Final Draft

# Mammoth Lakes REC STRATS II- Implementation Strategy

A Vision for Recreation in Mammoth Lakes and a Plan for Its Implementation

Prepared for the Town of Mammoth Lakes

Adopted by Resolution by the Mammoth Lakes Town Council, October 5, 2011

RECSTRATS
Recreation Vision & Strategies in Mammoth Lakes, California

Prepared by:

STRATEGIC MARKETING GROUP
SMG

P.O. Box 10109 South Lake Tahoe, California 96158 (530) 541-2462 FAX (530) 541-8720 www.smgonline.net

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Workshop notes and survey results are included in a separate document entitled *RecStrats Public Process Summary Notes.*

# Acknowledgements

*"RecStrats Survey Collection Box"*

**Town of Mammoth Lakes Leadership Team/Committee**

**Town Council Recreation Reorganization Subcommittee**

- Jo Bacon, Mayor
- Rick Wood, Council member

**Town of Mammoth Lakes Recreation Commission**

- Bill Sauser, Chair
- Tony Colasardo
- Teri Stehlik
- Patricia Agnitch
- Sean Turner
- Knud Svendsen

**Town of Mammoth Lakes Staff Liaison**

- Stuart Brown, Recreation Manager
- John Connolly - Recreation Supervisor
- Stephanie Daniel - Recreation Supervisor
- John Ellis - Recreation Aid

**Funding and Support Services**

- Town of Mammoth Lakes

# rec·re·a·tion

Refreshment of strength and spirit

*Webster*

# Project Overview

### Introduction

The Town of Mammoth Lakes, located in Mono County, has long been known as a year round destination offering a variety of outdoor recreation opportunities. It is the availability of varied recreation and the associated experiences that local residents and visitors alike have come to enjoy that sets the Town of Mammoth Lakes apart from many other California communities.

The interested recreation community within and surrounding the Town of Mammoth Lakes is multi-dimensional and includes the U.S. Forest Service/Inyo National Forest, the Town of Mammoth Lakes, an emerging private sector, a wide variety of engaged user groups, non government organizations and the general public, including both year-round residents and vacationers. Each of these groups represents a diverse variety of interests and needs, which in some cases conflict and present challenges to one another, but may also present opportunities for developing new partnerships and alliances.

The broad Mammoth Lakes community has realized significant success over the past few years in generating dedicated funding for parks, recreation, trails, mobility and arts and culture. This dedicated funding has begun to deliver projects on the ground and has in the process, made Mammoth Lakes unique among California cities in its ability to continually augment, enhance and diversify its recreational opportunities.

### New and Focused Direction

Building on this success and realizing the need to focus its efforts, in July of 2010, the Town Council voted unanimously to approve their intention to participate in a recreation strategic planning process funded by the Mammoth Lakes Trails and Public Access (MLTPA) Foundation. This process, known as *RecStrats,* was designed to deliver a recreation vision and strategy for Mammoth Lakes while also identifying opportunities

that might be realized by formalizing the Town's relationship with the Inyo National Forest. This process was completed in November 2010 with the articulation of the vision and strategic plan for recreation as defined in the *RecStrats* document presented to the Mammoth Lakes Recreation Commission and unanimously approved by the Mammoth Lakes Town Council.

Subsequent to the approval of *RecStrats* by the Town Council, the Recreation Commission requested the development of an implementation plan for the strategies outlined in the *Rec Strats* Plan. To facilitate the effort and develop the implementation plan, the Town contracted Strategic Marketing Group (SMG) in early 2011.

# Part 1: RecStrats Situation Analysis

Mammoth Lakes is an alpine recreation destination in the Eastern Sierra completely surrounded by the Inyo National Forest. Residents and visitors alike have been recreating in and around Mammoth for decades, accessing the public lands for diverse recreation activities. With the Town's incorporation, there was the development of municipal recreation facilities including parks and trails. While there was general acknowledgement of the value recreation brought to the community, from both a quality-of-life and an economic-sustainability perspective, there hadn't been a focused effort to enhance and expand the recreation experience in Mammoth Lakes. A few key highlights of recent developments include:

- In June 2008, the voters of Mammoth Lakes approved Measure R, a special sales-tax increase of 1/2%, which required a 2/3-plus-one vote to pass, for the specific benefit of trails, parks and recreation. This tax measure provided a new and reliable funding source for improving Mammoth's recreation infrastructure and illustrated the community's passion for recreation. The Town's Recreation Commission, then known as the Tourism and Recreation Commission, was given the task of overseeing the Measure R project-funding process.

- With the economic downturn beginning in the fall of 2008, the Town began experiencing revenue shortfalls that led to budget cuts in a variety of service and staffing areas. In the summer of 2009 the Town was in the process of forming Mammoth Lakes Tourism (MLT), a non-governmental destination-marketing organization. The formation of MLT lead to a recommendation to reorganize the Town's Tourism and Recreation Department and eliminate the director's position as a budget-savings step. After consideration, the position was not eliminated; however, the issue did raise the question about the Town's priority for recreation. A group of stakeholders was convened to address the Town's recreation reorganization. This process was labeled the Mammoth Region Recreation Council (MRRC).

- MRRC was a facilitated process and included representatives from the Inyo National Forest (INF), Friends of the Inyo, Mono County, Mammoth Lakes Trails and Public Access Foundation (MLTPA) and the Town of Mammoth Lakes (TOML), including Council members, Tourism and Recreation commissioners and staff. MRRC explored many concepts for recreation reorganization and introduced an idea to consider outsourcing some recreation programming,

management and development to a non-governmental entity while still maintaining capacity to deliver core municipal recreation facilities. Town Council expressed support for this concept and an expanded group of stakeholders was convened to further explore the idea and conduct an initial feasibility review. This process was called Mammoth Lakes Recreation (MLR).

- MLR was also a facilitated process and included MRRC participants as well as representatives from key user groups and expanded Town staff. MLR further explored the fiduciary responsibilities of the jurisdictional partners (TOML/INF) and identified responsibilities that could potentially be outsourced. Within the framework of MLR, there was an additional concept for reorganization presented by participating Town Council members and Town staff. The Tourism and Recreation Commission also developed a recommendation for reorganization and presented their concept to the Town Council during a joint workshop in May 2010. All of the concepts presented were intended to inform the budget process for FY2010–11.

- While the Town government was considering its recreation reorganization, in June 2010 the voters of Mammoth Lakes approved Measure U, an extension of the utility user tax—and, like Measure R, a special initiative requiring a 2/3-plus-one vote to pass—for the specific benefit of mobility, recreation and arts and culture. This voter initiative further established the community's support for recreation and its willingness to begin developing a sustainable future through infrastructure improvements and enhancements.

- In July 2010 the Town Council accepted an offer by MLTPA to finance a facilitated process for completing the MRRC/MLR recreation-reorganization process. The Town Council appointed community members and staff to a Recreation Strategies *(RecStrats*) Steering Committee with the direction to deliver a recreation vision and strategy for Mammoth Lakes while also identifying opportunities that might be realized by formalizing the Town's relationship with the Inyo National Forest. This process was completed in November 2010 with the delivery of the vision and the strategic plan for recreation as articulated in the *RecStrats* Strategic Plan document to the Mammoth Lakes Town Council.

- In January 2011 The Town of Mammoth Lakes approved a contract to develop a *RecStrats* implementation plan.

# Part 2: Strategic Vision & Guiding Principles

The RecStrats Steering Committee developed the following Recreation Vision and Guiding Principles:

**Recreation Vision**

"To be the best alpine recreation community in the country."

**Guiding Principles**

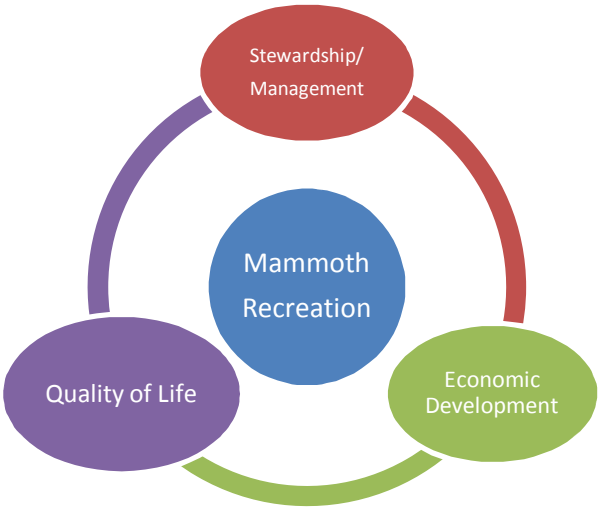
The guiding principles to achieve the vision include key partners all working together and, in doing so, making the Mammoth Lakes region the best alpine outdoor-recreation community in the United States. These principles are to be used as overarching guidelines when new ideas and priorities are being considered for implementation. The guiding principles include the following:

1**. Stewardship/Management**: The use of recreation as a stewardship/management tool. From the resource perspective, recreation can serve as a way to manage recreation capacity, including existing and new recreation opportunities. Also, it allows for greater education of the public in their role of resource uses and protection.

