



Mammoth Lakes
CALIFORNIA

2012 MEASURE U SPRING "TEST" APPLICATION FORM

PROJECT SUMMARY

Name of Project: **Multi-Use Facility Summer Programming & Operations**

Project Category: **Recreation**

Project Type: **Operation / Programming**

Measure U Funds Requested: **\$ 60,000**

APPLICANT INFORMATION

Organization

Name of Organization: **Town of Mammoth Lakes**

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

Organization's Address: **P.O. Box 1609, Mammoth Lakes**

State / Zip: **CA, 93546**

Office Phone Number: **(760) 934-8989 ext. 210**

Email Address: **sbrown@ci.mammoth-lakes.ca.us**

Internet Address: **www.ci.mammoth-lakes.ca.us**

Project Contact Person

Name: **Stuart Brown**

Mailing Address: **As above**

State/Zip:

Home / Business Phone Number:

Cell Phone Number:

Email Address:

SECTION A – PRELIMINARY QUALIFICATIONS

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

This program is cited in the following Town adopted plans:

- 2007 Town of Mammoth Lakes General Plan
- Parks & Recreation Master Plan
- Town of Mammoth Lakes Recreation Plan
- RecStrats II – Implementation Strategy.

Please see Attachment A for a detailed list of the citations.

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

In addition to aligning with the adopted Town plans and documents as identified in Question 1, Staff believes that this application aligns with 3 of 5 Town goals and priorities established by the Town Council for this spring "test" award on March 21, 2012.

1) Economic Stimulus

The scheduled operation of the facility this summer will create jobs (est. 3), and generate revenue that will stimulate economic activity in Mammoth Lakes.

"Promote Mammoth Lakes' economic recovery through the creation of jobs; attraction and retention of new business; and stimulation of economic activity and investment."

2) Ready to Go

Coming off a successful winter operation (38% increase in visits & 45% over revenue budget), the Multi-Use Facility is a proven operation and is "ready to go" for summer.

3) Leverage

The facility is owned and operated by the Town of Mammoth Lakes through a partnership with the Mammoth Unified School District and Mono County Office of Education. Staff partnered successfully in the winter with the school district, and have continued this spring with the distribution of a needs survey, development of cooperative summer programming, and collectively created a summer operating plan. Staff has also partnered with the winter adult/youth hockey leagues, and Mammoth AYSO to facilitate the development of programming and fee schedules.

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")

Measure U funds will be used to enhance and improve existing efforts by the Town of Mammoth Lakes and the Mammoth Unified School District/Mono County Office of Education to operate and program the Multi-Use recreational/cultural facility for a scheduled 101 days this summer.

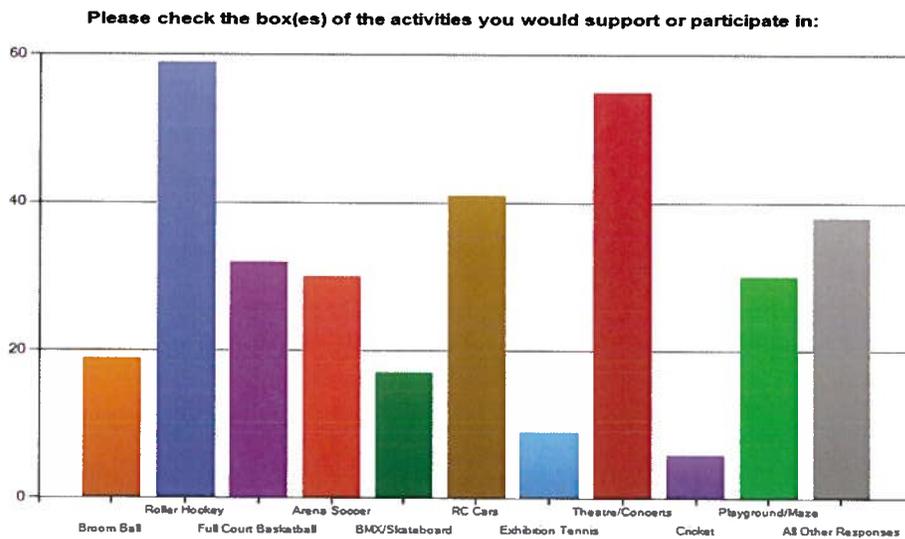
The purpose of this application is to not only maximize the usage of the Multi-Use Facility (needs new name...) for year-round recreation and event use, but to provide the very highest quality of life for our residents, and the highest quality of experience for our visitors.

