



2012 MEASURE U SPRING "TEST" APPLICATION FORM

PROJECT SUMMARY

Name of Project: Mammoth Lakes Events Coalition

Project Category: Mobility / Recreation / Arts & Culture

Project Type: Planning / Construction / Operation / Maintenance / Programming / Administration / Acquisition

Measure U Funds Requested: \$88,600

APPLICANT INFORMATION

Organization

Name of Organization: Mammoth Lakes Events Coalition (MLEC)

Type of Organization (non-profit, HOA, Govt.): A coalition of organizations that produce special events in Mammoth Lakes. The organizations have various structures; amongst them are several non-profit organizations.

Organization's Address: See contact person info below

State / Zip:

Office Phone Number:

Email Address:

Internet Address:

Project Contact Person

Name: Rebecca Hang/Mark Deeds

Mailing Address: PO Box 1219/PO Box 8713

State/Zip: Mammoth Lakes, CA, 93546

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SECTION A – PRELIMINARY QUALIFICATIONS

1. How does the project/program fit within the Town’s adopted plans?

The MLEC is committed to “a future where Mammoth Lakes is a premier, thriving, sustainable community”. The support of the MLEC and the events they produce will help to achieve this.

The importance of Arts & Cultural events is cited numerous times in the TOML 2007 General Plan, Parks and Recreation Master Plan and RecStrats. For specific citations of the below, **please see Attachment A.**

- **RecStrats “Enhanced Programming”, Core Strategy 5 and 7**
- **TOML 2007 General Plan (pages 7, 8, 12)**
- **Parks and Recreation Master Plan (Pages 5, 25, 28, 32, 39, 50)**

2. How does the project/program align with goals and priorities established by the Town?

<p><u>Economic Stimulus</u></p> <p>The MLEC is producing events throughout the summer months that attract new visitors to Mammoth. The cumulative impact of these events amounted to just under \$3 million by 61,000 attendees in Estimated Town Revenue in 2011.</p>	<p><u>High Impact</u></p> <p>The MLEC creates high public visibility and awareness of the TOML as a summer resort destination. Its special events are advertised not only through Mammoth Lakes Tourism, but also through individual event producers’ nationwide marketing efforts that amount to an expenditure of \$76,500 for coalition members.</p>
<p><u>Ready to Go</u></p> <p>The MLEC adopted an updated business plan which includes a comprehensive calendar of special events from July –September. These events for 2012 are ready to go. Additionally, the MLEC is including 2 new events through the “New Event Development”. Each individual event producing organization has filed a complete application with the MLEC.</p>	<p><u>Leverage</u></p> <p>By collaborating in the MLEC, individual event producers are building on existing partnerships and creating new ones to clearly define the needs of the special events community and implementing their development to continue the immense summer time growth that Mammoth has experienced over the past few years.</p>

3. Describe the project's/program's conceptual plan including the size, scope, type, design specifications, use, and budget. (This should be an attachment to the application titled: "Project Concept Plan")
Project Concept Plan:

The MLEC presents a wide variety of events that are of essence to the town's economic well-being during the summer months. As the numbers below (see spreadsheet, Attachment B) show, there are few services that can compete in terms of economic stimulus with the offerings of the MLEC.

The estimated 61,000 participants of these events have a high impact on the town's summer economy as it reflects only incremental visitor revenue and does not include resident spending. The events pooled in the MLEC attract visitors that travel to Mammoth Lakes specifically in order to participate in these special events.

The combined budget for the special events that make up the MLEC 2012 request is \$828,595.

The MLEC has developed a business plan that represents the coordinated effort by a cross section of event producers as identified in the RecStrats process to clearly define the needs of the special events community and implement their development. The business plan uses RecStrats as its planning tool and the identified linkages including Enhanced Programming, Communication Coordination, Indoor Facility and Outdoor Facility.

Please see the MLEC Business Plan under Attachment C

4. Is this project/program a:

A multiple year project/program with a request for multiple years of funding.

A multiple year project/program with a request for a single year of funding.

One year of funding for a one year project/program.

5. Identify all principles involved in this project/program and their responsibilities.
a. Applicant: MLEC

The MLEC informs interested parties, formulates shared goals and needs, pools applications from individual event producers, extracts and pools hard numbers from individual applications to streamline application process for Measure U funding.

The MLEC assists with data collection via survey generated by Mammoth Lakes Tourism that includes 5 questions addressing key performance indicators.

The MLEC acknowledges the differing needs of a great variety of events and has developed Public Funding Policy Recommendations as part of its business plan.

The MLEC encourages new events and recognizes the specific needs associated with launching a new event. It addresses issues of quality control by requiring a completed individual application, including a project concept plan for each participating event.

Please see **Attachment C**. Business Plan, 6. Public Funding Recommendations

The MLEC chose not to include a contingencies column in its funding request, as in its current form it cannot appropriately administer such a fund. The MLEC will address this issue in future meetings and further refine its vision. In 2012 members will take individual responsibility for event contingencies.

The MLEC met for the first time in August 2010, and has been meeting regularly since, with the explicit purpose to further the development of special events in Mammoth, for the mutual benefit of the TOML and the events attendees which include residents and visitors alike.

b. Affiliated parties/agencies

Bluesapalooza

Blue Sky Fest

Jazz Jubilee - Mammoth Lakes Jazz Jubilee

Kids Fishing Festival, Mammoth Celebrates the Arts, Labor Day Festival of the Arts, Fiesta Caliente
– Mono Council for the Arts

Mammoth Food and Wine Festival – Mammoth Lakes Foundation

Mammoth Lakes Music Festival - Chamber Music Unbound

Mammoth Rocks and Mud Run – Mammoth Lakes Chamber of Commerce

Mammoth Festival

Sierra Summer Festival

VillageFest

Village at Mammoth

Wing and Swing

The MLEC would like to add that there are several affiliations associated with each individual event that can be referenced in the complete application packet containing all individual applications on file with TOML staff.

c. Consultant or other support

TOML staff, Stuart Brown, Mark Wardlaw

SECTION B – PROJECT DESCRIPTION

1. Project Location

- A. If your project/program is Development, Implementation, Maintenance or Acquisition what is the location of your project/program?

The special events of the MLEC take place in multiple locations, all across town.

Event sites include: the Village at Mammoth, Cerro Coso Community College, St. Joseph's Church, Snowcreek, Edison Theater, Mammoth Lakes Arts Center, Little Eagle Lodge, Sam's Wood Site, Mammoth RV Park, Mammoth Creek Park, multiple outdoor venues around town, plus several dining and imbibing establishments.

2. Do you have owner and/or jurisdictional approval to use the location identified in the application?

If Yes, please provide documentation of approval.

If No, describe how and when you will secure the approval.

Yes, for all established events.

Two new events are still working on this: Wing and Swing and Mammoth Bluegrass Festival

3. Based upon your project type, who is/will be (organization & person) responsible for maintenance and operation upon completion of the project/program? Please provide documentation of identified party's responsible for categories below.

- A. Ownership: Most event producers do not own their event sites. (Exception, the Mammoth Lakes Foundation that produces Mammoth Food and Wine Festival). They have requested and received permission to "own" the site for the duration of their event. Please see complete file of individual applications for specific information regarding each event.

B. Maintenance: owner of event site. During event: event producer

C. Operation: owner of site. During event: event producer

D. Liability & Insurance: owner of site. During event: event producer

4. Will any Pre-Development/Design funds be required for your project/program?

If Yes, please describe what is required, when it's required, the timeline/schedule and cost.

Yes, please refer to individual Project Concept Plans.

5. Will any Implementation/Construction funds be required for your project/program?

If Yes, please provide the scope of work, timeline and budget.

No

6. Will this project involve the purchase of equipment?

If yes, who will own it? Who will be allowed to use it? Who will maintain it? How will it be stored?
What is the estimated replacement timeline and cost?

No

7. Will any Maintenance funds be required for your project/program?

If Yes, please describe what is required, when it's required, the timeline/schedule and cost.

Yes. Please see individual Project Concept Plans.

8. Will any Operational funds be required for your project/program?

If Yes, please describe what is required, when it's required, the timeline/schedule and cost.

Yes. Please see individual Project Concept Plans.

9. Will any Replacement funds be required for your project/program?

If Yes, please describe what is required, when it's required, the timeline/schedule and cost.

No.

10. Will there be Contractual Service hours used for any phase of your project/program?
If yes, please identify which task or phase, how many hours and the value of those hours.

Yes. **Please see spreadsheet, Attachment B.**

Some events contract by the hour, some by service. The pooled number for contracted hours 6671, valued at \$233,880.

Note: The MLEC has requested its members to calculate and submit verifiable numbers.

11. Will there be volunteer hours used for any phase of your project/program?
If Yes, please identify which task or phase, how many hours and the value of those hours.

Yes. MLEC's volunteers are one of its biggest assets. They step up to a myriad of tasks and contribute generously their time and expertise year-round to make sure the special events can be produced at all. The number of volunteer hours pooled for the MLEC is 11,622, valued at \$155,092.

Several of the organizations that make up the MLEC are non-profit arts organizations with a volunteer board of directors.

A sample of volunteer tasks:

- Financial planning and Fundraising (Volunteer Boards and special committees)
- Artist housing and hospitality, artist pick-up
- Set –up, tear-down, maintenance at concert events
- Administrative assistance to producer/organization
- Resource allocation and coordination
- Box office, ticket sales
- Event hospitality
- Event registration

The MLEC coalition would like to emphasize that while we put a dollar amount to our volunteer hours, ultimately, the volunteers and their work are priceless. Their impact reaches beyond saving money. They are usually also the most ardent advocates and advertisers of the events they serve.

12. Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program?

If Yes, please identify amount and year of funding or award.

For information on individual MLEC organizations, please see attached Project Concept Plans

In 2010, the Town council awarded a total of \$35,000 to individual organizations in trolley support.

13. Was public or private funding in place for this project/program before June 8, 2010?

If Yes, please describe how you are enhancing or improving the project/program.

There was no funding in place for the MLEC before June 8, 2010.

14. Is Measure U the only funding source for your project/program?

If No, provide amount and source of additional funds (Note: proof of this funding will be required).

No. The MLEC is requesting a total of \$88,600 in Measure U funding. The sum of MLEC's budgets total \$828,595. Some MLEC members are not requesting Measure U funding in this funding cycle, as they are either fully-funded for 2012, or have requested Measure U trolley support. Please spreadsheet, **Attachment B**, for the list of MLEC members not requesting funding.

The main portion of needed funds, 90%, is obtained by individual organizations through a great range of other funding sources.

Producers use business investment, big events secure corporate sponsorships, some sell advertisement, have concessions, sell tickets, charge event admission, charge tuition. Many of the non-profit organizations raise a big part of their capital in the form of monetary donations, grants, or in-kind donations, in the form of thousands of volunteer hours and expertise.

Please see individual Project Concept Plans for more detailed information on each event and its specific funding sources.

15. Is your project/program going to have an impact (positive or negative) on existing use in the location you have identified? Please describe:

Each event, because of its unique character/setting, impacts the existing use in its location differently.

For the established events it is safe to say that they have an overall positive impact on their location, which ensures their repeatability, since most depend on owner permission.

The MLEC currently makes use of several existing in- and outdoor locations and accordingly affects different parts of town, impacting existing infrastructure and surrounding businesses and residential areas.

The big outdoor events that can potentially impact traffic negatively are working with town staff to maximize public transportation (trolley) use and alleviate congestion issues.