2. **Economic Development**: The use of recreation as an economic-development tool is important to improve and grow the overall local economy. This includes the ability to build upon existing core recreation activities and creates an overall defendable market position of the town of Mammoth Lakes as a recreation destination.

3. **Quality of Life:** The use of recreation for community enhancement and quality-of-life improvements makes the town of Mammoth Lakes a desirable place to live and serves as a key attractor for business and labor.

***Guiding Principles***




**Sense of Place and Tangible Elements**

The Steering Committee further identified both a sense of place and tangible elements that would give evidence to the achievement and implementation of the vision and strategic plan. In essence, these are desired elements meant to define what Mammoth Lakes looks like when the vision and strategic plan are implemented.

**Sense of Place**

- Inspiring/adventurous spirit
- Sense of ownership/a special place
- Sense of renewal

**Tangible Elements**

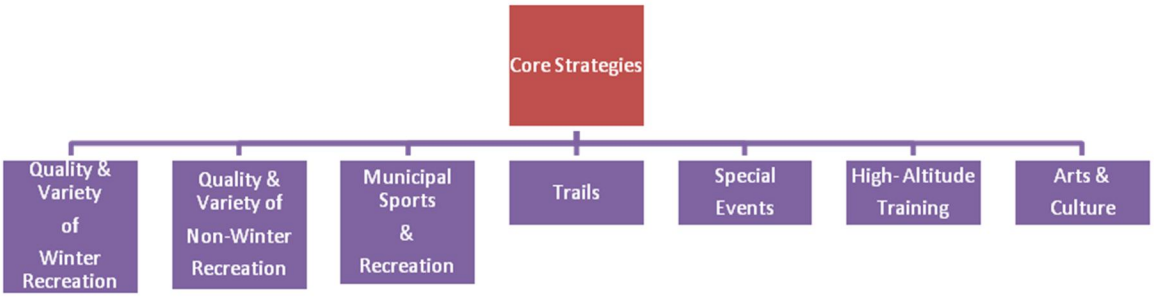
- World-class high-altitude training center
- Year-round recreation
- Multi-use facilities
- Trail system with signage
- Integrated mobility
- Resources for maintenance
- Trail access/parking

# Part 3: Core Strategies

In an effort to implement the recreation strategic plan and achieve the vision, the *RecStrats* Steering Committee identified seven core strategies that, once implemented, will make Mammoth Lakes and the surrounding Inyo National Forest one of the best regions for recreation in the country.

In developing the seven core strategies it is possible for anyone within the community to find a place for their recreation interest/passion and for that person or organization to be a part of delivering the overall recreation vision, and benefit from the effort. For example, if you are a world-class athlete, your interest and passion can be found in the High-Altitude Training strategy. If children's programming is a priority, your interests can be found in the Municipal Sports and Recreation strategy.

***Recreation Core Strategies***




1**. Highest-Quality Winter Recreation Activities**: To provide the highest quality and variety of winter recreation activities for both local residents and visitors.

2. **Highest-Quality Non-Winter Recreation Activities**: To provide the highest quality and variety of non-winter recreation activities for both local residents and visitors.

3. **Municipal Sports and Recreation**: To provide local residents with high-quality recreation facilities and diverse programming that can lead to an improved quality of life.

4. **Trails**: To develop, maintain and program the highest-quality integrated trail system.

5. **Special Events**: To provide infrastructure, logistics and facilitation support for regional recreation-based special events.

**6. High-Altitude Training**: To develop the Mammoth Lakes region as one of the premier high-altitude summer and winter sports training centers.

**7. Art & Culture**: To provide infrastructure, logistics and facilitation support for regional arts and culture.

These core strategies formed the basis of the RecStrats Strategic Plan, this effort was then followed with the development of the current RecStrats II Implementation Plan.

# Part 4: RecStrats Implementation Plan

**Project Goal***:*

To develop an implementation strategy for the elements of the *RecStrats* strategic plan.

**Project Objectives:**

1. To produce a community based categorized & prioritized list of recreation projects, programs and/or services.

2. To identify responsible partners/organizations for implementation.

3. Identify potential funding sources and leveraging opportunities.

4. Identify transportation/mobility issues.

5. Identify a proposed timeline for overall implementation.

**Scope of Work**

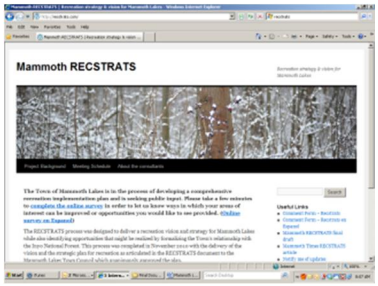
The scope of work included three distinct phases:

**Phase 1- Information Collection**

This phase is foundational to the implementation strategy and included several different elements.

1. Public Comment Stations, Online Survey, and Community Workshops – SMG and its team provided a variety of methods for the public to contribute input, including comment stations at various locations around Town, an online survey (in both English and Spanish)and a series of community workshops on the following topics:

- March 2, 2011: Issues Framing - all participants
- March 3, 2011: Municipal Sports & Recreation Programs (Includes MUSD)
- April 13, 2011: Winter Recreation & Trails
- April 14, 2011: Non-Winter Recreation & Trails
- May 11, 2011: Special Events
- May 12, 2011: Arts & Culture
- June 8, 2011: High Altitude Training & Trails
- June 23, 2011: Linkages and Opportunities




In terms on community input, the RecStrats process generated the following level of community input:

a. Notify Me "RecStrats" subscribers: 24
b. Number of visits to the project website www.recstrats.com: 1,145
c. Number of page views to the RecStrats page on www.townofmammothlakes.com: 59
d. Number of workshop participants: 227 (avg. 28)
e. Number of online comment forms completed: 85

2. Secondary Information Review-In addition to the public workshops - the SMG Team reviewed all pertinent documents and related planning efforts, including the Draft Parks and Recreation Master Plan (2008).

**Phase 2 – Implementation Plan Development**

This phase included a review and analysis of the collected information that was then synthesized into a cohesive draft implementation plan for public review and discussion. The draft Implementation Plan was presented to the Recreation Commission on July 12, 2011 and subsequently revised based on public input received.

*"Community members discussing issues at workshop"*

**Phase 3 – Final Plan**

This phase included the development of the final plan based on feedback received during Phase 2 and eventual presentation to the Mammoth Lakes Town Council for review and adoption.

# Part 5: Workshop Results

As was mentioned previously, the planning process included significant community outreach including a survey process and eight community workshops on the following topics:

- Issues Framing
- Municipal Recreation
- Winter Recreation and Trails
- Summer Recreation and Trails
- Special Events
- Arts & Culture
- High Altitude Training and Trails
- Issues Linkage

At each workshop, participants were provided an overview of the *RecStrats* process, and were then broken into groups and asked to complete the following:

- Review the list of items related to each core area to make sure the list was complete. If not, add additional elements.
- Review the guiding principles of *RecStrats.*
- Select the top 3-5 elements that advance the core strategy under discussion.
- Report out the findings to the workshop participants.
- Once all the findings were recorded each participant was given four dots that they could place next to any of the elements they felt best met the core principles.