Staff considers the Multi-Use recreational/cultural facility an ideal venue to accommodate recreational activities and programs in Mammoth Lakes. We all know that a large, indoor, multi-purpose facility will take some time to

be designed and constructed, so this facility is an ideal short-term alternative. Activities scheduled this summer include recreational skating, roller hockey, arena soccer, and party/special event use. Other activities may be introduced this summer based on the 114 survey responses collected between January 31 and March 5, 2012 from the recent *Multi-Use Facility Needs Survey*. Please see Attachment C for the complete survey results.

The top 5 survey responses were:

1. Roller Hockey 53%
2. Theatre/Concerts 49%
3. RC Cars 37%
4. Party Rentals 34%
5. Full court basketball 29%



Staff would like to point out that this plan and budget can be scaled up or down based on sustainable funding, demand of the participants, weather conditions (extend into fall), programs /events and expenses incurred.

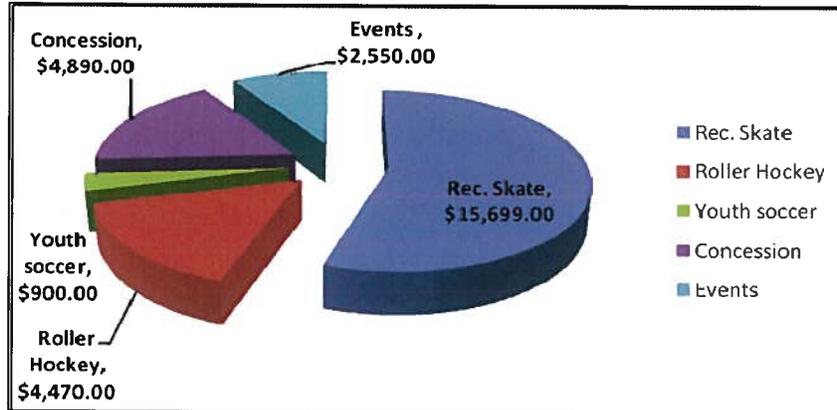
Please see Attachment B for the detailed Conceptual Plan, budget and proposed capital expenditures.

Economic Analysis

The primary service scheduled at the Multi-Use Facility this summer will be recreation roller / inline skating. Within the facility, the Town will provide skate rentals, public skate sessions, birthday/special events, and hockey management. Additionally, the facility will offer a limited food and beverage service which will include candy, hotdogs, hamburgers, small sandwiches, coffee, and sports drinks / sodas. This aspect of the business is very important because it will provide an additional stream of revenue for the business while concurrently allowing parents of children to stay at the facility longer. Finally, the business will generate revenue streams from hosting birthday parties and other events within the facility.

Staff has created a detailed business plan of the facility based on a scheduled 101 day operating season. A balanced budget has been created (Attachment B), and with efficient management and supervision, staff believes that the facility can be self-sustaining with the purchase of capital expenditures and personal services derived from Measure U or R funding.

Staff is budgeting to generate a total of \$28,509 in revenue and is estimating \$28,396 in expenditures (staff, utilities, concession and supplies) during the first summer of operation. Please note that the one-time capital (Start-up) expenditures are not included in the summer operational expenditures. The estimated product mix from recreational skating, youth/adult/mixed hockey, youth arena soccer, events and concession revenue can be seen in the table below.



4. Is this project/program a:

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

5. Identify all principles involved in this project/program and their responsibilities.

a. Applicant

- Town of Mammoth Lakes (owner and operator)
- MUSD/MCOE (land-owner)

b. Affiliated parties/agencies

- None

c. Consultant or other support

- Mammoth Lakes Youth & Hockey League
- Mammoth AYSO

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?**

This program is for the summer programming and operation of the Mammoth Lakes Multi-Use Facility.