SECTION C – PROJECT BENEFITS

1. Describe how the project/program provides a measurable community benefit (increased revenue, improved quality of life, etc.).

The majority of events presented by the MLEC have a proven track record of generating revenue through increased visitation to Mammoth during the summer months. The estimated revenue in 2010 was \$2,856,094. This number is based on \$250/party/day and avg. 60% regional attendance and includes meals, lodging, shopping, and entertainment. It does not include resident spending, just incremental visitor revenue.

The return on investment made into special events has had an enormous impact on the town's summer economy. The MLEC calculated that the 2012 events will have a ROI of 20, and the new events have the potential of adding significantly to this summer economy.

The production industry behind MLEC benefits part time employment for numerous local businesses and individuals in terms of extra hours of work. It was estimated e.g. that "1/3 of Mammoth Rocks entire \$60,000 budget went back to local businesses."

The increased tax revenue (including TOT) directly benefits the TOML general fund, thus improving the town's infrastructure for everyone.

The wide variety of cultural events and their well-coordinated time-tables that span the entire length of the summer guarantee that there is "something for everyone" to be found in the town of Mammoth Lakes from July through September. This greatly enhances Mammoth's attractiveness as a destination for visitors, as well as providing invaluable 'escapes' for its residents and surprise experiences for visitors who came for other recreational reasons, such as hiking or fishing.

The special events with their high visibility in the community (advertising, PR, banners, tents, trolley traffic) make Mammoth a more hospitable place, and there is nothing like a live music performance to bring visitors and residents together.

The MLEC benefits greatly from the commitment of community volunteers to make the events happen in the first place, and the volunteers' dedication is a measure of the meaning these events carry for community life.

The fact that some of MLEC's special events have been around for many years contribute to the town's positive public image which is a hugely underestimated PR tool. The demonstrated resilience and reliability of certain events in the calendar adds to the town's historic profile.

Of course, it also makes it easier for visitors to plan a trip, as busy schedules increasingly lead to more advance planning.

For many second home-owners, an interesting and predictable schedule of events often means that they extend the time they spend in Mammoth.

What would summer in Mammoth look like without the special events produced by the MLEC?

2. What is your target market - residents or visitors or both? What is the estimated number of users/participants/attendees?

The MLEC targets both markets, residents and visitors.

Traditionally, the largest base for special event attendance is the population of Southern California. The long established links with a population of 16.5 million people yielded the majority of the estimated 61,000 visitors who attended Arts and Culture events in Mammoth Lakes in summer 2011 (town estimate). This number is based on the surveys that individual organizations conducted in 2010.

The connection with SoCal residents of all ages has historically been strong, because these population centers are within a day's drive to Mammoth Lakes, and the MLEC continues to develop the visitor base from SoCal into the future.

Additionally, with regular air service to Mammoth Lakes, the population centers of the Bay Area become more easily accessible markets, and individual MLEC organizations address specific focus groups in this market, in addition to the markets of SoCal, thus developing a new visitor base for Mammoth Lakes.

The reach of focus group marketing by individual organizations extends beyond California, as the examples of the Jazz Jubilee and the Mammoth Lakes Music Festival show, which attract visitors from across the country and abroad with specific programming.

Marketing research in the context of individual marketing grants to MLEC members has shown that the demographics of attendees vary significantly from event to event.

Because the MLEC's offerings span such a wide range of events, and individual members focus their marketing efforts on focus groups with specific cultural interests, they address demographics of a great variety of ages, socio-economic backgrounds and ethnicity.

Please see the complete individual application forms for each event's specific demographics.

In total, MLEC events are projected to attract 66,480 attendees this summer. Please refer to **Attachment B** for specific number of attendees per event.

3. Is the project/program a one-time or recurring activity?

The MLEC's events are annually recurring events.

Please refer to History of Events in MLEC business plan under **Attachment C**.

4. Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.

The MLEC was formed specifically to generate more awareness of the great impact of events on community life and tourism. It is a highly diverse group, presenting highly diverse events, and therefore it is able to serve a great variety of demographics and interests. Over the course of the past year and a half (since August 2010), the members of the coalition have diligently worked together to establish common goals (and identify needs) that will positively impact the effect of existing events on the local economy.

The MLEC is working continuously to establish fair guidelines for existing and new events to streamline the future process for public funding requests, review and improve its marketing practices, exchange organizational expertise and discuss and pursue matters of common interest.

The MLEC will, with its joint application, strengthen the individual organizations that produce special events and will collaborate in helping new events spring to life. It will build on and deepen already established collaborations to allow for an even more economical use of existing and future resources.

The MLEC hopes to simplify the process for the review committee and eventual decision makers by pooling numbers and information that would otherwise be submitted by a great number of individual organizations. For its funding request, the MLEC exercised self-restraint by introducing guidelines and limited its request to 10.75% of its total budget.

When measure U came to vote, many of the MLEC organizations manned telephones and passionately mobilized voters on behalf of the passing of this measure. The voters that helped Measure U come to pass want to see special events in Mammoth receive the support they need in order to contribute successfully in turn. As the voters have stated, **Arts, culture and special events are not marginal to community life in Mammoth Lakes - they are essential.**

Mammoth is a community with a heart and a soul, and it is the contribution of the MLEC that nourishes the inner life of Mammoth. With the help of public funding from Measure U, the MLEC can continue its work and grow in the next year. As the hard numbers show, public funding for special events is a good investment in the future, as it is leveraged by individual organizations to generate significant growth of Mammoth's summer economy.

In addition, public funding also carries a highly symbolic value for the hardworking individuals behind the organizations, the event producers, their many dedicated volunteers and the participants in the events: a community that provides funding for arts, culture and special events is a community in which people care. It is a place where people love to live and which visitors return to.

SECTION D – PROJECT FEASIBILITY

Feasibility studies will be required for ‘top tier’ projects in order to clearly identify the level of funding required for the life of a project. It is in the best interest of the applicant to complete the feasibility section of the application. For any clarification regarding the questions or degree of detail that needs to be provided, please contact Town Staff.

1. Competitive Supply Analysis

Strengths	Weaknesses
<p>The MLEC united in its effort to work together on creating and enhancing year-round, world-class events that benefit our community and drive visitors to Mammoth Lakes.</p> <p>The MLEC has demonstrated that its events benefit the community’s social and economic capital without negatively impacting the natural capital – the Triple bottom line.</p> <p>The MLEC, through producing high-quality events, is aligned with TOML adopted plans.</p> <p>The financial support of events is of very low risk to the TOML with a high Return on Investment.</p> <p>The MLEC effectively leverages support through outside funding and significant volunteer commitment.</p>	<p>While much work has been done since its inception in 2010, the MLEC is still young and needs to further develop mid- to long- term goals.</p> <p>The MLEC could not include “contingencies” in its funding request, because the organizational infrastructure of the coalition does not allow for appropriate handling of such funds yet.</p> <p>The lack of suitable, permanent event spaces, both indoor and outdoor, limits the opportunities of event producers to grow larger and more profitable events that would eventually become self-sustainable.</p>
Opportunities	Threats
<p>By supporting the MLEC, the TOML has an opportunity to invest in a very talented, committed, passionate group of event professionals. The 2012 request of \$88,000 is projected to yield \$1.8 million in Estimated Town Revenue.</p> <p>By supporting the MLEC, the TOML has an opportunity to foster an entity that will provide valuable guidance on future development plans, including construction of event venues.</p>	<p>The lack of financial support from Measure U and/or reduction from other private/public entities could force events to reduce, rather than enhance, their programming. Some organizations could even cease to operate.</p> <p>With any outdoor event, bad weather can adversely affect attendance and sales in a given year.</p>

2. Identification of Market Opportunity

A. Identify the long-term opportunity that the project/program presents.

The entertainment and recreation industries have been two of the fastest growing sectors in the economy of the state of California.

While the current economic downturn poses a threat to the continued growth of this sector on the state level, there is a huge opportunity on the local level, that the MLEC has identified in collaboration with TOML staff: In enhancing the summer events calendar of a wide variety of special events, the MLEC furthers Mammoth's attractiveness as a destination resort town for a wide range of demographics from SoCal and beyond. It furthers the competitiveness of Mammoth Lakes with other comparable mountain resort towns vying for summer visitors in the same markets and stabilizes the summer economy, as the increased visitor and attendance numbers from 2011 have shown.

The continuity of high-level, in some cases world-class programming available to potential visitors is essential. It preserves the town's achievements to date in becoming a year-round destination resort.

The MLECs sees a long-term opportunity of economic growth of the summer economy to which it is of essence. The MLEC is uniquely qualified to leverage public funds (including measure U) to grow locally produced event programs and maximize the events' impact on the town's overall economic stability.

3. Describe the targeted users of your project/program (include the number of participants).

The targeted users are overnight visitors that are attracted to Mammoth Lakes specifically to attend special events. Their number was estimated to be 61,000 by the TOML in 2011.

Because the MLEC pools such a great variety of events, the demographics addressed cover a wide range. In fact, the point can be made that the MLEC offers "something for everybody" amongst the 61,000 attendees of special events.

Some events target very specific user groups, such as music lovers of a certain genre of music, or food enthusiasts. Events that target specific user groups are able to attract new visitors to Mammoth from further away, based on their specific need or interests. These events contribute to the broadening of the overall visitor base within and beyond California.

4. Projected Multi-Year Demand Analysis

A. Provide the projected demand with assumptions.

The demand for special events will continue to grow at a steady rate of 7% annually over the next five years under the assumptions that

- The U.S. and State of California economies will stabilize and continue on a path to recovery.*
- Transportation infrastructure is sustainable, that is, air-service to Mammoth will continue.
- Mammoth Lakes Tourism will emphasize special events in its publications and continue to disseminate marketing materials.
- Individual events will continue their individual marketing efforts to identified target groups through brochure direct mail advertising, media outlet advertising, solicitation/acquisition of new mailing lists, advertisement in established sub-group or focus group media outlets.
- **But above all, the MLEC needs to continue to provide attractive events throughout the summer months, enhancing existing programming and assisting the start-up of new events in order to realize a competitive edge over comparable resort towns.** It is a well-established fact for the entertainment industry that the demand for special events is generated by the implementation of the events themselves: reliable and high quality programming generate word of mouth advertising or a “buzz”, which is an important element in furthering incremental, yet distinctly measurable growth in the short and long run.

*The summer of 2011 is an example of how, even in a weak economy, Mammoth Lakes had the best July/August ever in terms of revenue generated, thanks in no small part to the summer events.

5. Projected Multi-Year Revenue Projections

A. Projected revenue with pricing assumptions.

The projected Multi-Year Revenue growth is based on the revenue growth that the TOML has observed over the past few years with regards to its summer economy. Individual event producers projected their anticipated growth, taking into account the rising costs of producing quality events over the course of the next five years.

In total, the MLEC events project an annual 5-7% annual increase in revenue growth.

Please see spreadsheet, **Attachment B**, for specific projected five-year growth of coalition events.

Please reference individual events in the full application packet on file with TOML staff.

6. Cost Analysis – Provide the estimated one time or annual costs for each phase of your project/program (where applicable):

1. Land acquisition costs: N.A.
2. Equipment acquisition: N.A.
3. Site preparation/demolition and site prep costs: N.A.
4. Entitlement costs: N.A.
5. Architect and planning costs: N.A.
6. Construction costs: N.A.