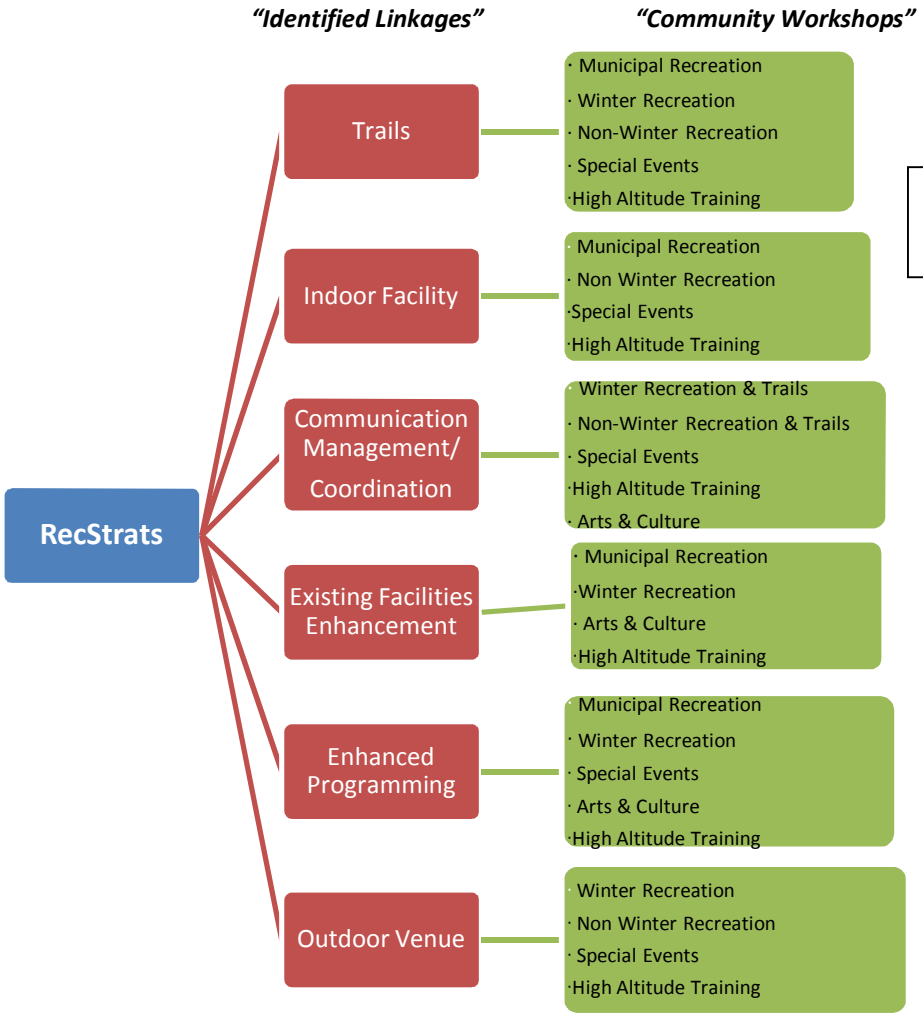
The linkages that were identified from each of the workshops can be found in Diagram 1 on the following page. Summary notes and results from each of the workshops can be found in the Appendix section of this report.

Diagram 1 on the following page presents the "identified linkages" that were identified from input received from the community workshops held and the over fifty completed online and public surveys. The identified linkages are the activities, facilities, and/or programs that were ranked highly by the public against the RecStrats Guiding Principles. For each of the identified linkages, the workshops at which that element was identified is listed. For example, "trails" were favorably discussed as components of municipal recreation, winter

recreation, non-winter recreation and special events for the Town of Mammoth Lakes. Those elements that had significant linkages are because of the frequency of their mention as higher importance to the community.

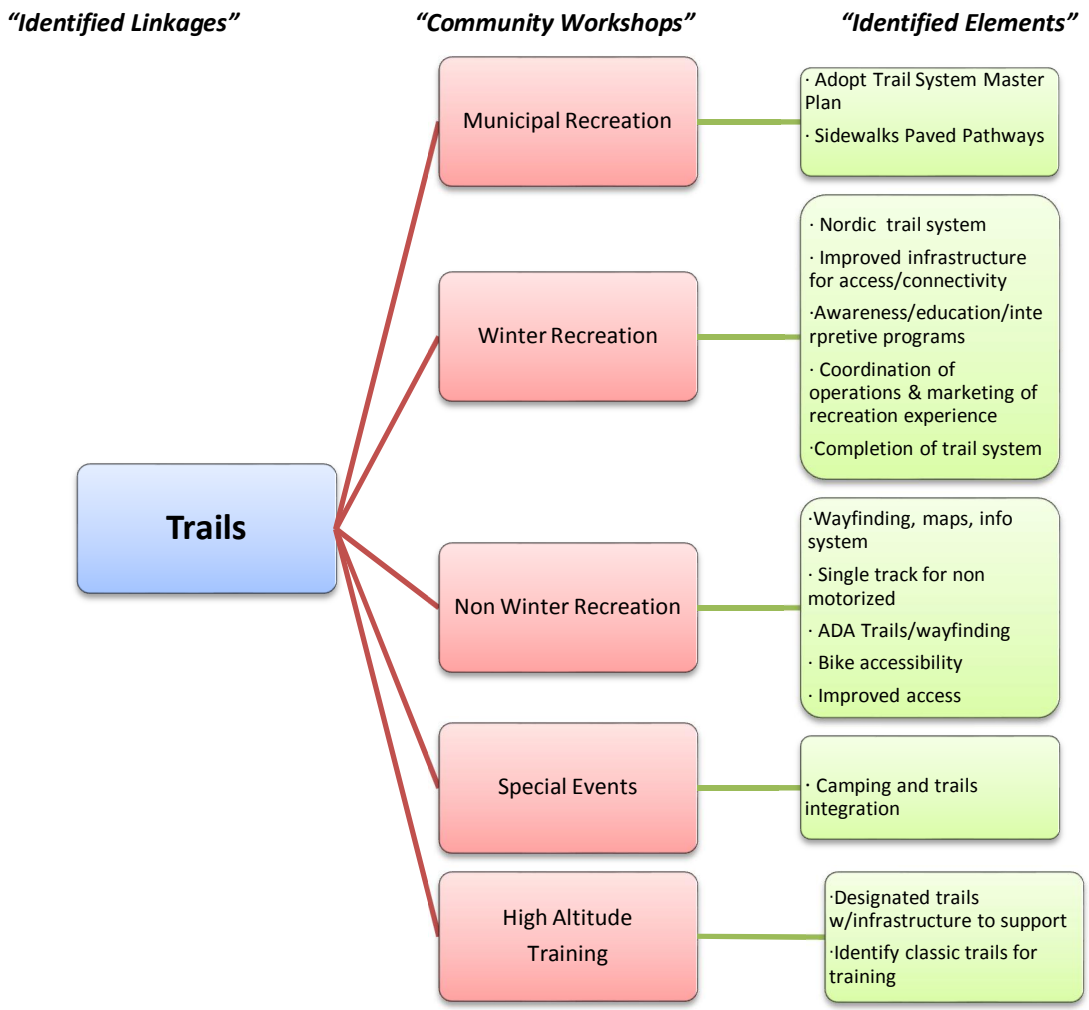
Diagrams #2-7 present each identified linkage topic, the community workshops the topic was discussed at, and the relevant specific activities, facilities, and/or program element(s) identified at each of the respective community meetings. By doing so, one can track the evolution of the elements and consider the potential benefits resulting from various combinations and phasing of elements. These are the elements the public rated on a scale of -5 to +5 at the Linkages and Opportunities final workshop June 23 as most important and best meeting the overarching Guiding Principles.

## Diagram 1: Core Linkages Identified from Community Input




Note the "Identified Linkages" are in no specific order or priority.

