and visitor-oriented mixed use district.

**Objective 1.5A:** By December 2009 codify the North Old Mammoth Road District Study.

**Progress:** These planning and development standards will be codified through the Zoning Code Update which is on track to be completed in the 2010/2011 Fiscal Year.

**Objective 1.5B:** By July 2010 complete a Town Center Specific Plan to specify the critical mix and mass of uses; anchor retail and entertainment uses; meeting, event, and performance venues; and mobility and infrastructure improvements to be provided with new development.

**Progress:** This future work program item may be considered in the 2011/2012 Fiscal Year work program, but may also be accomplished through the Zoning Code Update. Adoption of the Clearwater Specific Plan in 2009, and acceptance of the Downtown NDP also accomplished some components of this objective.

**Objective 1.5C:** By July 2010 develop a facilities improvement and financing program for the Town Center to ensure implementation of planned infrastructure.

**Progress:** The CFFC recommended that most facilities be developed privately as conditions of development or by using CBIZ, development agreements and public-private partnerships. This could be further refined by RIPFE.

**Objective 1.5D:** Complete a disposition and development plan for the Civic Center parcel to serve the community by providing public parking, events venues and joint town hall meeting/performance facility with a mix of uses by June 2011.

**Progress:** This is a future work program item to be completed as a follow-up implementation action of the Downtown NDP accepted in August 2010, and as market conditions allow.

### Strategy 1.6

Establish “Main Street” as a connected mixed-use residential, commercial, and lodging corridor, and an attractive Town entrance.

**Objective 1.6A:** By December 2009 complete a Main Street district study.

**Progress:** Complete. The Town Council accepted the Downtown NDP concept in August 2010.

**Objective 1.6B:** By July 2010, complete a Main Street Specific Plan to specify the design and configuration of Main Street, the disposition of surplus right-of-way, a gondola system connecting to the North Village, mobility and infrastructure improvements, land uses, and design and development standards.

## Place-Making (Continued)

A number of work program items identified in the DNDP Concept will be completed by 2011 to allow for the initiation of short-range pilot projects, such as allowing for interim modifications to Frontage Road configurations for improved pedestrian access. Other aspects of the DNDP Concept will be implemented through the Zoning Code Update which is scheduled for completion in FY 2010/11. The desire to develop a Specific Plan for the area may be considered in the 2011/2012 Fiscal Year work program.

**Objective 1.6C:** By June 2010 complete a feasibility study for establishing a redevelopment project area for the Main Street and surrounding areas.

**Progress:** This is a future work program item to be completed as an implementation action of the Downtown NDP.

**Objective 1.6D:** By June 2010 develop a facilities improvement and financ-

ing program for Main Street district to ensure implementation of planned infrastructure.

**Progress:** The CFFC recommended that most facilities be developed privately as conditions of development or by using CBIZ, development agreements and public-private partnerships. This could be further refined by RIPFE.

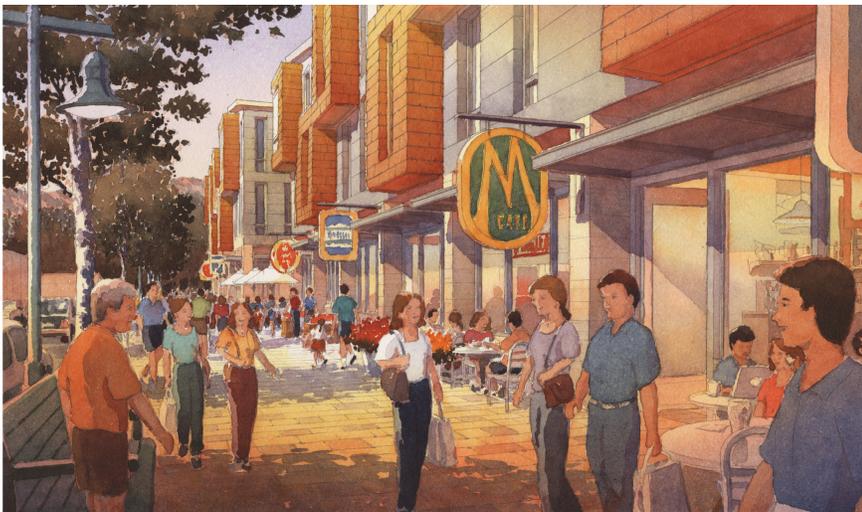
### Strategy 1.7

Create a visitor- and community-serving cultural, entertainment and recreation hub, at Mammoth Creek Park, Hayden Cabin, and Sherwin Meadows area.