7. Operational costs: The MLEC incurs no costs as an entity, however, as applies to individual events, please refer to complete package of applications on file with TOML.
8. Maintenance costs: The MLEC incurs no costs as an entity, however, as applies to individual events, please refer to complete package of applications on file with TOML.
9. Programming costs: The MLEC incurs no costs as an entity, however, as applies to individual events, please refer to complete package of applications on file with TOML.
10. Other: Marketing. The MLEC's individual organizations spend a total of \$ 76,500 on marketing.

Feasibility Analysis

1. Project and Financial Assumptions

A. Please state assumptions which are the basis of the pro forma development.

- The overall economy will stabilize and continue on its path to recovery.
- The attractive schedule of events offered by MLEC can be maintained.
- High quality programming remains sustainable for the individual events producers.
- Suitable venues that serve individual events and their needs remain available and affordable.
- Additional venues that address the growth needs of individual organizations can be developed.
- Marketing efforts are sustained (both, in collaboration with ML Tourism, and independently by each organization).

2. Multi-Scenario Pro Formas

A. Provide one or two pro forma scenarios to understand the project's/program's financial feasibility. Within this element it is recommended that a 5-year operating budget be developed.

Scenario 1)

The MLEC's calendar of events provides the TOML with substantial entertainment attractions that span the entire length of the summer. Individual producers will leverage Measure U funding to varying degrees. Some will start-up a new event, some will keep an established event going at its 2011 level. However, most events will enhance their programming with Measure U funds and continue their growth of past years, leveraging funding with a ROI ratio of close to 20 to increase the TOML's revenue in 2012.

Included in the MLEC's business plan are guidelines for individual organizations and their budget planning, intended to maximize the ROI for the TOML and at the same time taking into account the individual needs expressed by member organizations.

Some individual organizations/producers have 5-year plans in place.

Scenario 2)

If the MLEC is not successful in its application for measure U funds, the events calendar will be much less extensive.

The majority of organizations will follow-through with producing their 2012 events, if with considerably lower overall impact on the town's economy, and dampened enthusiasm on behalf of the producers and their volunteers. The continuity of some events into 2013 and beyond is at risk.

3. Risk Analysis

B. Identify project/program risks.

The MLEC risk analysis has been broken down in the individual organizations' applications on file with TOML staff.

Currently, the greatest risk is faced by outdoor events and is weather related.

4. Project Schedule

A. Identify the necessary implementation tasks required for your project/program.

Please see MLEC calendar of events for 2012.

Each organization has identified the necessary implementation tasks required for its individual event in an individual application which is available for review on file with TOML staff.

Pre-event marketing is coordinated with Mammoth Lakes Tourism, in addition to events' individual efforts.

5. Quality of Life Analysis

C. Identify positive and negative project/program effects on the quality of life for the community of Mammoth Lakes.

There is nothing like a special event to bring visitors and residents together. Many residents (who work during the summers and can't leave town) have attested to the fact that participating in a special event is for them like going on a mini vacation – without the stress of packing and travel. Visitors in turn like to feel welcome, as part of the community and this is what they experience at the special events of the MLEC. (There are myriads of anecdotes that would illustrate this point – but the fact that many of them become supporters of individual events and the organizations behind them speaks for itself.)

The MLEC offers such a wide variety of special events that highly diverse demographics are addressed. There is truly something to be found for everybody on the MLEC's calendar of special events from July through September.

The MLEC and the TOML benefit greatly from the commitment of the innumerable community volunteers who make the events happen in the first place. Those volunteers' dedication is a measure of the meaning these events carry for the town's community life. The many volunteer hours that go every year into the production of the special events are priceless and reflect their value for the community.

Negative effects on the quality of life for the community can be noise pollution and traffic congestion as by-products of big events. The MLEC is working on identifying new venue sites that might be developed to alleviate the negative impact of big events. Individual event producers are working with town staff to minimize negative impact in a feasibility study that addresses cultural and sporting events.

As demonstrated in this application (Section C 1., Project Benefits), and verified by the town manager, the economic impact of MLEC during the summer months is enormous. The events pooled in the MLEC contribute significantly to a stable and sustainable summer economy from which residents benefit measurably.

The MLEC identified the following business sectors as benefitting, in addition to government: real estate, retail and distribution, service industry, media/communications industry, transportation industry, utilities.

The MLEC's triple bottom line, its overwhelmingly positive impact on the social and financial infrastructure of our town, and its responsible addressing of environmental issues in its partnership with public transportation, makes it a desirable partner for the TOML.

Attachment A

MLEC Application

- **RecStrats**

Identified “Enhanced Programming” as one of the core linkages for community development. It was quoted in five community workshops, and received special emphasis in Arts and Culture and Special Events workshops.

RecStrats Core Strategy 5 is “Support the highest quality and variety of special events”

RecStrats Core Strategy 7 is “Support the highest quality and variety of arts and culture”

- **Taken from the TOML COMMUNITY VISION STATEMENT (page 7 GP)**

To achieve this vision, Mammoth Lakes places a high value on:

Being a premier, year-round resort community based on diverse outdoor recreation, multiday events and an ambiance that attracts visitors.

- **Planning a Successful Community (page 8 GP)**

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.

- **Economy section; E.1.B. (page 12 GP)**

Policy: Encourage the development of community based organizations that support economic development.

- **Marketing, Promotion and Special Events (GP)**

E.1.J. Policy: Promote special events year-round with emphasis on producing multi-day events with particular attention to midweek and shoulder seasons.

E.1.J.1. Action: Develop a year-round special events program and venue plan.

- **Parks and Recreation Master Plan (Page 5)**

Values, Vision, and Goals

The Mammoth Lakes community has indicated that parks and recreation should reinforce what makes living in the area so special: access to the outdoors year-round, opportunity for a variety of physical activities in a beautiful setting, and ability to connect with others in the community through recreation and events in public places.

- **Parks and Recreation Master Plan (Page 25)**

Event venues on public land can be considered a component of the Town’s parks and recreation facilities, because they help contribute to the vision for Parks and Recreation. These venues can be indoor or outdoor, and the events help foster community interaction, promote connectivity, nurture partnerships, and encourage appreciation of the natural environment.

- **Parks and Recreation Master Plan (Page 28)**

The success of Mammoth Lakes as a destination resort will depend in part on meeting the changing expectations of visitors. Not only is it important to provide more traditional recreation experiences, but an increasingly broader array of activities is needed—especially to attract visitors during the “shoulder” seasons and encourage extended visits beyond the weekend. These activities include festivals and performances, specialized high-altitude training opportunities, educational experiences, and shopping and nightlife.

- **Parks and Recreation Master Plan (Page 32)**

- Expand the potential visitor market through parks and recreation:
 - Offer more events

- **Parks and Recreation Master Plan (Page 39)**

9. Promote awareness of the Town’s parks and recreation facilities, programs, and special events.

- **Parks and Recreation Master Plan (Page 50)**

Public-Private Partnerships

Collaborative relationships of the Town of Mammoth Lakes with private entities can provide significant recreational benefits to the Town’s resident. ... The Town should be ready to explore these and other partnership options as they arise, including those with non-profit organizations.

Attachment B - 2012 Mammoth Lakes Events Coalition (MLEC) Funding Request

Event Organizer	2012 Budget	2012 Dates	2012 Request	Request % of Total Budget	2011 Attendance* *	Estimated 2011 Town Revenue.*
Mammoth Food & Wine Experience	\$ 157,000	July 6-7	\$ 10,000	6%	500	\$ 23,438
Jazz Jubilee	\$ 380,000	July 11-15	\$ 27,000	7%	15000	\$ 703,125
Mammoth Lakes Music Festival	\$ 116,000	July 16-Aug. 4	\$ 10,000	9%	4180	\$ 195,938
VillageFest	\$ 20,000	July 28	\$ 8,000	40%	6000	\$ 281,250
Children's Fishing Festival	\$ 14,200	July 28	\$ 4,000	28%	1200	\$ 56,250
Sierra Summer Festival	\$ 39,950	Aug. 5-12	\$ 4,000	10%	1050	\$ 49,219
Mammoth Rocks	\$ 65,000	Aug. 26-27	\$ 15,000	23%	6750	\$ 316,406
NEW EVENT DEVELOPMENT -						
Wing & Swing	\$ 21,000	Aug 11	\$ 6,000	29%	1000	\$ 46,875
Mammoth Bluegrass Festival	\$ 15,445	Sept. 1-2	\$ 4,600	30%	3000	\$ 140,625
Totals	\$ 828,595		\$ 88,600		38680	\$ 1,813,125

Event Organizer	2012 Volunteer Hours	2012 Value of Volunteer Hours	2012 Contractual Service Hours	2012 Value of Contractual Service Hours	2012 Marketing Budget	Projected 5-year Budget Growth
Mammoth Food & Wine Experience	920	\$ 11,200	720	\$ 7,200	\$ 14,000	\$ 276,000
Jazz Jubilee	5,000	\$ 45,000	2750	\$ 110,000	\$ 21,000	\$ 425,000
Mammoth Lakes Music Festival	1,290	\$ 19,350	700	\$ 42,000	\$ 12,000	\$ 148,000
VillageFest	240	\$ 3,600	950	\$ 14,500	\$ 2,450	\$ 28,700
Children's Fishing Festival	425	\$ 8,577	100	\$ 2,500	\$ 3,300	\$ 16,000
Sierra Summer Festival	1,840	\$ 35,000	367	\$ 14,800	\$ 3,500	\$ 78,000
Mammoth Rocks	977	\$ 21,600	500	\$ 25,000	\$ 15,000	\$ 91,000
NEW EVENT DEVELOPMENT -						
Wing & Swing	440	\$ 6,600	440	\$ 6,600	\$ 3,750	\$ 29,543
Mammoth Bluegrass Festival	490	\$ 4,165	144	\$ 11,280	\$ 1,500	\$ 19,712
Totals	\$ 11,622	\$ 155,092	6671	\$ 233,880	\$ 76,500	\$ 1,111,955

Return on Investment Revenue/Request: 20

MLEC Members not requesting Arts & Culture funding this year

Event Organizer	2011 Attendance* *	Estimated 2011 Town Revenue.*
Bluesapalooza	10,000	\$ 468,750
Mammoth Festival	5,000	\$ 234,375
Blue Sky Fest	3,300	\$ 154,688
Mammoth Celebrates the Arts	3,500	\$ 164,063
Labor Day Festival of the Arts	5,000	\$ 234,375
Fiesta Caliente	1,000	\$ 46,875
Totals	27,800	1,303,125

* Based on \$250/party/day (3.2 adults/party), avg. 60% regional attendance. Incl.: meals, lodging, shopping, entertainment
- Source: 2007 Summer Visitor Survey

** Attendance is total event - projected for new events

Estimated revenue maybe higher based on commencement of air service. It does not include resident spending, just incremental visitor revenue.

**MAMMOTH LAKES EVENTS COALITION [MLEC]
DRAFT BUSINESS PLAN**

April 9, 2012

1. Introduction/Executive Summary

1.1. Purpose of the Plan: Clearly Define the Relationship Between the Town & Events

Traditionally, music festivals, art shows and other similar events have each functioned fairly independently with some interface between event coordinators to share limited resources. Our summer season of events is growing rapidly and demonstrating the substantial opportunity for the Town of Mammoth Lakes to increase summer tourism and occupancy. In order to expeditiously and efficiently support this growth, the events community required a coordinated effort to develop the events program. Mammoth Lakes Events Coalition (MLEC) formed to lead this effort.