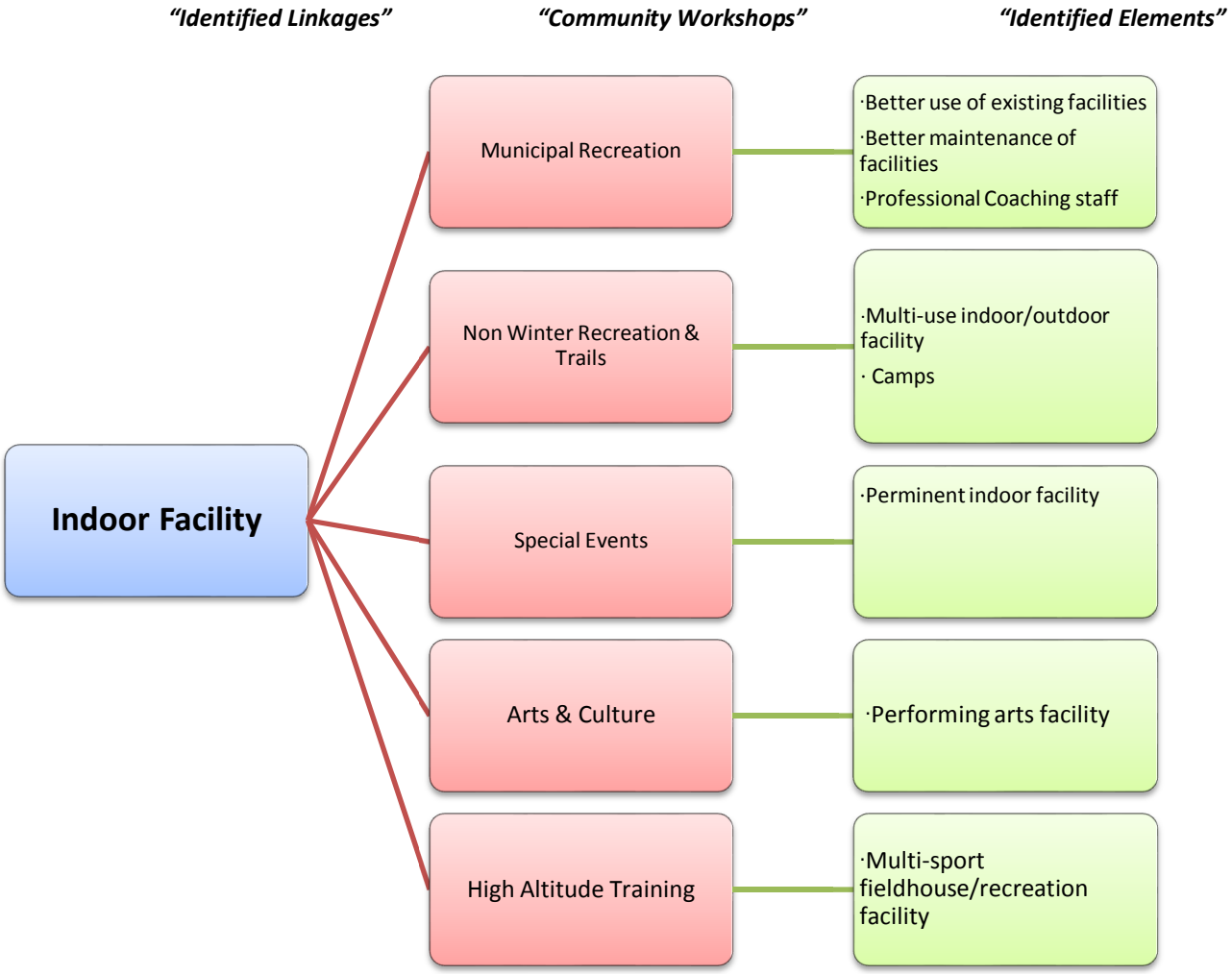
## Diagram 2: Identified Activities, Facilities and Programs Elements - Trails




The following Diagrams #2-#7 present each identified linkage topic, the community workshops the topic was discussed at, and the relevant specific activities, facilities, and/or program element(s) identified at each of the respective community meetings. By doing so, one can track the evolution of the elements and consider the potential benefits resulting from various combinations and phasing of elements. These are the elements the public rated on a scale of -5 to +5 at the Linkages and Opportunities final workshop June 23 as most important and best meeting the overarching Guiding Principles.

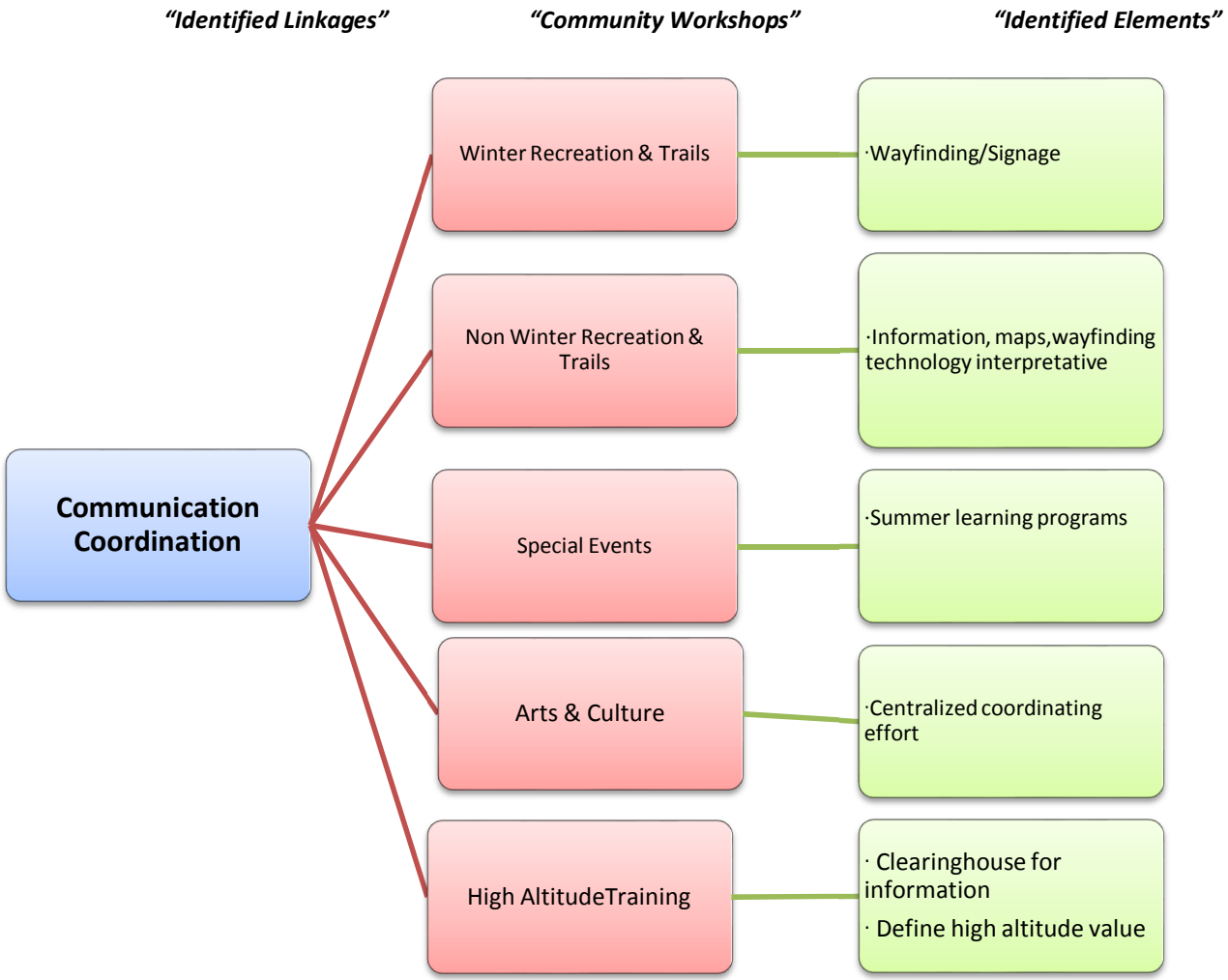
Mention of trails was identified in five of the community workshops.