**Objective 1.7A:** By June 2010, complete the Mammoth Creek Park Specific Plan to specify the recreational uses and facilities including an indoor events facility with joint sports field/outdoor events area, family lawn and picnic areas, play area and equipment, and mobility and infrastructure improvements to be provided with new development.

**Objective 1.7B:** By June 2010, develop a strategic implementation plan for the facilities improvement and identify financing programs for the Mammoth Creek Park to ensure implementation of planned infrastructure.

**Progress:** Guidance for the future of Mammoth Creek Park may be established through closeout/completion of District Planning for the East OSSC and South Old Mammoth Road Districts in FY 10/11. More detailed facilities planning and design for the Park may be considered in the 2011/2012 Fiscal Year work program.



*Artists rendering of the Proposed Old Mammoth Place Project, as seen from Old Mammoth Road  
Image: BSA Architects*

## Prepare for Reinvestment

*Although the economic downturn has proven challenging to the development community and to the Town, it has also provided an important opportunity for the Town to thoroughly evaluate its policies, procedures and standards to ensure that they are clear, up to date, and effective in implementing the community's strategic goals.*

### Strategy 1.8

Adopt policies and zoning ordinances to streamline the permit process and to achieve community expectations and standards.

**Objective 1.8A:** Complete the Build Out Monitoring and Population At One Time Model by March 2009.

**Progress:** Complete. In April 2009, the Town Council adopted the Population At One Time and Impact Assessment Policy. This policy establishes methods to evaluate the impacts of land use permit applications in conjunction with "Project Impact Evaluation Criteria," and to monitor Town build-out as required by the 2007 General Plan.

**Objective 1.8B:** Adopt the hotel-condominium zoning ordinance by July 2009.

**Progress:** In August 2008, Town Council provided consensus direction on the definition of Hotel/Condominium uses to be implemented through project review and the Zoning Code Update. The Zoning Code Update is on target to be complete in the 2010/2011 Fiscal Year.

**Objective 1.8C:** Adopt the community benefit / incentive zoning ordinance by July 2009.

**Progress:** Town Council approved Community Benefit/ Incentive Zoning policies by resolution in August 2009 and since then the policy has been applied in the decision-making process for permit applications. Town Council also provided direction to improve the CBIZ policy as it is incorporated into the Zoning Code to: 1) provide better definition of base-line requirements and legal nexus established in the General Plan, Zoning Code, and by CEQA compared to community benefits; 2) be as strict as possible in defining and applying base-line and nexus requirements first; 3) establish community benefits that are unique to each district through the District Planning process; 4) clearly define and prioritize both district and town-wide community benefits. The Zoning Code Update is on target to complete in 2010/2011 Fiscal Year.

**Objective 1.8D:** Complete district planning studies and develop a single integrated community concept plan by December 2009.

**Progress:** District planning establishes character and program and facilities recommendation for various subareas of the community. Four district planning studies are complete (North Old Mammoth Road, Snowcreek, North Village and the Downtown). Completion of district planning studies for Sierra Valley Sites, South Old Mammoth Road and East Open Space Stream Corridor, and the Gateway districts, has been initiated and is on-track for completion in FY 2010-11.

**Objective 1.8E:** Complete the General Plan Housing Element update by August 2009.

**Progress:** Complete. The Housing Element was completed as an in-house effort, following direction from Town Council to direct work from consultants to staff. The Housing Element was adopted in June 2010, and certified by the Department of Housing and Community Development in September 2010.

**Objective 1.8F:** Complete the Mammoth Lakes Housing workforce housing strategy by July 2009.

**Progress:** An interim housing policy was adopted in November 2009. Background work to develop housing demand pro-

## Prepare for Reinvestment (Continued)

*(Continued from page 10)*

jections and determine the nexus between employment growth and housing was underway as of September 2010; this will support the update of the Housing Ordinance (Municipal Code Chapter 17.36) which is scheduled to be completed in FY 2010-11.