This business plan represents the coordinated effort by this cross-section of event producers to clearly define the needs of the special events community and implement their development. We define herein the financial, permitting and physical needs for executing high quality events that draw town visitors who contribute heavily to transit occupancy tax (TOT) which is our primary Town revenue source. This business plan concludes with recommended responsibilities for fulfilling those needs, including Town of Mammoth Lakes policies and financial commitments.

We recognize the efforts and value of the RecStrats process and the definition it provides for the overall recreational needs in our community. Our intention is to develop and recommend the implementation tools for event producers, as defined in RecStrats, and use RecStrats as our planning tool for delivering the policies, infrastructure and support needs analyzed and defined in this business plan.

1.2. Brief Town Status: Where are we today, Staff challenges, financial situation, TOML resources available

The Town of Mammoth Lakes is focused on becoming a premier year-round destination with national and international appeal. In recent years the Town has successfully established year round commercial air service with additional flights being added for the 2011-2012 season, developed a free 350,000 passenger per year transit program and dedicating over \$2 million per year to fund a non-profit destination marketing organization. The voters have approved two measures that support the development and operation of an expanded network of recreation facilities, cultural events and programs. These efforts are particularly important to event planners. Visitors can get to Mammoth more easily to attend events. They can get around Town effortlessly, and, event specific marketing is magnified by the power of the destination marketing organization.

The Town government is in transition with key staff turn-over, government restructuring and a renewed focus on providing services to the citizens and support to the business community.

Even with a major lawsuit unresolved, the Town Council is able to continue to provide critical services, intends to protect the community from new taxes and is actively exploring opportunities to grow current and new revenue sources. The Town has a balanced budget and many key revenue sources that are protected from its potential creditor.

1.3. History/Timeline of Events in ML: Why successful or not.

After the Mammoth region entered the mining era of the 1870's, a mining district was formed in 1887. Some sort of mining continued into the 1950's with one mine still operating into the 1990's. Between 1920 & 1930, tent cabins were built in the Lakes Basin to take care of the paying guests and visitors to the area. Family camping, fishing, and hunting became the major industry other than the winter activities already established on Mammoth Mountain. Dave McCoy started the first rope-tow on the mountain, and a winter sports group established ski racing. The United States Forest Service (USFS) established some camp grounds. Many trails were created around and between the lakes where great wildlife and wildflower viewing happened. These are some of the first activities, other than snow play, for the area. In 1938, Mammoth Lakes became a new township, and permanent buildings were built to house those who partook in the year round activities now available to enjoy.

Mammoth Lakes has demonstrated its interest in creating events around popular activities and interests. A few events created before 1980, before Mammoth incorporated as a town, are still in existence today. Others have started as the community's interests, economic needs and opportunities change. A cross-section of events have started, evolved, gone away or grown and include:

Mammoth Motocross will be 44 years old in 2011, making it the longest running motocross in the western United States.

The Labor Day Festival of the Arts is 43 years old. It has seen changes in its name, leadership and venues, but has been created and maintained by the same agency, the Mono Council for the Arts.

The Fireman's Canoe Races & Picnic will be 42 years old IN 2011. The same organization, the Mammoth Lakes Volunteer Firemen, has been in charge of these annual event, and they use them as annual fund raisers.

Sierra Summer Festival will be 35 years old this summer. It is a non-profit 501(c)3 arts organization.

Winter Carnival was created and produced in the beginning by the Chamber of Commerce.

The **Gold Rush Days** on the 4th of July weekend included many mining type of activities, poker run, mule “flap-jack” events, etc.. The event no longer exists although the town parade is still held.

Mountain Bike Races & Stage Races in one combined event-first in the country and was started by Bill Cockcroft, Sam Walker and Wally Hofmann.

Mammoth Open Tennis Tournament was started in the 70’s.

Grumpy’s hosted the **Eastern Sierra Chili Cook-off** over the July 4th weekend and several sand-beach volleyball tournaments throughout the summer.

Mammoth Festival of Beers & Bluesapalooza started as a one day event by Sam Walker and Mammoth Brewing Company in 1995 in the parking lot of Whiskey Creek with some local bands and a couple of microbreweries sharing their beers with the community. It is currently run by Mammoth Brewing Company with the support of Harvest Moon Presents.

The **Mammoth Lakes Music Festival** started in the summer of 2000. It presents now 10, mostly midweek, concerts. It is produced by Chamber Music Unbound, a 501(c) 3 non-profit organization and features internationally renowned classical musicians. Its venue is the lobby of Cerro Coso College which houses CMU’s 9-foot Steinway concert grand.

Blue Sky Fest was started in 2009 by Mammoth Brewing Company, Harvest Moon Presents and Vallitix as an outdoor adventure and music festival.

Art a la Carte was started by Diana Walker Smith of the Mono County Arts Council and held annually in Mammoth Creek Park in August. To grow the event, Mammoth Mountain Ski Area took it over and created the **Mammoth Festival**.

West Fest-This was a western music & art festival with an Indian Village and lots of entertainment by well-known country western singers.

Oktoberfest- Started as a fund raiser for the Music Society of the Eastern Sierra. Walter & Edith Buchanan were 2 of the many original organizers.

Mammoth Lakes Jazz Jubilee is both a 501-C3 corporation & a non-profit foundation. The event is in its 23rd year in 2011.

Villagefest, now a summer tradition at the Village in Mammoth Lakes, has been dubbed as “California’s Highest Rib Cook Off.”(8050 ft) and is in its 8th year.

Mammoth Rocks – A Taste of the Sierra is produced by the Mammoth Community Foundation, the nonprofit arm of the Mammoth Lakes Chamber of Commerce.

1.4. TOML’s Opportunity Relative to Events

Mammoth Lakes is a mountain resort community that relies heavily on tourism as its economic base. Historically, Mammoth Lakes has proven itself as a world class ski resort during the winter months, and an incredible destination retreat for campers, fishermen and other outdoor enthusiasts during the summer months.

Winters are Mammoth's economic highpoint with abundant snow related activities and a fairly reliable source of winter weather. Summers provide very predictable weather, and while tourism is usually good, summers lack the heavy influxes of tourism that are seen during the winter months.

Spring and fall are the weaker performing tourist seasons, where Mammoth has traditionally been very feeble in driving tourism to the area. The failure to drive tourism to the area is largely credited to the unpredictable weather and changing activities of the summer and winter enthusiasts. Interestingly enough, spring and fall seasons can be some of the most pleasant and beautiful times of the year.

With regard to tourism, it is obvious Mammoth has some room for some growth in the winter (particularly during the mid-week), more potential growth in the summer, and substantial room for growth in the spring and fall seasons. The summer offers seven or eight reliable weekends for large special events should the facilities exist to support them.

The development of special events in Mammoth Lakes, as well as other mountain resorts, has proven to be a successful driver of local visitation. 2010 was one of the best years for revenue that the Town of Mammoth Lakes has experienced, and according to Mammoth Lakes Town Manager, the financial success can be attributed to the increasing number of special events.

The majority of the Town's revenue comes by way of transit occupancy tax (TOT); therefore activities generating overnight visitors are highly valued for their ability to generate TOT. The proven success of key summer festivals, there is substantial opportunity to grow the summer TOT base with a coordinated effort from the events community and basic infrastructure and permitting support from the Town.

Special events bring financial benefit not only to the Town's government, but also to the private sector of Mammoth. These benefits are clear when researching spikes in hotel occupancies and sales tax revenues during periods in which events are held.

Although special events take place in most communities throughout the world, Mammoth is unique in that it has natural beauty and outdoor activities to provide an additional draw. Special events are an added excuse to visit Mammoth, and one more reason for visitors to stay longer. Special events also appear to be good boosters of community character and morale, particularly during times of economic challenge.

2. Proposed Events Coalition Organization

2.1. Purpose & Mission: To coordinate between events and facilitate TOML support & participation, the Events Coalition is a group of performing arts event sponsors and organizers, based in the Town of Mammoth Lakes. The purpose of a coalition of event organizers is to present a united

set of goals - to local elected officials, town staff and the public at large – to grow and enhance our individual events on a year-round basis. These goals include:

- To pool resources, such as chairs, tables, tents, stages, fire extinguishers, trash cans, traffic barricades, etc., that we all use for events.
- To create a cohesive calendar that compliments each other's events and does not compete on specific dates.
- To create a shared approach to the Town when asking for town services such as extra trolley/transportation services, changeable message signs, CERT assistance, etc for our events.
- To seek outside funds, as a group, for advertising and marketing in outside markets specifically for the express purpose of bringing tourists and TOT dollars to Mammoth Lakes for our events.
- Collaborate possibly on additional "seed" events that could grow in future years to pay for themselves.
- To facilitate planning and permit approval processes.
- To locate and develop (possibly multiple) permanent event venues that can accommodate 5,000 to 25,000 attendees.

MISSION: A year-round focus on hosting world class performing arts events that benefit our community and drive visitors to Mammoth Lakes.

2.2. Relation to RECSTRATS: RECSTRATS is the planning tool where this BP is implementation, running concurrently.

The MLEC will work within the framework of the RECSTRATS planning process primarily to help facilitate future event venue(s) and enhanced programming.

The MLEC's **Plan for the Future** seeks to enhance programming as an identified core linkage in the RecStrats process by supporting new events, and strengthening or expanding existing events.

2.3. Participants: define who's included in this coalition, not intended for vendors

The Events Coalition is currently made up of existing and planned performing arts organizers, including

- Mammoth Brewing Company (Bluesapalooza, Blue Sky)
- Harvest Moon Presents (Bluesapalooza, Blue Sky)
- Mammoth Mountain Ski Area Events Department (Motocross, Mammoth Festival, etc.)
- Jazz Jubilee (Jazz Jubilee)
- Mammoth Lakes Chamber of Commerce – Mammoth Community Foundation (Mammoth Rocks-A Taste of the Sierra)
- The Neighborhood Company (Events at the Village)

- Cathleen Calderon and Mike Hoover (Village Fest)
- Chamber Music Unbound (Mammoth Lakes Music Festival)
- Mammoth Lakes Repertory Theater (Black Box Festival)
- Mono Council for the Arts (Labor Day Festival of the Arts, Mammoth Celebrates the Arts, Kids Fishing Festival, Fiesta Caliente)
- Sierra Summer Festival (Sierra Summer Festival)
- Mark Deeds (Wing and Swing)
- S. Dan Lehman (Mammoth Bluegrass Festival)
- Mammoth Film Festival
- Mammoth Lakes Foundation (Food and Wine Experience)

3. Business Case: Hard Data & Research Needed

3.1. Business Sectors Benefitting

The MLEC identified the following business sectors as benefitting, in addition to government: real estate, retail and distribution, service industry, media/communications industry, transportation industry, utilities.

3.2. Compatible surveys across our events

MLEC members agree to use the survey generated by Mammoth Lakes Tourism (which includes 5 questions addressing key performance indicators) for data collection.

3.3. Comparable surveys, policies and results from peer communities

MLEC members agree to be inquisitive about and further research peer communities, especially with regard to comparable individual events. Individual MLEC members have shared some of their findings with the coalition, but much more needs to be done.