## Diagram 3: Identified Activities, Facilities and Programs Elements – Indoor Facility



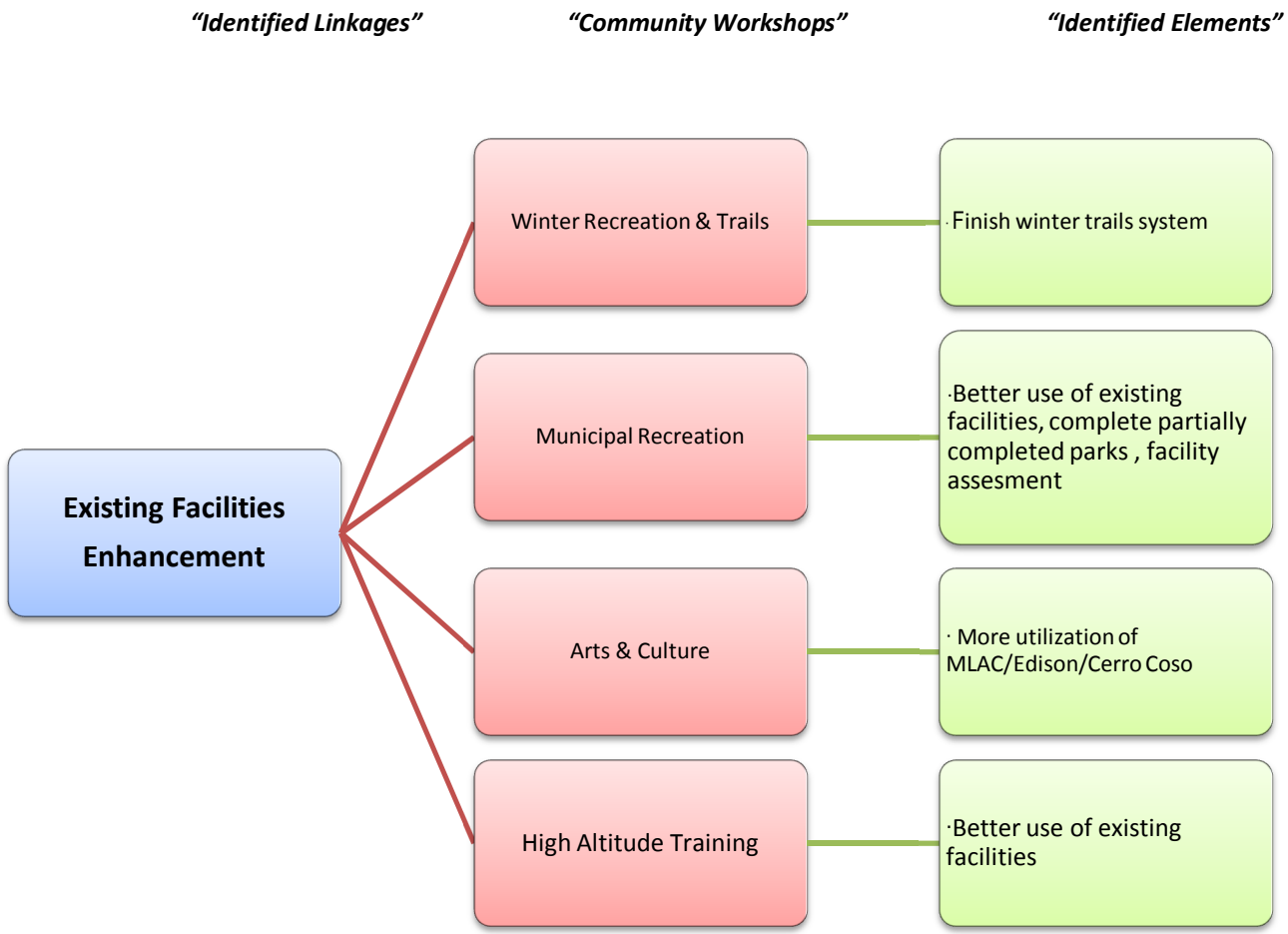

Mention of an indoor facility was identified in four of the community workshops.

## Diagram 4: Identified Activities, Facilities and Programs Elements – Communication & Coordination



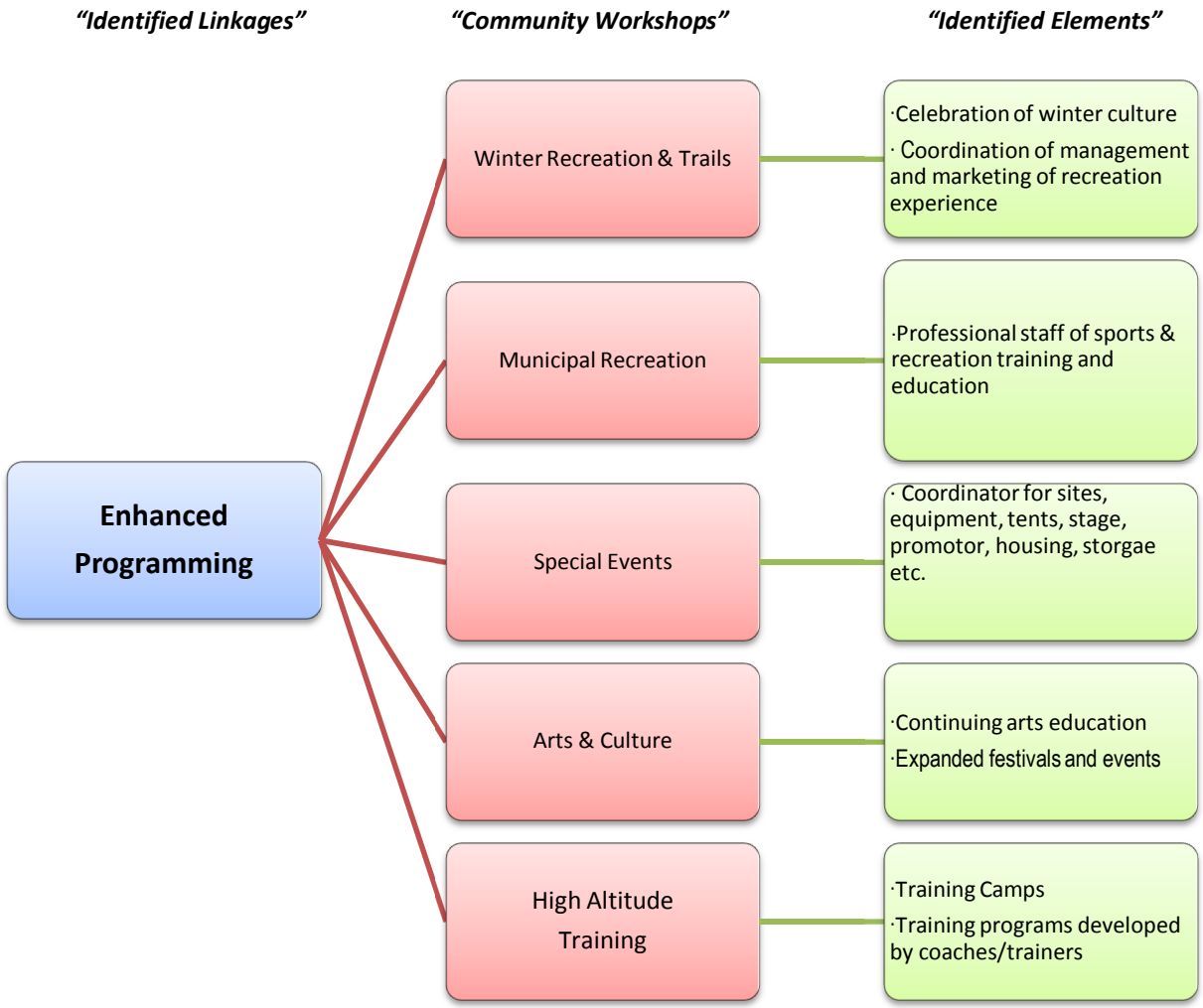

Mention of communication coordination was identified in four of the community workshops.