**Objective 1.8G:** By December 2010 complete a comprehensive Municipal Code update consistent with the General Plan that codifies master plans and district studies.

**Progress.** The Zoning Code Update is on target to be complete in FY 2010/11. Public outreach is underway and meetings of the Zoning Code Committee and Users Group have been held during the first quarter of the fiscal year.

## Natural Resources

### Strategy 1.9

Protect the area's natural resources, scenic beauty and character recognizing that these environmental attributes are also primary tourist attractions.

**Objective 1.9A:** Complete the Impact Mitigation and Resource Conservation framework and green technology policies and standards by June 2009.

**Progress:** In June 2009, Town Council adopted the Project Impact Evaluation Criteria Framework. PIEC incorporates the ideas of impact mitigation and resource conservation, emphasizing achieving the "Triple Bottom Line", a balance between economic, environmental, and social objectives.

**Objective 1.9B:** Complete resource conservation and green technologies policies and standards, complementing the relevant standards of the State Green Building Code, by September 2010. Promote the Town's leadership efforts in this field.

**Progress.** This effort has been postponed due to budgetary challenges; it may be reconsidered in the next year's budget. Some aspects related to green technologies, such as standards for small solar energy systems, will be included in the Zoning Code Update. The Town will integrate requirements of the new California Green Building Code as it comes on line in 2011 and beyond.

**Objective 1.9C:** By June 2010, complete a framework for materials and solid waste conservation, recycling, and reuse policies and standards by June 2010.

**Progress:** This effort has been delayed due to budgetary challenges and can be reconsidered in the 2011/2012 Fiscal Year Budget.



*Scenic Natural Open Space is a Key Attraction in Mammoth*

*Photo: Cardinal Investments*

## Marketing and Promotion

*Until recently, Mammoth Lakes operated its tourism marketing functions through the Town's joint Tourism and Recreation Department. This differs from the model in most destination resort communities where these services are provided by specialized organizations. In 2010, the Town established a Destination Marketing Organization for Mammoth Lakes, in keeping with this approach, to provide more dedicated and specialized tourism and visitor marketing services.*

### Strategy 1.10

Create a "Destination Marketing Organization" to engage the local tourism industry in efforts to leverage and improve the effectiveness of external sales, marketing and promotional efforts by adopting the model used in most destinations.

**Objective 1.10A:** Involve at least 10 percent of our local businesses in formulating the purpose for the operations of the DMO, complete by June 2009.

**Objective 1.10B:** Secure public sector funding for DMO operations in the Town Fiscal Year 2009-2010 budget.

**Objective 1.10C:** Form an operational DMO by December 2009. Secure private sector funding for the DMO as part of formation process.

**Objective 1.10D:** By December 2010, at least 80 percent of businesses provide an evaluation of the DMO's per-

formance, with a desire to have services rated as satisfactory or better.

**Objective 1.10E:** By June 2009 release the master annual sales and marketing plan that includes performance objectives and measures.

**Progress:** The DMO began operation on July 1, 2010, and an Executive Director was appointed and began work on July 26, 2010. Input from a steering committee that included local business representatives, among others, helped to direct the formation of the DMO. The 2010/2011 Fiscal Year Budget allocates funds for the DMO for the derived from Measure A funds, through a contract with the Town of Mammoth Lakes, including membership revenue from the local business community.

**Objective 1.10F:** Establish and fund a community-based annual hospitality and customer service-training program by December 2009.

In September 2010, the Mammoth Lakes Chamber of Commerce initiated the "Mammoth Ambassador Program." The program implements one of the key recommendations of a 2006/2007 Branding study, for MMSA and the Town to initiate community-wide hospitality training. The Chamber is working with community organizations and business leaders to build awareness and develop a training program that fits within the our current local economic conditions and meets the needs of local businesses.



*Special Events can draw Thousands of Visitors Each Year*

## Special Events and Cultural Arts

*As a destination resort, providing a comprehensive roster of special events and cultural arts activities is an important strategy to attract visitors to Mammoth.*

### Strategy 1.11

Provide a broad range of cultural and artistic opportunities by encouraging and sponsoring concerts, performances, visual art exhibits, festivals, and sporting, educational and civic events in the community.

**Objective 1.11A:** By December 2009, develop a cooperative marketing campaign for arts and cultural events with metrics for effectiveness.