3.4. Town Statistics: demographics, beds, year round pop, transient pop, historical quarterly tot & sales tax revenues

Available by contacting TOML Staff

3.5. Matrix of Y: event list, x: attendance, occupancy, proportion from out-of-town

3.6. Strengths, Weaknesses, Opportunities & Challenges Analysis

STRENGTHS	WEAKNESSES
<p>The MLEC united in its effort to work together on creating and enhancing year-round, world-class events that benefit our community and drive visitors to Mammoth Lakes.</p> <p>The MLEC has demonstrated that its events benefit the community’s social and economic capital without negatively impacting the natural capital – the Triple bottom line.</p> <p>The MLEC, through producing high-quality events, is aligned with TOML adopted plans.</p> <p>The financial support of events is of very low risk to the TOML with a high Return on Investment.</p> <p>The MLEC effectively leverages support through outside funding and significant volunteer commitment.</p>	<p>While much work has been done since its inception in 2010, the MLEC is still young and needs to further develop mid- to long- term goals.</p> <p>The MLEC could not include “contingencies” in its funding request, because the organizational infrastructure of the coalition does not allow for appropriate handling of such funds yet.</p> <p>The lack of suitable, permanent event spaces, both indoor and outdoor, limits the opportunities of event producers to grow larger and more profitable events that would eventually become self-sustainable.</p>
OPPORTUNITIES	THREATS
<p>By supporting the MLEC, the TOML has an opportunity to invest in a very talented, committed, passionate group of event professionals. The 2012 request of \$88,000 is projected to yield \$1.8 million in Estimated Town Revenue.</p> <p>By supporting the MLEC, the TOML has an opportunity to foster an entity that will provide valuable guidance on future development plans, including construction of event venues.</p>	<p>The lack of financial support from Measure U and/or reduction from other private/public entities could force events to reduce, rather than enhance, their programming. Some organizations could even cease to operate.</p> <p>With any outdoor event, bad weather can adversely affect attendance and sales in a given year.</p>

- 4. Private, Non-Profit & Public Events Review/Analysis
 - 4.1. Intent & Purpose
 - 4.2. Challenges & Opportunities
 - 4.3. Financial Considerations/Who Funds & Why

4.4. Return on Investment Conversation

4.4.1. Who should invest and for what purpose

The MLECs numbers show that a 20 fold ROI applies to special events in relation to government funding. It feels that a close partnership with the TOML can be a mutually beneficial one.

The individual organizations that produce events all rely on a wide variety of private and public funding sources. For most organizations the percentage of private funding lies between 80%-90%.

5. Common Financial & Infrastructure Requirements

5.1 Marketing

5.1.1. Mammoth Lakes Tourism's Role

MLT coordinates special event dates and information and disseminates it through its established outlets. There is a need to more clearly define the interaction between MLT and the MLEC in the future.

5.1.2. Event Specific Marketing

Event specific marketing is conducted by each individual event through multiple outlets: direct mail/brochure marketing, advertisement in local, regional, state-wide or nation-wide publications, and other media outlets, including social media. Events that need to address specific focus or interest groups or that need to develop additional demographics might have higher expenditures than events that address the general public. Each event needs to demonstrate in its budget/project planning its commitment to effective marketing.

5.1.3. Sponsorships [John for group – needs asset list. Individual events opportunities via John.]

5.2. Operations [Joyce]

5.2.1. Transportation & Mobility

5.2.2. Police & Fire

5.2.3. Permitting

5.2.3.1. Town

5.2.3.2. ABC

5.2.3.3. Caltrans

5.2.3.4. MLFD

5.3. Events Venues

The MLEC currently organizes events in multiple indoor and outdoor locations around town. A need for additional/alternative venues was identified that would address the growth potential of individual organizations.

5.4. Other Resources

5.4.1. Volunteers

The volunteers that support the events producers of the MLEC are essential to the planning, implementation and ultimately the success of special events. They are one of the MLEC's greatest and most reliable assets. They save individual organizations thousands of hours and dollars. They are some of the most ardent promoters of their special events, and have a stake in the events' well-being.

5.4.2. Shared equipment

Several organizations own equipment of all kinds, from garbage cans to stages. MLEC members agree to share this equipment in a non-bureaucratic way for now. Eventually the MLEC will produce an inventory list and set up guidelines for sharing.

6. Public Funding Policy Recommendations.

Funds set aside: Measure U

The MLEC establishes the following guidelines for this first Spring "Test" application, but acknowledges the need to continue this process:

Events in existence for 7+ years: 10% maximum request of total event budget

Events in existence for 3-6 years: 20% maximum request of total event budget

Events in existence for 1-3 years: 30% maximum request of total event budget

It was decided that events exceeding the above maximum ask levels would submit an explanation of the exceptional request.

It was decided that 1st year events should be strongly supported, but the new events will need to demonstrate viability and advanced planning by

1. completing a full individual Measure U application AND
2. including an individual business or project concept plan

Within the budget of the MLEC, 1st year events will fall under the category of "New Event Development". "New Event Development" requests should not exceed 15% of the total Measure U request amount from all MLEC members combined, not including the new events' requests. This would encourage well-planned 1st year events – working with the coalition on dates, offerings, genres, shared resources, and more, thus exercising a degree of quality control.

Town Staff Support

Town Staff currently supporting the MLEC: Stuart Brown

7. Conclusions

ATTACHMENTS

1. Mammoth Lakes Recreation: RecStrats Final Draft [15November2010]

2. Limited Economic Trends Report [February 2011]
3. Examples of other Resort Town Policies
4. Events History Detail

APPENDIX 3: DETAILED EVENTS HISTORY (for events still in existence)

Mammoth Motocross will be 43 years old in 2011, making it the longest running motocross in the western United States. The location on USFS land, required a Town of Mammoth Lakes permit currently managed by Mammoth Mountain Ski Area (MMSA) and the energy from those who wanted to race helped make this event happen. To help establish this event in the late 80's & early 90's, the Town financially contributed to Motocross.

The Labor Day Festival of the Arts is 42 years old. It has seen changes in its name, leadership and venues, but has been created and maintained by the same "agency."

The Fireman's Canoe Races & Picnic will be 41 years old this year. The same organization- Mammoth Lakes Volunteer Firemen- has been in charge of these annual events, and they use them as annual fund raisers. Due to the constant change in personnel within the organization, many "rookies" are put in charge of the "dirty" jobs related to these events.

The event-**Mammoth Celebrates the Arts**-will be 34 years old this coming July 4th weekend. This art show has changed venues and leadership over its lifetime. Artists want & need a place to show/sell their wares. An umbrella organization is needed to co-ordinate every individual vendor. Currently the Mono Council for the Arts is the coordinating body. Patty Van Dolson was the originator and manager for 30+ yrs.

Sierra Summer Festival will be 34 years old this summer. This event was talked about by some locals who had been to the Hollywood Bowl and thought how great it would be to hear classical music among the pines & under the stars. It started in the late seventies, with the first event in 1978. This event has taken on many formats, and has been under a variety of leaders over its lifetime. Time & length of performances has changed drastically- from up to a 3 week event down to a 3 day event. Other than leadership & venue changes, the Eastern Sierra Symphony was formed and helped cut down the large orchestra/musician expenses. The Catholic Church & the Old Gondola building became venues making weather no longer a factor. This event has also received town \$.

Mammoth Festival of Beers & Bluesapalooza started as a one day event by Sam Walker and Mammoth Brewing Company in 1995 in the parking lot of Whiskey Creek with some local bands and a couple of microbreweries sharing their beers with the community. Since then, it has grown to a three-day festival with internationally recognized blues music and up to 70 microbreweries from around the country participating, selling out at nearly 5,000 in attendance. In 2010, town occupancy exceeded 75% and local businesses and lodging prospered. Privately owned by Mammoth Brewing Company, this event has the potential to grow to over 10,000 attendees and is currently limited only by venue size.

Mammoth Lakes Jazz Jubilee is both a 501-C3 corporation & a non-profit foundation. The event is in its 23rd year in 2011, but this event is different than all others mentioned as it has been run by the same 2 directors its whole existence. It is also different in that it uses locations all over town, some indoor & some outside venues vs. just 1 or 2 locations. Board members, venues,

and transportation options have changed over the years, as well as town funding. Volunteers have been very loyal, and work hard to make the event happen. As the audience gets older, fewer patrons come to the event. Have to find a way to bring in more attendees, bring in more money, and how to spend less money-cut expenses.

The **Mammoth Lakes Music Festival** started in the summer of 2000 at St. Joseph's Church. It produces now 10 concerts, 8 of them midweek. It is presented by Chamber Music Unbound, a 501(c) 3 non-profit organization which was an outcome of the NEA "Rural Residencies" grant program that brought a young group of award-winning classically trained musicians, the Felici Piano Trio, to Mammoth Lakes in September 1998. The MLMF features some of the finest internationally renowned classical musicians, amongst them several Avery-Fisher Award winners and Grammy nominees. Its venue is now the lobby of Cerro Coso College which houses CMU's 9-foot Steinway concert grand.

Mammoth Rocks – A Taste of the Sierra is produced by the Mammoth Community Foundation, the nonprofit arm of the Mammoth Lakes Chamber of Commerce. An electrifying event now in its third year showcasing the Eastern Sierra's favorite eateries' book-ended by a mind blowing musical line-up of national, local and tribute bands all weekend. The purpose of the event is to increase town visitation and to involve the entire community in promoting the overall economic health of Mammoth and Mono County.

Mammoth Lakes Arts & Cultural Events

Participants of Mammoth Lakes Events Coalition are noted as follows:

 Asking for Measure U funds

 Not asking for Measure U funds



Mammoth Lakes
CALIFORNIA

JULY

4 Mammoth Lakes 4th of July Celebrations

Parade, fireworks, arts and crafts, Pops in the Park, Lions Club Pancake Breakfast and more.

4-7 Mammoth Celebrates the Arts

Fine arts and crafts show, entertainment and food.

6-8 Mammoth Food & Wine Experience

Food, wine, music, adventure – benefiting education and arts.

11-15 Mammoth Lakes Jazz Jubilee

Cajun, big band, swing, '50s & '60s rock 'n' roll, Dixieland and straight-ahead jazz – fun for all.

18- AUG 4 Mammoth Lakes Music Festival

Chamber Music Unbound presents a two-week music festival featuring the Felici Trio and international guests.

27-28 VillageFest

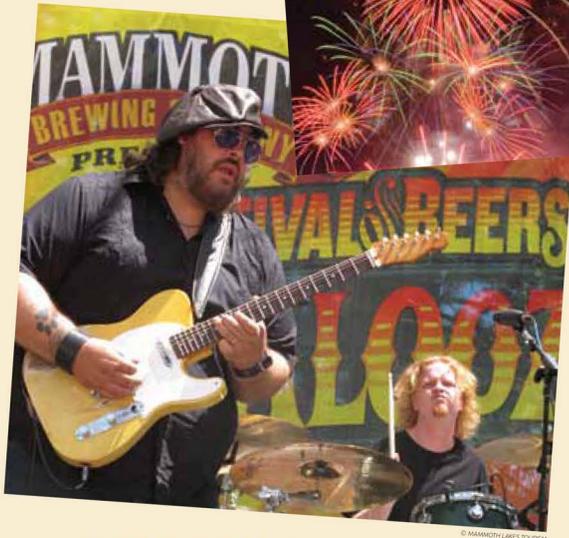
California's Highest Rib & Chili Cook-Off and Music Festival.

28 Firefighter's Canoe Races & BBQ

Canoe races and barbecue at Horseshoe Lake.

29 Firefighter's Picnic

Picnic, barbecue and games for all ages at Shady Rest Park.



AUGUST

3-5 Mammoth Festival of Beers and Bluesapalooza

"High Sierra Beer 'n Blues" – 60 craft breweries and top blues performers.