## Diagram 5: Identified Activities, Facilities and Programs Elements – Existing Facilities Enhancement



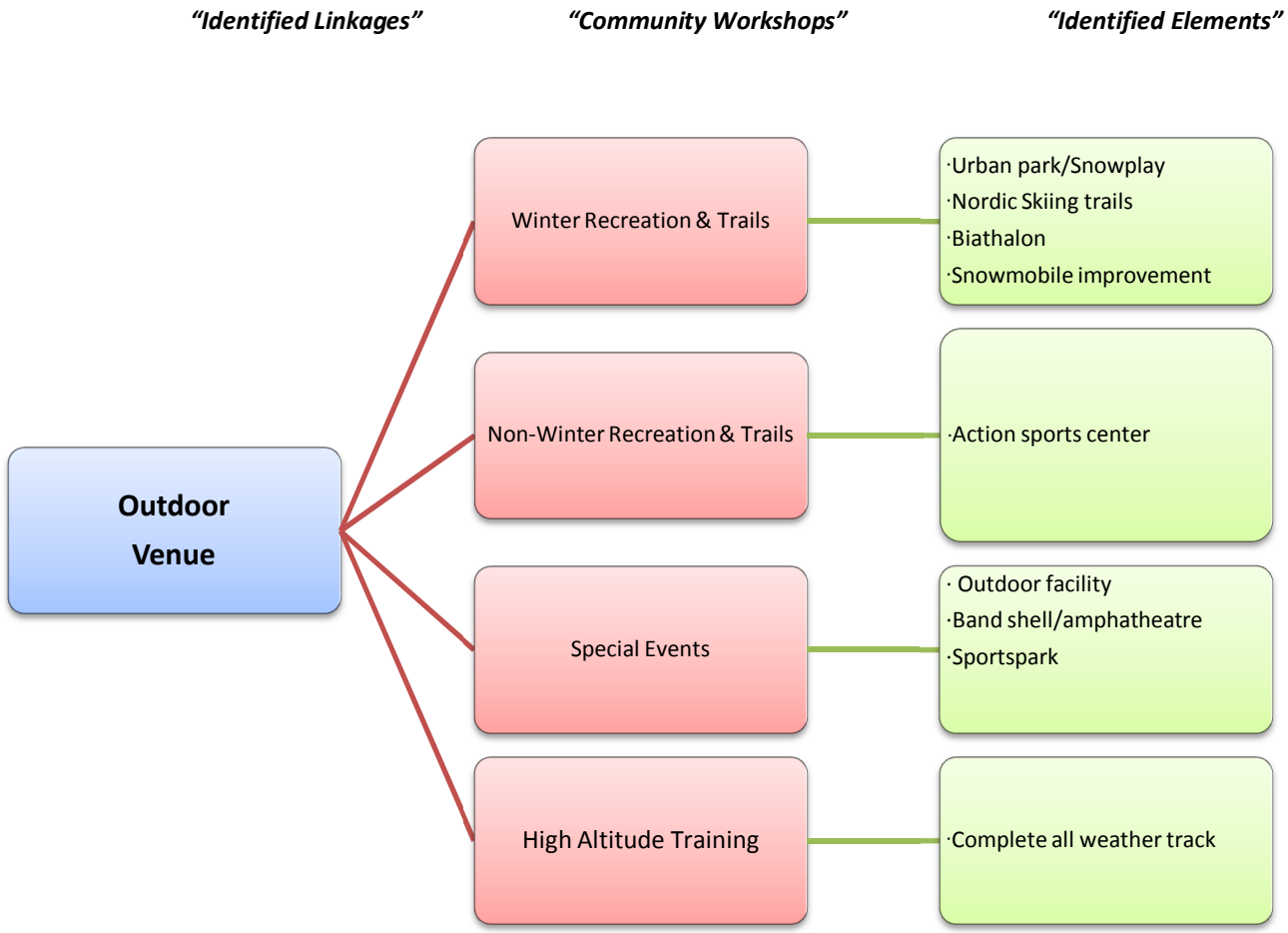

Mention of an enhancement of existing facilities was identified in four of the community workshops.

## Diagram 6: Identified Activities, Facilities and Programs Elements – Enhanced Programming




Mention of enhanced programming was identified in five of the community workshops.

## Diagram 7: Identified Activities, Facilities and Programs Elements – Outdoor Venue




Mention of an outdoor venue was identified in four of the community workshops.

# Part 6: Project List

### A. Preliminary Project List

The first step in developing a preliminary final projects list was to review the project elements identified at each of the workshops. From the identified project elements identified at each workshop a list was developed of the items that were strongly "linked" across multiple workshop. These elements can be seen below in Table 1. On the following page a consolidated list was developed see Table 2.

***Table 1***
***Preliminary Project Element List***

- Adopt Trail System Master Plan
- Municipal sidewalks/paved pathways
- Nordic trail system
- Improved infrastructure for access/connectivity
- Awareness/education/interpretive programs
- Coordination of operations, management & marketing of recreation experience
- Single track for non motorized
- ADA Trails
- Bike accessibility
- Camping and trails integration
- Better use of existing facilities
- Better maintenance of facilities
- Professional staff of sports & recreation training and education [1]
- Multi-use indoor/outdoor facility
- Camps
- Permanent indoor facility
- Wayfinding/Signage
- Information, maps, wayfinding interpretive all integrated with use of emerging technology
- Summer learning programs
- Finish winter trails system
- Complete partially completed parks , facility assessment
- Create communication coordinator position/function
- Celebration of winter culture
- Coordinator for sites, equipment, tents, stage, promoter, housing, storage etc; centralized coordinating effort
- Urban park/Snow play/sledding area
- Outdoor hot pool/geothermal
- Nordic Skiing trails
- Biathlon training center
- Improved snowmobile experience/accessibility improvement
- Action sports center
- Aquatic indoor facility

[1] Professional staff used in this context refers to those who are professionals in their field living either within the area or outside the area. I.e. World class athlete/coach or professional fishing guides etc.

- Outdoor facility/venue
- All-weather track/training facility
- Band shell/amphitheatre
- Sports park
- Indoor performing arts facility
- High Altitude training definition
- Multi-sport field house/recreation facility
- Designated trails with infrastructure to support training use (mile markers, etc.)
- Create classic/signature trails for training

**B. Consolidated Project List**

The list in Table 2 represents a consolidation and clarification of the elements presented in the previous Table 1 and integration of workshop notes. Multiple ideas and similar elements were consolidated (and presented in no specific order) in an effort to provide a clarification of ideas and to begin to create linkages.

***Table 2***
***Consolidated List of Potential Project Elements***

1. Adopt and implement Trail System Master Plan in order to integrate various trails around Town with enhanced signage/wayfinding/markers/classic + iconic trails for multi-use enjoyment
2. Municipal sidewalks and paved pathways
3. Nordic cross country ski trail system around Town of Mammoth Lakes
4. Improved infrastructure to increase access and connectivity (e.g., shuttle stops, bike racks, staging areas for motorized access, etc)
5. Low-cost and/free awareness, education, and interpretive programs
6. Variety of youth/adult/family camps and learning programs (for all ages) linked to Mammoth-centric experiences that integrate natural environment experience and provide physical activities (i.e. running camps to become better runner, bike camps for improving skills, etc)
7. Professional staff for municipal sports & recreation training and education
8. Coordination of operations, management & marketing of recreation and arts experience to provide information, maps, assistance with permitting events, access to resources, central spot for disseminating information etc.
9. More way-finding, signage, maps, and information systems utilizing emerging technology-based resources around town
10. Better utilization and maintenance of existing facilities and equipment (including public and private facilities)
11. Indoor performing arts center with appropriate acoustics/lighting, adequate venue, meeting, and seating space and parking
12. Multi-use outdoor facility, including large amphitheater with appropriate equipment, picnic benches, and adequate venue space and parking
13. Field House/Recreation facility/Community Recreation Center (multi-use, flexible programming, versatile, assorted sport-focus)
14. Urban park with winter snow play and sledding area
15. Biathlon training center
16. Accessible/affordable lodging ,dining, and training facilities for athletes conducting high-altitude training
17. High Altitude Training/Campus/Facility/Center with gym and trainers

18. Multi-use fields and tennis courts (ball sports, running track, etc)
19. Increased coordination with Inyo National Forest to develop and market joint recreation opportunities
20. Aquatic facility (indoor/outdoor)

**C. Final Consolidated Element Project List**

This list was presented at the community linkage workshop and attendees were asked to rank them when compared against the guiding principles[2]. Major capital projects are highlighted in grey and short term, immediate impact are underlined.

| Project Element | Avg. Score |
|---|---|
| • Field House/Recreation facility/Community Recreation Center (multi-use, flexible programming, versatile, assorted sport-focus) | 10.9 |
| • Adopt and implement Trail System Master Plan | 10.8 |
| • Coordination of operations & marketing of recreation and arts experience to provide information, maps, assistance with permitting events, access to resources, central spot for disseminating information etc. | 10.5 |
| • Multi-use outdoor facility, including large amphitheater with appropriate equipment, picnic benches, and adequate venue space and parking | 10.4 |
| • Development of youth camps and learning programs (for all ages) linked to Mammoth-centric experiences that integrate natural environment experience and provide physical activities (i.e running camps to become better runner, bike camps for improving skills, etc) | 10.2 |
| • Indoor performing arts center with appropriate acoustics/lighting, adequate venue, meeting, and seating space and parking | 10.2 |
| • Multi-use fields and tennis courts (ball sports, running track, etc) | 10 |
| • Increased coordination with Inyo National Forest to develop and market joint recreation opportunities | 9.9 |
| • Improved infrastructure to increase access, connectivity and enhanced experience (e.g., shuttle stops, bike racks, staging areas for motorized access, etc) | 9.5 |

[2] Scores were calculated in the following manner: workshop attendees were asked to rank each element on a score of -5 to +5 when compared to each of the guiding principles. The score for each was added up from all attendees and divided by the number of attendees to get an average which is reported here.

| | |
|---|---|
| • Better utilization and maintenance of existing facilities and equipment (including public and private facilities) | 9.3 |
| • Aquatic facility (indoor/outdoor) | 8.7 |
| • More way-finding, signage, maps and information systems around town utilizing emerging technology-based resources | 8.7 |
| • Nordic cross country ski trail system around Town of Mammoth Lakes | 8.4 |
| • High Altitude Training/Campus/Facility/Center with gym and trainers | 8.1 |
| • Accessible/affordable lodging ,dining, and training facilities for athletes conducting high-altitude training | 8.0 |
| • Urban park with winter snow play and sledding area | 7.6 |
| • Biathlon training center | 7.3 |
| • Professional staff for municipal sports & recreation training and education | 6.8 |
| • Low-cost and/free awareness, education and interpretive programs | 6.5 |

**D. Non-Linkage List of Community Identified Elements**

In addition to the linkage list (above), the workshops also identified a number of worthwhile projects that had no linkages to multiple core areas. As can be seen, this list contains a number of worthwhile projects some of which may be implemented as part of the major projects or are worthwhile as stand-alone project.

