



Destination Resort Community & Economic Development Strategy Three Year Work Program Summary Table

This table provides a synopsis of the progress towards achieving the objectives listed in DRCEDS, as of January 2011. For items not yet complete, work program steps anticipated in this and the next three fiscal years are indicated. New work program items are presented as described in the General Plan and as suggested by commissions and Town Council. The following abbreviations, acronyms, and terminology are used in this summary.

Abbreviations

CBIZ – Community Benefits and Incentive Zoning
CEQA – California Environmental Quality Act
CIP – Capital Improvement Program
DMO – Destination Marketing Organization, now “Mammoth Lakes Tourism”
DRCEDS – Destination Resort Community & Economic Development Strategy
GP – 2007 General Plan
MP – Master Plan
NEPA – National Environmental Protection Act
NDP – Neighborhood District Planning
PIEC – Project Impact Evaluation Criteria
PFFP – Town-wide Public Facilities and Finance Plan
PRMP – Parks and Recreation Master Plan
SCG – Sustainable Communities Grant
SP – Specific Plan
TBD – To be determined
TSMP – Trail System Master Plan
RIPFE – Resort Investment Public Facilities Element
ZCU – Zoning Code Update

Terms

Completed – Shown in italics means actually completed during a fiscal year.
Complete – Shown in regular font means on track to be completed during a fiscal year.
New work items – New proposed work efforts are shown in **bold font**.
Implementation – Follow up task or project resulting from completion of a given program.
Ongoing Program – A recurring operational function after completion of a given program.
(Program Source) – The program or programs through which an objective will be completed or implemented.
Started – Shown in italics means actually started during a fiscal year.

Link (DRCEDS unless noted)	Objective	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
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Air Service

Objective 1.1A	Increase Air Service	Ongoing Program	Ongoing Program (CIP)	Ongoing Program (CIP)	Ongoing Program (CIP)
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Mobility

Objective 1.2A	Complete Mobility Plan	Complete	CEQA		
Objective 1.2B	Complete Mobility Facilities and Finance Plan		Complete (PFFP) ¹		
Objective 1.2C	Complete Town-wide Parking Plan		Complete (PFFP)		
Objective 1.2D	Complete Town-wide Wayfinding (Trail System)	Complete (TSMP)	Implementation (CIP) ²	Implementation (CIP)	Implementation (CIP)
Objective 1.2D	Complete Town-wide Wayfinding (Vehicular System)		Complete	Implementation (CIP)	Implementation (CIP)

¹ Consolidated in future Public Facilities and Finance Plan.

² Shown in future Capital Improvement Program.

Objective	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
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Visitor-Driving Activities, Programs and Services

Objective 1.3A	Develop Meeting and Conference Spaces ³	Complete (RIPFE & ZCU)			
Objective 1.3B	Develop Indoor and Outdoor Event Venues ⁴		Complete (PFFP)	CEQA	Implementation (CIP)
Objective 1.3C	Complete Environmental Review of TSMP and PRMP	Complete			
Objective 1.3D	Trails System and Parks & Recreation Implementation Plan	Complete	Implementation (CIP)	Implementation (CIP)	Implementation (CIP)
Objective 1.3E	Complete Streetscape and Animation Standards		Complete (SCG & PFFP)		
Planning Commission	Increase care and quality of public places maintenance		Start	Ongoing Program	Ongoing Program
Town Council	Increase code compliance		Start	Ongoing Program	Ongoing Program
Town Council	RecStrats	Start	Complete	Implementation (TBD)	Implementation (TBD)

³ Policies and standards completed via RIPFE and ZCU; thereafter implemented via future private sector activity.

⁴ Policies and standards completed through RIPFE and ZCU; thereafter implemented via future Town CIP and via private activities.

Link (DRCEDS unless noted)	Objective	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Place-Making					
Objective 1.4A	Complete NVSP Update		Complete (SCG)		
Objective 1.4B	Complete NVSP Facilities and Finance Plan		Complete (PFFP)	CEQA	
Objective 1.5A	Codify NOMR District Study	Complete (ZCU)	CEQA		
Objective 1.5B	Complete Town Center Specific Plan		Complete	CEQA	
Objective 1.5C	Complete Town Center Facilities and Finance Plan		Complete (PFFP)		
Objective 1.5D	Complete a Disposition and Development Plan for the Civic Center site ⁵				
Objective 1.6A	<i>Complete Main Street District Study</i>	<i>Completed</i>			
Objective 1.6B	Complete Main Street Specific Plan		Complete		
Objective 1.6C	Complete Redevelopment Project Area Feasibility Study		Complete	CEQA (TBD)	Implementation (TBD)

⁵ A future year work program dependent on resort market conditions.