3-5 Mammoth Lakes Fine Arts & Crafts Festival

Celebrated artists display photography, watercolor and oil paintings, ceramics, jewelry, woodwork and more.

5-11 Sierra Summer Festival

Classical music from the Eastern Sierra Symphony Orchestra and guests, closing with a gala celebration.

17-19 Mammoth Festival – Wine, Music & Food

World-class vintners, live concerts, plus munchies from local Mammoth restaurants.

24-25 Mammoth Rocks – A Taste of the Sierra

Taste your way through 20 of the Sierra's finest eateries while enjoying classic rock from amazing tribute bands.



SEPTEMBER

1-3 Labor Day Arts Festival

Fine artists and contemporary craftsmen, children's entertainment, food and family fun.

8 Hop 'n' Sage Festival

Great brews, food and bluegrass music.

21-22 Oktoberfest

Traditional fare and family fun activities.

 Events asking for Measure U funds not noted in the calendar:

July 28 - Fishing Festival

September 1-2 - Mammoth Bluegrass Festival

August 11 - Wing & Swing



2012 MEASURE U SPRING "TEST" APPLICATION FORM

PROJECT SUMMARY

Name of Project: Mammoth Food & Wine Experience – July 6 & 7

Project Category: Mobility / Recreation / Arts & Culture

Project Type: Planning / Construction / Operation / Maintenance / Programming / Administration / Acquisition

Measure U Funds Requested: \$ 10,000

APPLICANT INFORMATION

Organization

Name of Organization: Mammoth Lakes Foundation

Type of Organization (non-profit, HOA, Govt.): Non-profit

Organization's Address: P.O. Box 1815 / 100 College Parkway

State / Zip: CA / 93546

Office Phone Number: 760.934.3781

Email Address: Maya@mammothlakesfoundation.org

Internet Address: MammothLakesFoundation.org

Project Contact Person

Name: Maya Weinhart

Mailing Address: same as above

State/Zip:

Home / Business Phone Number: 760.934.3781

Cell Phone Number: 760.709.1177

Email Address: Maya@mammothlakesfoundation.org



Project Concept Plan

Attendees: ~ 500 attendees

Scope:

The Mammoth Food & Wine Experience is a once-a-year event in its second year that takes place during the first or second weekend nearest July 4 - a normally slow visitation time during the summer. All proceeds from the event benefit two local nonprofits, the Mammoth Lakes Foundation and the Mammoth Schools NOW Education Foundation. The beneficiary organizations support education and the arts in the Eastern Sierra.

The Mammoth Food & Wine Experience is a multi-day event, Friday and Saturday, with many activities including wine tastings, educational food & wine seminars, a village wine walk, wine dinners at local restaurants, and a main event called the "Grand Tasting". The Grand Tasting incorporates 30+ wineries tastings, a cooking competition where a team of top chefs compete against four culinary schools for the best dish, live and silent auctions, a raffle, and musical entertainment. Also, because we are bringing together the culinary schools and a group of top chefs, there will be a symposium during which the culinary students have the opportunity to talk about the culinary world with seasoned chefs, thus expanding their educational experience .

This event is unique to Mammoth; our goal it to see it grow to one day serve as a stable funding source for education and the arts in the community. Also, currently in its second year is projected to bring in \$78,125 in town revenue during a normally slow time. Every large resort community has a high end food & wine event, with many of the events experiencing large amounts of success. Specifically Sun Valley, Idaho has a food & wine event that supports the Sun Valley Center for the Arts and brings in 60% of the center's operating budget every year. Aspen Food & Wine currently has attendance of approximately 5,000 and started with less than 100 30 years ago. Aspen had to switch the timing of its event to a slower time because it brought more visitors than beds in the busy summer. We know the Mammoth Food & Wine Experience can experience that type of success for the two nonprofits in and the community one day, we just need a few more years in operation with assistance and support from the community in order to become more established.

Type: Food & Wine special event that brings in new and past visitors of Mammoth Lakes. The attendees will generally be from a higher economic stratum. All proceeds of the event support education and the arts in the community.

Design Specifications: N/A

Use: N/A

Event Budget: \$157,000 (does not include MLF staff time)

Current Event Marketing Budget: \$14,100

Measure U request: \$10,000

Reason for request: Marketing expenses. The Mammoth Food & Wine Experience is a new event only in its second year. The Mammoth Lakes Foundation needs help bringing in outside-of-the-area visitors to our community. We are asking for Measure U funds in order to expand our marketing efforts to a wider audience through print media ad buys, direct marketing to second homeowners, and direct marketing to food & wine

enthusiasts through the participating wineries and chefs. A larger marketing outreach will provide greater opportunity for economic stimulus during a normally slow time. Outside of needed marketing support the event is ready to go by the MLF staff.

Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program?

If Yes, please identify amount and year of funding or award.

Yes. In 2012 – private funds from the Mammoth Lakes Foundation \$157,000 specifically \$14,100 for marketing.

Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.

N/A



2012 MEASURE U SPRING "TEST" APPLICATION FORM

PROJECT SUMMARY

Name of Project: Mammoth Lakes Jazz Jubilee/Mammoth Jazz Equipment Sharing/Event Advertising

Project Category: Mobility / Recreation / **Arts & Culture**

Project Type: Planning / Construction / **Operation / Maintenance / Programming** / Administration / Acquisition

Measure U Funds Requested: \$ 27,000.00

APPLICANT INFORMATION

Organization

Name of Organization: Mammoth Lakes Jazz Jubilee

Type of Organization (non-profit, HOA, Govt.): 501-C3 non-profit corporation & foundation

Organization's Address: P OP Box 909 Mammoth Lakes

State / Zip: CA 93546

Office Phone Number: 760-934-2478

Email Address: mljj@qnet.com

Internet Address: mammothjazz.org

Project Contact Person

Name: Ken Coulter

Mailing Address: P O B0x 659 Mammoth Lakes

State/Zip: CA 93546

Home / Business Phone Number: 760-934-2478

Cell Phone Number: 760-965-6695

Email Address: flossnken@verizon.net

Project Concept Plan for the Mammoth Lakes Jazz Jubilee

The Jazz Jubilee is a 4 1/2 day happening-almost a whole week of Jazz in the Sierra-we call it "Jazz with Altitude" and/or "Mammoth Jazz". In 2011, it started in 2 locations for the Wednesday night performances, built to 4 venues around Mammoth on Thursday plus 1 performance at the Double Eagle in June Lake; and went up to 8 venues in Mammoth for Friday and Saturday, and back down to 6 venues in Mammoth on Sunday. Hundreds of hours of Jazz were presented. A variety of music was played for 4 1/2 days all over the town of Mammoth Lakes, under tents & trees, inside the Theater, the RV Park rec. room, and in a few local pubs. That's part of what makes this event so special & different-it's all over town. In 2011, Modern, Zydeco, Traditional, Swing, Big Band, Jump Jive, and even a little R&R was played to the delight of the patrons, we've added Latin Jazz to the 2012 lineup. We know this event is an economic boost to the town, as we take surveys at the event & attendees come from far & wide and say they "specifically" come because of the event.

The 2011 Jubilee, due to our economics, was on a smaller scale but similar to previous years. Since we lost big money during the 2010 event, we cut back on the number of bands invited to play which helped cut our overall expenses, while we were able to continue to still present a variety of Jazz styles. We feel this is a very important part of the event. We also cut down on the number of venues to help cut our costs. This cut down some of our equipment "rental" expenses, but also cut down on some of our "volunteer" expenses. Many volunteers are needed to make this Jubilee run smoothly, so far we have been able to maintain a very good "core" of managers and willing workers. In the past, we have been able to give them not only shirts, but wooden dollars, a badge, and an ending party as a thank-you for volunteering. There were many cut backs in these areas to help us cut our overall costs of operation, and it worked with no complaints. The volunteers even agreed to wear "old" shirts, so no expense for new shirts. We are also a funding mechanism for many local non-profits who have food booths at the event. They keep all of their income except the 5% we keep for part of our electrical costs.

The 2012 Jubilee will be held July 11-15th with the Jazz Camp starting July 8th. This week long Jazz camp is for 13-17 year olds to learn how to "Improvise". They arrive in Mammoth the Sunday before the Jubilee, and attend classes at the local high school given by "The Professors" from Monday-Thursday. On Friday & Saturday the 6 bands of youngsters perform on stage during the Jubilee to show off what they have learned during their week of instruction. It is always great to see/hear how they have improved, not only their playing; but also their stage presence. Most are no longer afraid of performing in front of a live & enthusiastic audience. We recently found out that Camp High Sierra, our current location, will be available to us this summer, but do not know about if future usage will be available as it may go into a long term leasing agreement.

The Mammoth Lakes Jazz Jubilee is a 501-C3 non-profit public benefit corporation that has also established a non-profit Foundation. The specific purpose of this corporation is to engage in educational activities by promoting the heritage of America's original form of music-Jazz. Concerts & workshops will be held to help pass this art form on to future generations. We hope to be able to continue to do this making as many cuts as necessary, and still keeping it the same type of event. Your financial contribution will help us continue with this goal, and help keep Jazz alive in Mammoth in July.

Administration/Advertisement: We are asking for less than half or \$10,000.00 to help with the advertisement of the event.

We not only advertise the music, but we always mention the area-the beauty, the scenery, other activities, how to fly here, and give the 800 lodging number. Last year we spent over \$21,000 on advertising; and so far this year, we've spent close to \$14,000. We've printed and are currently distributing 50,000 brochures. We work with "Certified" to get them in racks from Topaz to Las Vegas. We also send them to other Jazz events and to our bands to take with them wherever they may perform. Over the years, 26 states and several foreign countries have had attendees mark their surveys that they came specifically for the event, not just passing through town and stopping by to listen to great music.

Operations: We are asking for less than half or \$7,000.00 to help pay the storage rental costs.

Over the last 23+ years, the Jazz Jubilee has purchased, had donated, and/or has acquired much of the equipment need to produce an event. We do not have any of the large items needed, but most of the smaller ones. One of the main goals of the MLEC is to pool resources so all event producers do not have to go out & buy duplicate/triplicate equipment. We have made our chairs, construction light cords, light bulbs, trash cans, Christmas lights, extension cords, water hoses, dance floor bases, fire extinguishers, EZ up tents, fork lift truck, etc. available at no charge to any event that has needed any of that equipment. All of this and lots of musical instruments needs to be stored somewhere, so we have several storage units. Fortunately, 2 smaller units are donated to us as a sponsorship; but the third one costs us \$1200/month. This unit is found in the industrial park, where about 1/2 of it is taken up by event "loaner" may increase to \$1,300/month in October.

Programming: We are asking for a portion of the Entertainment Budget to help transport the musicians to Mammoth Lakes. Airfares and rental car fees have increased dramatically since our budget was created last Sept. /Oct. We are asking for \$10,000 to help with these added costs

Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program?

If Yes, please identify amount and year of funding or award.

No at this time no \$ from measure R & U

The town of Mammoth Lakes contributed \$5,000 in 2010 for transportation-Trolley rental
Mono County contributed \$20,000 in 2010 for the 2011 event, and \$13,100 in 2011for the 2012 event.

The majority of our funds come from badge sales, and now our sponsorship programs.

So far we have sold about \$85,000 in badges and taken in \$25,000 in sponsorships. We expect badge sales to slow some because our largest discounted price stopped March 15th.

Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.