**Unlinked Project Elements List**

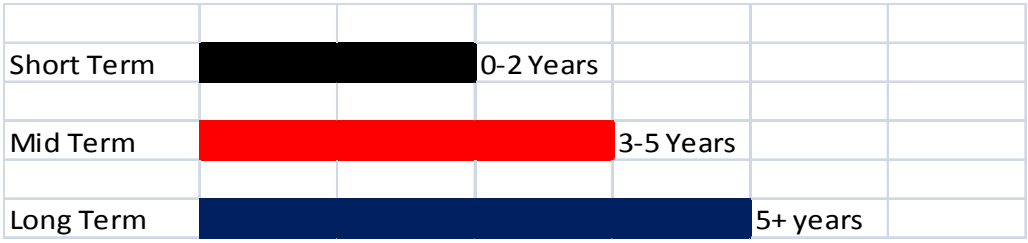
- Fish stocking
- Develop gateway / sense of arrival to town
- Inventory of recreation trends
- Create partnerships
- Develop water sports opportunities including boating, water skiing, kayaking, canoeing, swimming, kite surfing, wakeboarding, windsurfing, hot tubbing, fishing
- Enhance Municipal sports
- Create nature observational activities
- Move Warta Cabin
- Support infrastructure development
- Develop a connection to the Digital 395 iniative
- Advocate group/coalition for supporting arts & culture efforts
- Provide sustainable funding for non-profit arts organizations
- Creation of arts & culture commission
- Develop Snowcross and Motocross opportunities
- Build Elder hostels/eco-tourism
- Banners at entrance of town and along Highway203

# Part 7: Recommendations

The community has been actively engaged in the development of the RecStrats Implementation Plan and the process has generated many excellent ideas as to how to improve and build upon the recreation opportunities in and around Mammoth Lakes. To help develop a process for managing the overall implementation process, the following recommendations are provided.

### 1. Develop Short to Long-Term View

One of the unique opportunities available to the Recreation Commission is the ability to not only look short term for how to use available funding but to also look at a mid-term and long term picture for how best to prioritize and implement future recreation oriented projects. It is recommended that the Town consider the following time horizons:




Once this time horizon is established, the Recreation Commission can allocate a percentage of the available funds within each time frame, for example:

Assume that the Recreation Commission indicates that as a matter of policy they determine to spend 30% of available funding on short term project, 30% on mid-term projects and 30% of long-term projects and 10% in reserve. The Commission can then refer to the projects that fit into each category and begin implementing those projects.

With this approach, the Commission can view the developed community project list with a more strategic view. It also allows Mammoth Lakes to implement programs that can bring immediate positive impact to the community while also providing the community an enhanced level of trust with the Town Council concerning how their funds are being used

### 2. Undertake Project Feasibility

A second recommendation is the need for the Commission to require and, in some cases, fund feasibility studies for some of the proposed projects. For too- long, the community has pursued a number of projects without having a serious understanding of the actual feasibility and true costs of the undertakings. It is recommended that for any project request above $100,000, there must be a feasibility study that includes not just construction cost estimates but also potential demand and use levels. It is recommended that all feasibility studies undertaken include the following elements:

Demand Analysis:

- Overview of the proposed project.
- Specific description of the proposed project, specific attributes and corresponding market benefits.
- Competitive supply analysis - Review of both direct and indirect competition and the strengths and weaknesses of the competition - identification of where the proposed project fits within the marketplace.
- Identification of market opportunity- Identification of the long term opportunity the project presents.
- Projected multi-year demand analysis - Projected demand with assumptions.
- Projected multi-year revenue projections - Projected revenue with pricing assumptions.

Cost Analysis:

- Land acquisition costs (if applicable).
- Equipment acquisition (If applicable).
- Site preparation/demolition and site prep costs (if applicable).
- Entitlement costs.
- Architect and planning costs (if applicable).
- Construction costs (If applicable).
- Operational, maintenance and programming costs.

Feasibility Analysis:

- Project and financial assumption - Clearly state assumptions which are the basis of the pro forma development.
- Multi Scenario pro forma's - Development of a number of pro forma scenarios to understand financial projects feasibility. Within this element it is recommended that a 5 year operating budget be developed.
- Risk analysis - Identification of project risks.
- Project Schedule-To clearly identify the necessary implementation tasks needed.
- Quality of life analysis-Identify positive and negative project effects on the quality of life

Once the level of project feasibility is determined the Commission can have a fuller, publicly vetted discussion on the merits of the project and make informed decisions about pursuing the development of a project

### 3. Further Refine Publicly Identified Project Elements

Building on the work undertaken by the community during this effort, the Recreation Commission should discuss the consolidated element project list presented previously and work to implement those short term elements that are most easily implemented. This list below includes projects that can be accomplished within the short term and have a positive impact on the guiding principles of RecStrats.

**Short Term Projects**

- Adopt and implement Trail System Master Plan
- Coordination of operations & marketing of recreation and arts experience to provide information, maps, assistance with permitting events, access to resources, central spot for disseminating information etc.
- Increased coordination with Inyo National Forest to develop and market joint recreation opportunities
- Better utilization and maintenance of existing facilities and equipment (including public and private facilities)
- More way-finding, signage, maps and information systems around town utilizing emerging technology-based resources
- Low-cost and/free awareness, education, and interpretive programs

At the same time the community identified six major capital projects which would compete for limited available funding. As such, it is important for the Recreation Commission to consider the feasibility of the project(s) that would best meet the guiding principles. The top rated projects include a Field House/Recreation facility, a multi-use outdoor facility and a performing arts center (Shaded Below) all of which would further benefit both local residents and visitors.

**Capital Projects**

- Field House/Recreation facility/Community Recreation Center (multi-use, flexible programming, versatile, assorted sport-focus)
- Multi-use outdoor facility, including large amphitheater with appropriate equipment, picnic benches, and adequate venue space and parking
- Indoor performing arts center with appropriate acoustics/lighting, adequate venue, meeting, and seating space and parking
- Aquatic facility (indoor/outdoor)
- High Altitude Training/Campus/Facility/Center with gym and trainers
- Urban park with winter snow play and sledding area
- Better use of existing facilities; complete partially completed parks; facility assessment

**4. Undertake Annual Review and Update**

The Recreation Commission should review the RecStrats implementation Plan annually and update accordingly based on emerging trends and/or changing conditions. The implementation schedule should also be updated and re-prioritized annually as part of the TOML CIP budget process and the Measure R (and possibly Measure U) funding cycle.

**5. Arts & Culture**

The topic of "Arts and Culture" has been a key component of the RecStrats development process from the beginning of the effort. The original RecStrats process clearly identified arts & culture as one of the seven core strategies to be pursued within the Town of Mammoth Lakes and the subsequent RecStrats implementation process has highlighted the topic of arts & culture as a specific and dedicated issue worthy of conducting a public workshop which was held May 12, 2011.