The DMO will take a leading role in marketing arts and cultural events, in cooperation with the Town. Since the DMO's formation is relatively recent, it is recommended that the Town work with the DMO to initiate these work program items during the second half of FY 2010-11.

**Objective 1.11B:** Hold two new visitor-attracting events in 2010.

**Progress:** The summer of 2010 was one of the most successful in terms of new and expanded special events in Mammoth, with large events scheduled most weekends in July and August. Mammoth Rocks, the Blue Sky Festival, and annual Bluesapalooza events all expanded. New events included "Woofstock;" a free world-music concert at Sierra Nevada Lodge; a concert by the band Train; and expanded program of entertainment and events at the Village at Mammoth.

**Objective 1.11C:** Complete a community-based art and culture plan by September 2010.

**Progress:** Work on a Public Art Plan is underway, and is scheduled for completion by early 2011.

## Business Assistance, Diversification and Retention

*Historically, the Town has played a limited role in economic development. Many businesses in Mammoth struggle to succeed in the strongly seasonal market place, and there is a lack of resources, beyond services provided by the local Chamber of Commerce, available to assist businesses.*

*Attracting and retaining successful businesses, across a wide range of sectors, is important to supporting a vibrant, sustainable year-round economy and employment opportunities.*

### Strategy 1.12

Assist local businesses in order to increase business revenues and receipts, increase business and employment diversity, capture more sales locally.

**Objective 1.12A:** Benchmark local economic performance and report quarterly performance by December 2009.

**Objective 1.12B:** During Fiscal Year 2009-2010, conduct one visit each week with a local business to learn about conditions, concerns, and issues to find ways to improve them.

## Business Assistance, Diversification and Retention (Continued)

(Continued from page 13)

**Objective 1.12C:** Hold quarterly business forums with local business clusters (e.g. construction, design and development; restaurant, retail and services; and lodging and real estate) to address businesses issues and resolve them. Involve at least 10 percent of our local businesses in quarterly forums.

**Objective 1.12D:** Assemble local resource and service providers (e.g. the Sierra Business Council, Cerro Coso Community College, foundations, Town, County, State, and Federal agencies) to establish technical and financial assistance that can help small businesses. Complete by July 2010.

**Objective 1.12E:** Establish a business resource center to provide a clearinghouse of business information and assistance by July 2010.

**Objective 1.12F:** By December 2009 complete a guide/map to local businesses; public/private information, resources and services; and a “welcome kit” for businesses, residents and visitors.

**Objective 1.12G:** By July 2011 develop a new business attraction program.

Due to other work program priorities, significant progress on economic development and business recruitment efforts has not been made. Outreach to local businesses was incorporated into the Downtown NDP process, and will continue in 2010 as progress is made to initiate pilot programs that will require cooperative efforts with Main Street businesses. Remaining programs will be considered in the 2011/2012 Fiscal Year work program.

## Market-Focused Government

*An efficient, effective and responsive government is important to a successful partnership between the Town and local citizens. Public input and engagement ensures that the Town is respecting and meeting the needs of the community, reducing investment barriers, and protecting the health, safety and welfare of local residents and visitors.*

### Strategy 1.13

Maintain an effective organization, provide higher customer service, and engage the community in all of the Town’s major efforts.

**Objective 1.13A** Dedicate staff resources in each Fiscal Year Budget to maintain a safe and attractive community through code compliance and community outreach programs.

**Objective 1.13B:** Conduct an annual audit to identify and eliminate unnecessary, overlapping and contradictory regulations and to ensure that fees and levies imposed on new and expanding businesses are fair and broad based.

**Objective 1.13C:** Continue to streamline and expedite the development approval process to reduce unnecessary delay and costs.

**Progress:** Work began in 2007 and 2008 to implement streamlining for permit review, including shortened internal review schedules and simplified submittal requirements certain permit types. This work continues through the FY2010/11 period, particularly through the Zoning Code Update, to audit development procedures and ensure that they do not impose unnecessary time or costs. Work to extend and integrate BasicGov, the Town’s permit tracking system, with Town permitting processes and with the GIS system, is also underway.

**Objective 1.13D:** By July 2010 complete a survey of competitive resort communities to benchmark municipal revenues, services costs, and fees. Keep local service costs and fees competitive with them.