We hope that being a member of the MLEC will help put Arts and Culture in the forefront of the current funding process available. We feel joining forces will present a “louder” voice in this and all future available funding opportunities. We realize we are all different, but do have a common goal to improve the quality of life for all in Mammoth-whether it be a local, second home owner or an area visitor. Not only has the Jazz Jubilee advertised itself over these many years, but has also advertised Mammoth Lakes. Every brochure has had the local lodging 800# clearly listed, some past brochures have had pictures of the surrounding area; and the current brochure has the airline routes and airline phone numbers.



2012 MEASURE U SPRING "TEST" APPLICATION FORM

PROJECT SUMMARY

Name of Project: Mammoth Lakes Music Festival

Project Category: Mobility / Recreation / Arts & Culture

Project Type: Planning / Construction / Operation / Maintenance / Programming / Administration / Acquisition

Measure U Funds Requested: \$ 10,000

APPLICANT INFORMATION

Organization

Name of Organization: Mammoth Lakes Music Festival, presented by Chamber Music Unbound

Type of Organization (non-profit, HOA, Govt.): 501(c)3 non-profit arts organization

Organization's Address: P.O. Box 1219

State / Zip: CA 93546

Office Phone Number: (760) 934-7015

Email Address: Felici@ChamberMusicUnbound.org

Internet Address: www.ChamberMusicUnbound.org

Project Contact Person

Name: Rebecca Hang

Mailing Address: PO Box 1219, Mammoth Lakes

State/Zip: CA, 93546

Home / Business Phone Number: (760) 934-7015

Cell Phone Number: (760) 914-0067

Email Address: Felici@chambermusicunbound.org



Project Concept Plan for Mammoth Lakes Music Festival, 2012

1) Enhanced Programming

The MLMF invites guest artists/educators who are touring musicians of world renown and professors of established educational institutions. Guests come from as close as L.A. and as far as Paris (France), Santiago (Chile), and Madrid (Spain), to Mammoth Lakes for three weeks of public performances, master classes, lectures and workshops on the Cerro Coso College campus. With its attractive programming, the MLMF continues to increase attendance every year. With Measure U funding, the MLMF will enhance programs by hiring more high-profile guest artists, increasing number of events and augmenting educational offerings.

The 2012 MLMF's projected programming budget is \$57,000.

2) Marketing

The MLMF pursues direct mail marketing with specific event brochures, and coordinates with MLT to be included in their publications and advertisements. The MLMF uses Certified Folder Service to distribute brochures along Highway 395 and mails separate education brochures and posters to music schools around the country. In addition, MLMF purchases ads in local media outlets, produces posters and connects with potential audience via social media. With Measure U funding, the MLMF looks to reinstate advertising in Chamber Music Magazine, Musical America, and the L.A. Philharmonic program booklet which had a direct, positive outcome on attendance in 2010.

The 2012 MLMF's projected marketing budget is \$12,000

3) Maintenance and Rental of Facilities and Equipment

The MLMF rents the Cerro Coso facilities for a three week period utilizing classrooms, office space and the Foyer as performance venue. The festival rents off-campus housing for its artists, students and their families. The MLMF rents and maintains 6 grand pianos, in the past coordinating use with the Jazz Jubilee. Through Measure U funds, the MLMF will increase facility use for programs, continue to keep pace with demand for high-quality pianos and meet the growing costs of equipment rental and transport.

The 2012 MLMF's projected maintenance and rent budget is \$16,500

Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program?

If Yes, please identify amount and year of funding or award.

Yes. List of MLMF's supporters available upon request. The total funds committed by public and private funding for the 2012 MLMF is projected at \$52,000.

Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.

The MLMF joined the MLEC to contribute to generating more awareness of the great impact of Arts and Culture events on community life and tourism. The MLEC is a highly diverse group, presenting unique events, and therefore it is able to serve a great variety of demographics and interests. Over the course of the past year and a half, the members of the coalition have diligently worked together to establish common goals (and identify needs) that will positively impact the effect of existing events on the local economy. The MLEC will, with its joint application, strengthen the individual organizations that produce special events and will collaborate in helping new events spring to life. It will build on and deepen already established collaborations to allow for an even more economical use of existing and future resources. The MLEC hopes to simplify the process for the review committee and eventual decision makers by pooling numbers and information that would otherwise be submitted by X numbers of individual organizations.

When measure U came to vote, many of the MLEC organizations manned telephones and mobilized voters on behalf of the passing of this measure. These voters are interested in seeing special events in Mammoth receive the support they need in order to contribute successfully in turn. Arts and Culture are not marginal to community life. They are essential. Without arts and culture there is little community life and without community life Mammoth is a tourist town like many others. Mammoth is a community with a heart and a soul, and it is the contribution of the MLMF that nourishes the inner life of Mammoth. With the help of public funding from Measure U, the MLEC can continue its work and grow in the next year. Public funding for special events, as the hard numbers clearly show, is not only a good investment in the future, it also carries a highly symbolic value for the hardworking individuals behind the organizations, their many dedicated volunteers and the participants in the events: a community that provides funding for arts and culture is a community where people care about one another. It is a community that is worth living in and one that is enjoyable to visit, more than once.

The MLEC will continue to work as a group, further crystallizing in its discussions what the group sees as long term goals in the development of Mammoth as a "premier year-round destination". The MLEC's diversity is a strength and a weakness at the same time, as different organizations' differing needs have to be addressed and negotiated amongst its members. However, this process also holds great promises for further projects, as mutual understanding and respect are growing amongst the member organizations.



2012 MEASURE U SPRING "TEST" APPLICATION FORM

PROJECT SUMMARY

Name of Project: **Villagefest**

Project Category: Mobility / Recreation / Arts & Culture

Project Type: Planning / Construction / Operation / Maintenance / Programming / Administration / Acquisition

Measure U Funds Requested: \$ _8,000. _____

APPLICANT INFORMATION

Organization

Name of Organization: **Villagefest**

Type of Organization (non-profit, HOA, Govt.): Non- Profit

Organization's Address: Po Box 7655

State / Zip: Mammoth Lakes, CA. 93546

Office Phone Number: 760.914.3122

Email Address:mammothvillagefest@gmail.com

Internet Address:mammothvillagefest.com

Project Contact Person

Name:Cathleen Calderon / Mike Hoover

Mailing Address: P O Box 7655

State/Zip: Mammoth Lakes, CA. 93546

Home / Business Phone Number: 760.914.3122

Cell Phone Number: same as above

Email Address:mammothvillagefest@gmail.com

Villagefest Project Conceptual Plan:

Size: Held in the Village at Mammoth Events Plaza, 6000 plus attendance.

Scope: 2 day event, has established Mammoth Lakes as the host of "**California's Highest Rib and Chili Cook-Off**", putting heads in beds for 9 summers and increasing TOT, while experiencing music, food, family entertainment and creating long lasting Mammoth vacation memories.

Type: 2 day food and cultural event

Design Specification: Event is held at The Village at Mammoth events plaza. Design established within configuration of the Village.

Use: 2 day annual event

Budget: The 2 day event runs approx. \$10,000 per day plus or minus. The requested funds will be used to secure bands, rooms, required insurance, advertising, sound , lighting, stage, transportation.

Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program?

If Yes, please identify amount and year of funding or award.

Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.

Villagefest, "California's Highest Rib Cook – Off" started as a vision 10 years ago and now has become a Mammoth Premier Summer event tradition. Many of our attendees plan their summer vacations around Villagefest. This is a community event that showcases local restaurants, musicians and vendors. 2011, we were able to bring over 6000 event attendees to the town. We are a non profit event. The mission statement of Villagefest is "Contributing to the development of a Permanent Performing Arts Center in Mammoth Lakes and creating awareness of the beauty of our area."



2012 MEASURE U SPRING "TEST" APPLICATION FORM

PROJECT SUMMARY

Name of Project: 25th Anniversary KIDS FISHING FESTIVAL

Project Category: Mobility / Recreation / Arts & Culture

Project Type: Planning / Construction / Operation / Maintenance / Programming / Administration / Acquisition

Measure U Funds Requested: \$ 4,000

APPLICANT INFORMATION

Organization

Name of Organization: Mono Council for the Arts

Type of Organization (non-profit, HOA, Govt.): Non-Profit

Organization's Address: PO Box 56 State / Zip: CA. 93546

Office Phone Number: (760)937-2942

Email Address: info@monoarts.org

Internet Address: www.MonoArts.org

Project Contact Person

Name: Gaye Mueller

Mailing Address: 315A East Pine Street State/Zip: Bishop, CA. 93514

Home / Business Phone Number: (760)873-7242

Cell Phone Number: (760)937-2942

Email Address: gaye@monoarts.org

PROJECT CONCEPT PLAN

MARKETING: Mono Council for the Arts coordinates with Mammoth Lakes Tourism and Mono County Tourism to be included in their publications and event listings. MCA pursues ads in local media outlets, produces posters and flyers distributed at trade shows and around the Eastern Sierra. With Measure U funding, we will be able to advertise in the fishing publications.

MCA's 2012 projected marketing budget is \$4000.

RENTAL OF FACILITIES: This event has been held on the property of Snow Creek Resort with no cost involved. Snow Creek also donates 2 condos to house DFG personnel who travel from outside the area to help with the event. Additional housing is needed for other volunteers who travel to help teach our children how to fish.

MCA's 2012 projected rental budget is \$500.

TROPHY TROUT STOCKING: The cost to stock 800 15inch Alper's trout is \$6000.

PROGRAMMING Most of the programs at the festival are provided by volunteers that are from the Dept. of Fish and Game. This includes their Fishing in the City Program, the California Fish Passport Program, the Living Stream Aquarium tanker, the Game Warden Recruitment Trailer, and regional representatives from DFG.

MCA staffs the kids trout t-shirt painting booth which requires the purchase of painting supplies and t-shirts.

MCA's 2012 projected cost is \$3,700.

12. Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program? If Yes, please identify amount and year of funding or award.

Mono County Fisheries Commission 2011 \$5500 2010 \$2000 Mono County Tourism 2011 \$2000 2010 \$1000

We have lost funding from these organizations in 2012. Mono Council for the Arts cannot fund this festival as we are presenting 3 other arts-related festivals in 2012.

We took over this event as it was going to be lost due to no other organization coming forward to take it over. It is outside of our mission of bringing art to our children in Mono County. Within our mission is managing the t-shirt painting booth. We need to find revenue/support and possibly another organization to manage this event. We appreciate any support the Town can commit as this event is very popular and very important to our town.

Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.

Mono Council for the Arts feels that this event is crucial to the fishing economy of the Eastern Sierra and specifically to Mammoth Lakes. We are about to lose this event due to the lack of funding. In the past, Tim Alpers donated the 15" trophy trout but has not been able to do so in recent years. These trout cost \$6000 and are the big draw for the children.

Families have been coming to this event for generations. It is remarkable to see such enthusiasm in a brief 4 hour festival. It is a true community event. The arts council does not have the resources to produce this event and has for the last 2 years been seeking financial support from Mono County Tourism and the Fisheries Commission. These resources have now dried up. We have been reaching out as best we can to seek donations for our free raffles, to get over 50 people to help teach our children to fish, and work with many organizations to help us with this event. The only revenue received is from the sale of tshirts.

This event is free to the public and staffed by numerous volunteers, many who travel from long distances because of their love of Mammoth Lakes. It is remarkable how much time and effort go into this 4 hour event. Pivotal partnerships have been formed with the Dept. of Fish and Game which has been instrumental in creating good will within our region.