Link (DRCEDS unless noted)	Objective	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Objective 1.6D	Complete Main Street Facilities and Finance Plan		Complete (PFFP)		
Objective 1.7A	Complete Mammoth Creek Park Specific Plan		Complete	CEQA	Implementation (CIP)
Objective 1.7B	Complete Mammoth Creek Facilities and Finance Plan		Complete (PFFP)		
GP C.3.A.1	Implement a gateway monumentation plan		Complete		
GP L.1.D.1	Complete Gateway District Study		Complete		

Link (DRCEDS unless noted)	Objective	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Prepare for Reinvestment					
Objective 1.8A	<i>Build Out Monitoring and PAOT Model</i>	Completed			
Objective 1.8B	Codify Hotel - Condo Standards	Complete (ZCU)			
Objective 1.8C	Codify CBIZ standards	Complete (ZCU)			
Objective 1.8D	Complete District Planning ⁶	Complete			
Objective 1.8E	<i>General Plan Housing Element Update</i>	Completed			
Objective 1.8F	Complete Workforce Housing Strategy (Housing Ordinance)	Complete			
Objective 1.8G	Complete Zoning Code Update	Complete	CEQA		
PIEC	Complete PIEC, Indicators, CEQA Thresholds, zoning Code Implementation		Complete (SCG)		
Town Council	Complete 5-year General Plan Update			Complete	CEQA

⁶ Gateway District Planning is delayed to allow agency partners to determine program requirements and priorities.

Link (DRCEDS unless noted)	Objective	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
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Natural Resources

Objective 1.9A	Complete Impact Mitigation and Resource Conservation Framework	Completed (PIEC)			
Objective 1.9B	Complete Green Building Code Standards	Completed (CA Building Code)			
Objective 1.9C	Complete Conservation, Recycling, and Reuse Policies			Complete	
GP C.4.E.1	Adopt tree preservation and restoration standards.		Complete (SCG)		

Marketing and Promotion

Objectives 1.10A, B & C	Establish a DMO	Completed			
Objective 1.10D	Survey DMO Performance		Ongoing Program	Ongoing Program	Ongoing Program
Objective 1.10E	Complete Master Sales and Marketing Plan		Ongoing Program	Ongoing Program	Ongoing Program
Objective 1.10F	Establish Community-based Hospitality Training	Started	Ongoing Program	Ongoing Program	Ongoing Program
Objective 1.10G	Implement New Niche Marketing Plans		Ongoing Program	Ongoing Program	Ongoing Program

Link (DRCEDS unless noted)	Objective	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
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Special Events and Cultural Arts

Objective 1.11A	<i>Develop a Cooperative Arts and Culture Events Marketing Program</i>	<i>Started</i>	Ongoing Program	Ongoing Program	Ongoing Program
Objective 1.11B	<i>Hold Two New Visitor Attracting Events</i>	<i>Completed</i>	Ongoing Program	Ongoing Program	Ongoing Program
Objective 1.11C	Complete Public Arts Plan	Complete	Implementation (TBD)	Implementation (TBD)	Implementation (TBD)
GP P.2.E.1	Plan, design and implement an interpretive signage program.		Complete	Implementation (TBD)	Implementation (TBD)

Business Assistance, Diversification and Retention

Objective 1.12A	<i>Evaluate Quarterly Economic Performance</i>	<i>Started</i>	Ongoing Program	Ongoing Program	Ongoing Program
Objective 1.12B	Conduct Business Site Visits		Start	Ongoing Program	Ongoing Program
Objective 1.12C	Hold Quarterly Business Forums		Start	Ongoing Program	Ongoing Program
Objective 1.12D, E, F, & G	Develop and implement business assistance programs		Complete	Ongoing Program	Ongoing Program

Link (DRCEDS unless noted)	Objective	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
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Market-Focused Government

Objective 1.13A	Fund Code Compliance and Community Outreach Programs		Start	Ongoing Program	Ongoing Program
Objective 1.13B	Audit Fees and Regulations Impacting Businesses		Start	Complete	Ongoing Program
Objective 1.13C	Streamline Development Approval Process	Ongoing Program	Ongoing Program	Ongoing Program	Ongoing Program
Objective 1.13D	Survey Revenues, Service Costs, and Fees of Competitive Resorts		Start	Complete	Ongoing Program
Objective 1.13E	Set Indicators to Measure the Financial Health of the Town		Start	Ongoing Program	Ongoing Program
<i>Objective 1.13F</i>	<i>Overhaul and Update the Town's Website</i>	<i>Completed</i>			
Objective 1.13G	Seek New funding Sources for Priority Services, Programs and Projects	Ongoing Program	Ongoing Program	Ongoing Program	Ongoing Program
Objective 1.13H	Adopt Budget Policies that Prioritize Visitor Driving Services, Programs, and Projects	Complete (RIPFE)	Ongoing Program	Ongoing Program	Ongoing Program
Objective 1.13I	Adopt Budget Policies for Contract Services, Cultural Arts and Special Events, and Business Assistance		Complete (Budget)	Ongoing Program	Ongoing Program