## Market-Focused Government (Continued)

(Continued from page 14)

**Objective 1.13E:** By July 2010 specify indicators to measure the financial health of the Town.

**Progress:** Work on these objectives will be completed in FY 2010/11 as a component of the Resort Investment Public Facilities Plan.

**Objective 1.13F:** Overhaul the Town's web site to be the first and best source for local government information and services by July 2010.

**Progress.** Complete. A comprehensive overhaul of the Town's website was completed and fully operational in July 2010.

**Objective 1.13G:** Seek and secure new funding sources for priority activities, programs, services, and facilities.

**Objective 1.13H:** Adopt Fiscal Year 2009-2010 budget polices that place a high priority on providing visitor driving recreation activities, programs, services, and facilities.

**Objective 1.13I:** Adopt comprehensive budget policies for service contracts, cultural arts and special events, and business assistance loans and grants in the 2010-2011 Fiscal Year budget.

**Progress:** Town Council has continued to work to make the Town budget more transparent and aligned to strategic objectives. A "Budget Reformatting Committee" was formed in June 2010 to consider how the budget process can be refined. Recommendations will be brought forward to the Town Council in 2010.



*The Town's Updated Website*

**Objective 1.13J:** Begin an annual community survey to identify citizen satisfaction with the range, quality and cost of Town services by December 2010.

**Objective 1.13K:** By 2010, at least 80 percent of businesses rate the Town performance in providing services as satisfactory or better.

**Progress.** A survey was conducted in early 2010 to support the formulation of Measure U. The survey included questions about the level of satisfaction with Town services. Conducting a similar, statistically valid survey may be considered in the 2011/2012 budget.

**Objective 1.13M:** Dedicate resources in each Fiscal Year Budget to maintain a well trained staff in new trends affecting public services, such as resource conservation and green technologies.

**Progress.** Training budgets for FY 2010/11 have been reduced in most departments due to budget considerations. While opportunities for free and low-cost training are being pursued, allocating resources to training will be considered in the 2011/2012 budget.

## Summary and Conclusions

Significant progress has been made on a number of the key objectives listed in DRCEDS since its adoption. These include: establishing year-round air service; launching a Destination Marketing Organization; completing significant policy work on the Community Benefits/Incentive Zoning, Condo Hotels, Project Impact Evaluation Criteria and PAOT modeling; and adopting the Housing Element. District Planning was completed for the Downtown, North Old Mammoth Road and Snowcreek areas, and will be complete for remaining areas this fiscal year.

The Zoning Code Update was also initiated; this is a significant effort that

will tie together and result in codification of many of the policies adopted in the past two years.

Despite these accomplishments, unanticipated changes in staffing and available funding, as well as introduction of new work program items and priorities, have made it difficult to meet some of the target dates established in DRCEDS. The current work program focuses on the most important items needed to advance DRCEDS' Key Strategic Initiatives, and to allow the Town to become a more high performing organization. Recognizing that significant work remains on a number of tasks, and which have been deferred to future budget years, ongoing, annual evaluation of progress on the DRCEDS work program will be critical to focusing staffing and other resources, and informing future Town Council priorities.

## Resort Investment Public Facilities Financing Plan: From Planning to Implementation

Since adoption of DRCEDS, the Town's approach to financing and funding public facilities and programs has been revised. The Capital Facilities Funding Committee (CFFC) was convened in 2009 to look at this issue. In addition to significantly revising the Town's Development Impact Fee program, the CFFC highlighted the need for a more strategic approach to facilities financing, based on targeting public and private resources towards those facilities that offer the greatest return on investment for the community. A key resultant work program item, referenced in a number of places in this Progress Report, is the development of a Resort Investment Public Facilities Plan (RIPFP). The RIPFP will be adopted as an Element of the General Plan, and will include 5-year and 20-year recommendations that will be refined through more detailed facility and implementation plans.

### DRCEDS Partners:

Caltrans  
Cerro Coso College  
Eastern Sierra Transit Authority  
Mammoth Community Water District  
Mammoth Lakes Fire Protection District  
Mammoth Lakes Chamber of Commerce  
Mammoth Lakes Housing  
Mammoth Lakes Tourism  
Mammoth Lakes Trails and Public Access  
Mammoth Mountain Ski Area  
Mono County  
United States Forest Service

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