Funding for this event used to come from a dinner with monies generated through a raffle. This resource has now been lost. Our funding from Mono County has also been discontinued. We badly need funding from the TOML to continue this event.



2012 MEASURE U SPRING "TEST" APPLICATION FORM

PROJECT SUMMARY

Name of Project: Sierra Summer Festival

Project Category: Mobility / Recreation / Arts & Culture

Project Type: Planning / Construction / Operation / Maintenance / Programming / Administration / Acquisition

Measure U Funds Requested: \$ 4,000

APPLICANT INFORMATION

Organization

Name of Organization: Sierra Summer Festival

Type of Organization (non-profit, HOA, Govt.): 501(c)3 non-profit arts organization

Organization's Address: PO Box 7710

State / Zip: CA, 93546

Office Phone Number: (760) 935-3837

Email Address: info@sierrasummerfestival.org

Internet Address: www.sierrasummerfestival.org

Project Contact Person

Name: Aimee Kreston

Mailing Address: 1631 Lyndon Street, South Pasadena

State/Zip: CA 91030

Home / Business Phone Number: (626) 399-0002

Cell Phone Number:

Email Address: akreston@aol.com

Project Concept Plan, Sierra Summer Festival, 2012

As a 35-year-old Classical Music Festival, the Sierra Summer Festival offers a unique concert-going opportunity to residents and visitors alike. The concerts produced by SSF are the only opportunity many local residents have to hear a full size professional symphony orchestra, and are also a major draw for tourists, many of whom return year after year to attend the festival.

The Sierra Summer festival is in an exciting time of transition. We are bidding farewell to our long-time music director, Bogidar Avramov, while at the same time ushering in an era of new leadership and initiatives aimed at attracting more attendees, specifically families and out of town visitors. Attendance at the festival has increased 70% since 2008 and is projected to grow still further. Our renewed and reinvigorated partnership with MLMF is bolstering our educational initiatives for the children of the TOML.

This summer we are taking the first step in a planned expansion of our program for adult amateurs musicians by enriching their experience with the addition of lectures, private lessons with prominent professional musicians, and sitting side-by-side with professional musicians in the orchestra. This will have a threefold effect: it will raise the musical quality of the performances, greatly enrich the experience for the amateurs, and encourage more people to join the program. In future years we will expand our promotional efforts with the use of social media and web-based advertising to attract people from further afield to come to Mammoth Lakes.

Also new this summer we have secured funding to bring two nationally known teen-aged musicians to be our featured soloists at our Thursday evening concert. We plan to partner with the Mammoth Lakes Schools, Library, and Mammoth Lakes Music Festival to bring these talented young people into contact with our local kids for student-to-student experiences including performances and Q&A sessions. We will offer free tickets people through 19 years of age to encourage them to come and experience young people their own age performing in a professional situation.

As a continuously running 34-year-old festival, SSF has a proven track record of attracting folks to the TOML at a time when the town's economy needs visitors. We attract a modest, yet faithful group of people who come summer after summer to enjoy the beautiful music and the exceptional natural beauty of the TOML. Our participants and our audiences stay longer, and spend more than the average Mammoth visitor.

Without SSF, Mammoth Lakes local businesses would lose a combined estimated \$210,000 in revenue during one week each summer.

Thanks to the efforts of our ten-member volunteer board we are able to offer these wonderful concerts to the town of Mammoth Lakes at a fraction of what they would otherwise cost. As a 501(c)3 non-profit organization, we rely on public, as well as private donations to be able to continue to operate. Our total budget for 2012 is estimated at \$39,950, which includes contract labor, venue rental, housing, and all administrative expenses.

Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program?

If Yes, please identify amount and year of funding or award.

Yes:

County of Mono: \$6,350

Horton-Kohl grant: \$4,000

Individual Donations: \$6,500

Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.

Since 1977, the SSF has been a staple of the summer arts in Mammoth. This year we find ourselves at the end of an era. Our founding music director, Bogidar Avramov, is retiring. We have exciting new leadership and are expanding our programs to include more education, which we think will attract more visitors to our program and the Mammoth Lakes area who will patronize local stores, restaurants and resorts. With the loss of much of our public and private grant money over the last few years due to the economic downturn, we were nearly forced to close up shop after 34 continuous years. We need measure U funds to continue to offer music to the community, and to help us transition in new and exciting directions. The residents of Mammoth Lakes voted to fund "Arts and Culture". As the only full symphony orchestra in town, SSF certainly fits the bill.

- A. Identify positive and negative project/program effects on the quality of life for the community of Mammoth Lakes.

The positive effects of the performance, study, and enjoyment of classical music are impossible to quantify. They impact the individual as much as society, the young as well as the old, the novice as profoundly as the seasoned listener. It is impossible to imagine a society without music, indeed, none has ever been found. Music inspires, invigorates, and moves people. Music's positive effect on the quality of life is infinite.

"A piece of music played well is always more than the sum of all its notes. Music transcends the dots on a page and lives anew with each performance. Music also goes beyond its mere physical properties to touch and move us emotionally. It is also sticky, and stays with people well after the last note is played. In this way, music serves as a meaningful analog for civic engagement. It is a platform

from which to teach people about the power of coming together to tackle large problems and that doing so has impact well beyond our immediate perspective...music can act as a microcosm for so many other things in life. It teaches us to work through difficult times for the sake of the larger goal, while at the same time offering us a real sense of accomplishment by overcoming the individual hurdles on our way to performing an entire work. These lessons are critical for sustained and effective civic engagement.”

“Killingclassicalmusic.com” (Dedicated to rescuing the world’s best music from a slow, certain death at the hands of tired traditions and oppressively ordinary thought)



2012 MEASURE U SPRING "TEST" APPLICATION FORM

PROJECT SUMMARY

Name of Project: Mammoth Lakes Chamber Presents Mammoth Rocks

Project Category: Mobility / Recreation / Arts & Culture

Project Type: Planning / Construction / Operation / Maintenance / Programming / Administration / Acquisition

Measure U Funds Requested: \$ 20,000

APPLICANT INFORMATION - Organization

Name of Organization: Mammoth Lakes Chamber of Commerce

Type of Organization (non-profit, HOA, Govt.): 501 (c) 3 non-profit

Organization's Address: PO Box 3268, Mammoth Lakes State / Zip: CA 93546 Office Phone Number: 760-934-6717 Email

Address: info@mammothlakeschamber.org

Internet Address: www.mammothlakeschamber.org

Project Contact Person

Name: Brent Truax

Mailing Address: PO Box 3268, Mammoth Lakes State/Zip: CA 93546

Home / Business Phone Number: 760-935-3817 Cell Phone Number: 760-935-3817

Email Address: btruax@mammothlakeschamber.org

Mammoth Rocks 2012
Project Leads

The purpose of this matrix is to outline the major projects for the Mammoth Rocks 2012 Event and the Project Lead.

Project	Project Lead
MR 12 Chamber of Commerce Board Liaison	Rich Boccia
MR 12 Project Manager	Quart Keyes
The Venue @ “The Village” <ul style="list-style-type: none"> • To include the venue and the associated responsibilities – set up and break down- custodial support – security – working with Village Vendors 	Dion Agee
Sponsorship <ul style="list-style-type: none"> • Base budget of \$75,000. 	
Entertainment <ul style="list-style-type: none"> • Bands 101 	
Refreshments <ul style="list-style-type: none"> • The Bar 	Roger Guffey
Volunteers <ul style="list-style-type: none"> • To support the project 	
Merchandising <ul style="list-style-type: none"> • Marketing 101 	Kelly Hawtrey
Marketing 101 <ul style="list-style-type: none"> • Social Networking – Cyber Aspect • Traditional Networking – Press and Radio 	Whitney Lennon
Financial Logistics <ul style="list-style-type: none"> • Dealing with the event expenses 	Corinna Korpi
Restaurants <ul style="list-style-type: none"> • Recruit vendors outside of the Village to participate in the event 	
Other <ul style="list-style-type: none"> • 	

Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program? If Yes, please identify amount and year of funding or award.

Yes. The chamber raised \$30,000 last year and is currently raising money for this year's event.

Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.

Part of creating a venue for visitors to Mammoth Lakes is providing a memorable experience for visitors. Mammoth Rocks creates a take away for all



2012 MEASURE U SPRING "TEST" APPLICATION FORM

PROJECT SUMMARY

Name of Project: "Wing and Swing Festival" Food and Music festival; Wing Tasting Challenge / Rocakabilly Music / Hot Rod Car Show with a majority of the proceeds benefitting local and cancer charities.

Project Category: Mobility / Recreation / Arts & Culture

Project Type: Planning / Operation / Maintenance / Programming / Administration

Measure U Funds Requested: \$ 6000.00

APPLICANT INFORMATION

Organization

Name of Organization: Good Deeds Productions (non profit pending)

Type of Organization (non-profit, HOA, Govt.): Initiating non-profit status application process

Organization's Address: PO Box 8713 85 Mountain Blvd. #9

State / Zip: CA 93546

Office Phone Number: 760-934-5466

Email Address: mdeeds93546@gmail.com

Internet Address:

Project Contact Person

Name: Mark Deeds

Mailing Address: PO Box 8713

State/Zip: CA 93546

Home / Business Phone Number: 760-934-5466

Cell Phone Number: 760-709-6459

Email Address: mdeeds93546@gmail.com

"Project Concept Plan"

- The plan for this new event is still, well, conceptual. This first year event is primarily being created to establish a foundation for an event that will grow each year. As mentioned above the event will comprise primarily of "Wing and Swing Festival" Food and Music festival; Wing Tasting Challenge / Rocakabilly Music / Hot Rod Car Show-contest / Swing dance competition.
- The event will have several contests, each involving a cash and/or prize. The prizes will be awarded for best wing, best swing, best car presentation, best theme costumes. The goal is to have the prizes worthy enough to create a draw from out of town participants.
- The initial size and scope of the event would be similar to the Friday night of the Mammoth Festival. Approximately 10-12 food vendors, 1-2 beer/beverage garden, a stage and dance floor. This event could take place at the Village, a more intimate section of the Woodsite.
- The site layout is a work in progress as a home for this new event is still being sought. While the Village and the Wood site is/are proven event sites, this event is looking for a new home, perhaps in the downtown area.

Budget

- A focused direct marketing effort to include social media and website creation \$1500.00
- Creative \$400.00
- Print ads to targeted demographic areas \$1500.00
- Event specific collateral; posters, rack cards \$350.00
- Awards/trophies for competition winners \$1750.00
- Stage erection, A/V, electrician \$1000.00
- Security \$1000.00

Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program?

If Yes, please identify amount and year of funding or award.

No

Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.

I would hope that the Measure Committee really try to grasp the enormous amount of leverage the event producers yield when putting on these events. In these particularly tough economic times no other investment source provides such a dramatic return on investment for the town of mammoth Lakes while concurrently helping to fulfill the towns Vision statement. Also, an ingredient that cannot be measured is the amount of passion that the event producers pour into each event. This is hard to measure economically but without financial support the passion slowly fades and the risk of losing incredible events is imminent.

In the case of Wing & Swing it is important for the committee and for Council to recognize that this new event is being created with something much bigger in years to come. Establishing the foundation is always the most challenging and where the most financial help is needed. It is the goal of this director to become self sufficient and no longer have to rely on the Measure U funds. That being said, when events grow, so does their infrastructure, advertising budget, etc. I think the committee should be careful to cut off or reduce funding events when they are both a non profit and have a proven success record and are growing.