While there is little doubt about the need for artistic and culturally related activities, programs, and venues as part of the recreational offering in the Town of Mammoth Lakes, the public workshop and survey process generated many other desirable recreational features as well. As you may recall, a process was used to review the proposed project elements identified at each of the workshops to create a list of the items that were strongly "linked" across workshop topics. In doing so, arts & culture did not exhibit the level of linkage throughout the workshops that other elements exhibited. Because arts & culture did not "link" across other activities to the extent that other topics did, it is viewed as more of a "niche" activity. Again this is not to say that arts & culture is not important or needed, but in a community with limited financial and staff resources, priorities have to be set and the topic did not score as highly as some other elements did. However, with that said, the final consolidated element project list presented to the Recreation Commission includes a number of items that may, if implemented, provide opportunities for arts and culture related activities. For instance, the recommended coordination of operations and marketing of arts and cultural information as well as the desire for a multi-use outdoor facility with an amphitheater and venue space and parking are clearly items that may enhance the opportunities for hosting art shows and performance events as well as a wide-range of other activities.

Moreover, the RecStrats process has clearly identified that there is a need to more broadly communicate and involve both local residents and visitors in future arts and culture related pursuits. To achieve this, it is recommended that in order to more fully communicate and demonstrate the importance of arts and cultures, supporters of these activities need to come together, develop a strategic direction, and provide the leadership for the community in order to ensure that future opportunities are realized. Moving forward, it is important for arts & culture supporters to develop the needed leadership and vision otherwise existing efforts will continued to be fragmented and, as a result, the community will not realize the full potential for expanding arts and culture in the area.

## 6. Funding Sources

In terms of potential funding for identified RecStrats projects a number of potential sources were identified in the workshops. They include the following:

- Town of Mammoth Lakes - General Fund, Measure R, Measure U, Bonds (leverage)
- Mammoth Unified School District - In-kind Services, Bonds
- Non-Government Organizations (NGO's)
- Grants - Federal + State Government, Private Foundations
- Private Sector
- User Groups
- Inyo National Forest - Agency Internal Grants, Appropriations, Fees
- Mono County - In-kind Services, General Fund, Fees
- Los Angeles Department of Water & Power - In-Kind Services, Grants
- Corporate Sponsorships/Business Development
- Membership
- User Fees
- Volunteer Programs
- Cerro Coso College/Mammoth Lakes Foundation
- Developers

While each project may involve its own unique source or combination of sources it is recommended that identified RecStrats projects be pursued in an entrepreneurial manner. Specifically the Town of Mammoth Lakes should look to use its funds to leverage additional funds from other potential sources, thus enlarging total revenues available for RecStrats projects.
Recreation programming and investment is changing and the Town of Mammoth Lakes and the traditional programs that have been subsidized may compete for funds with those that can leverage additional funds.

## 7. Transportation/Mobility

In terms of transportation d mobility there are a number of opportunities identified in the workshops to consider. The following are comments from workshop notes focusing on Transportation/Mobility:

- Emphasize access to trails
- Feet-first all-season connectivity
- Free public transit to parks & recreation facilities
- Municipal trails, including sidewalks & paved pathways to link the community
- Reduce vehicular travel
- Multiple & potentially shared staging areas for all uses (reliable & transit access)
- Bike access integrated into the community; infrastructure includes points of access from town via bikes

- Infrastructure for arts & culture to include public transportation

Clearly as recreation projects are developed transportation and mobility need to be considered and where possible integrated into the overall transportation/mobility strategy.

# Appendix

## Appendix 1: Sample Local Signage

RECSTRATS

Recreation Vision & Strategies in Mammoth Lakes, California

***Comment Station***

**The Town of Mammoth Lakes is in the process of developing a comprehensive recreation implementation plan and is seeking public input. Please take a few minutes to complete and submit in the box here the following form in order to let us know ways in which your areas of interest can be improved or opportunities you would like to see provided.**

**This form may also be completed online at:**
**http://recstrats.com/**

**To find out more about the RecStrats Implementation Project, check out the website or contact Stuart Brown, Town of Mammoth Lakes, at (760) 934-8989 ext. 210.**

**Your information will be kept strictly confidential.**

***THANK YOU!***

**Appendix 2: Sample Local Flyer**

RECSTRATS

Recreation Vision & Strategies in Mammoth Lakes, California

# *Make Your Voice Heard!*

Interested in local recreation?

Do you have thoughts as to how to improve recreation and special event opportunities in the Mammoth Lakes community?

If so, please complete a short survey at:

**www.RecStrats.com**

## Appendix 3: Sample Comment Form

# RecStrats Implementation Comment Form

**The Town of Mammoth Lakes is in the process of developing a comprehensive recreation implementation plan and is seeking public input. Please take a few minutes to complete and submit the following form in order to let us know ways in which your areas of interest can be improved or opportunities you would like to see provided.**

**Your information will be kept strictly confidential and will be used for informational purposes only. This form may also be completed online at http://recstrats.com/ or mailed to the address listed at the end of the form.**

1. **Please let us know which of the following categories is most important to you and any comments and/or suggestions you would like to make. Please be as candid and thorough as possible.**

| |
|---|
| **Category 1: Municipal Sports/Recreation/Facilities-**Includes all youth sports and municipal recreation activities, programs and facilities (e.g., pools, parks, Mammoth Unified School District etc). ***Comments/Suggestions:*** |
| **Category 2: Winter Recreation/ Trails-** Includes all winter recreation activities, facilities, and trails. ***Comments/Suggestions:*** |
| **Category 3: Non-Winter Recreation / Trails-**Includes all non-winter recreational activities, facilities, and trails. ***Comments/Suggestions:*** |
| **Category 4: Special Events**-Includes all special events hosted in the Town of Mammoth Lakes. ***Comments/Suggestions:*** |
| **Category 5: Arts & culture-**Includes arts and cultural activities and events in the Town of Mammoth Lakes. ***Comments/Suggestions:*** |
| **Category 6: High Altitude Training/Trails-**Includes all activities, trails, activities, and facilities related to developing the area as a high altitude training center. ***Comments/Suggestions:*** |

2. **Please rank each of the following categories from most to least important (1 to 6) based on what you believe is their potential for increasing quality of life as well as for stimulating economic development and allowing for greater potential educational opportunities.**

Municipal Sports / Recreation _____
Winter Recreation / Trails _____
Non-Winter Recreation / Trails _____
Special Events _____
Arts & Culture _____
High Altitude Training / Trails _____

**Tell us a little bit about yourself:**

3. **How old are you?**
_____ Under 25 _____ 25-30
_____ 31-40 _____ 41-50
_____ 51-60 _____ 60 +
_____ No Answer

4. **Ethnicity:**
_____ White
_____ African American
_____ Asian or Asian American
_____ Hispanic/Latino
_____ Native American
_____ Other
_____ Not Sure/Don't Know
_____ No Answer

5. **Your Gender**
_____ Male
_____ Female

6. **Are you……**
_____ Permanent year-round resident (living within or near (30 miles) the Town of Mammoth Lakes)
_____ Part Time second homeowner
_____ Day Visitor (outside of 30 miles of Mammoth Lakes)
_____ Overnight Visitor

***Please feel free to share any additional thoughts here and feel free to attach additional sheets if necessary:***

To find out more about the RecStrats Implementation project, check out the website
**http://recstrats.com/**
or contact Stuart Brown, Recreation Manager Town of Mammoth Lakes, at (760) 934-8989 ext. 210.

***Completed forms may be mailed to: RecStrats Project (Stuart Brown, Recreation Manager), P.O. Box 1609, Mammoth Lakes, CA 93546 or faxed (760) 934-7493. Comments can be received via scanned PDF's: sbrown@ci.mammoth-lakes.ca.us .***

***Thank You!***

## Appendix 4: Sample Workshop Worksheet

RECSTRATS
Recreation Vision & Strategies in Mammoth Lakes, California

# Workshop Worksheet

**Workshop Topic:**_____

**Group #:** _____ **Recorder Name:** _____

**Additional activities, facilities, and programs that should be considered:**

_____
_____
_____
_____
_____
_____
_____
_____
_____

**Which 3-5 items from above list is your group focusing on?**

_____ _____
_____ _____
_____

**Instructions for focused work: For each of the 3-5 selected items, please spend time discussing and documenting your group's collective input on the following questions:**

- Consider who might assist with and oversee implementation;
- How do these items track back to the three guiding principles;
- Recommend ideal/realistic timeline for implementation (short, medium, long-term);
- Identify potential linkages to other elements and/or strategies; and
- Brainstorm options and sources for potential funding.

When complete, each group will report out their 3-5 identified topics and the corresponding suggestions in response to the above questions. Please use as many sheets of paper as necessary to document your outcomes and ideas and, please, write legibly, as we will collect your work to be used in creating the workshop summary.

***Thanks for Your Collective Input and Participation!***