- 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, the Town is in a current agreement with the MUSD/MCOE for the annual operation of the facility. The "Joint Use and Lease Agreement for the Use of Land and Development, Maintenance, Scheduling and Operations of an Ice Rink" was signed on May 14, 2007. The Second Amendment to the agreement was signed on June 17, 2010. The TOML and MUSD/MCOE also have an "Agreement for Community Recreation Facilities" that was signed on September 23, 1991.

- 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: TOML
- B. Maintenance: TOML
- C. Operation: TOML
- D. Liability & Insurance: TOML

- 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.**

No.

- 5. Will any Implementation/Construction funds be required for your project/program?
If Yes, please provide the scope of work, timeline and budget.**

Yes, staff are planning to relocate a Town owned storage trailer to the facility for summer use. This trailer will house the winter skates and recreation equipment. Scheduled relocation is dependent upon funding.

- 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?**

Yes, Staff has budgeted to purchase \$18,000 worth of recreation adult & youth inline/quad skates, concession upgrades, ramps, recreation equipment and facility enhancements. To open the facility prior to Memorial Weekend, these capital expenditures need to be purchased by mid-May. All expenditures will be owned, operated and maintained by the Town of Mammoth Lakes. Please see Attachment B for a detailed inventory of the proposed capital expenditures.

Replacement: The skates and equipment are expected to stay in operation for 5-7 years. Skates are \$65 each.

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, maintenance of the operation, including the skates has been budgeted in this funding request.

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, the total personal costs are budgeted at \$30,000 for the summer operation (101 days) of the facility.

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.

Yes, replacement costs for the equipment will be included in a subsequent funding request. The skates and equipment are expected to stay in operation for 5-7 years. Skates are \$65 each.

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.

Staff has budgeted to utilize Certified Brochure for the distribution of a custom designed rack card, along with graphic design and editing services for the production of the facility rack card. Total value is around \$2,000.

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, staff will implement a volunteer program similar to winter for the youth/adult hockey league, and hope to have volunteers from Mammoth AYSO for arena soccer. Staff is still collating this information. Current estimates range from 10-20 hours per week. In California, the estimated value of volunteer time in 2011 was \$24.18 per hour¹. **Volunteer Value:** 280 volunteer hours (20hrs.x14 weeks) x \$24.18 = \$6,770.40.

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.

Yes, Town Council awarded \$154,000 of Measure R funds in 2011 to augment the \$500,000 Prop 84 grant that had to be expended by March 2012 for the construction of the permanent Ice Rink Slab that was completed in November 2011. No public or private funds have been utilized to operate the Multi-Use Facility in summer.

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.

No. The permanent multi-use facility/ ice rink was completed in November 2011, and opened for operations on December 2, 2011. This would be the first year of summer operations for the Multi-Use Facility.

¹ http://www.independentsector.org/volunteer_time

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. Staff originally intended to submit this application, as recommended by the Recreation Commission and Town Council to the 2012 Measure R spring award that opened April 2 and will close May 2. However, as staff wants to open the facility on May 25, (Memorial Weekend) the award of these funds is not until June 20 at the earliest, which would inhibit staff from purchasing the required start-up capital expenditures which would substantially delay the opening of the facility. No general fund monies are available or have been budgeted for the summer operation of the facility.

Staff is requesting that the Measure U Steering/Application Committee consider funding the required capital expenditures and a portion of the operational (personal services) budget from Measure U. The balance would then be submitted to the 2012 Measure R spring award for funding consideration.

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

As per winter operations, the Mammoth Ice Rink had a positive impact for the entire community, but a short term impact on parking around the Mammoth Lakes Library. If the need arises, staff will encourage participants to park in the back lot. The central location allows access via public transportation on the Trolley and LIFT shuttle routes.

SECTION C – PROJECT BENEFIT

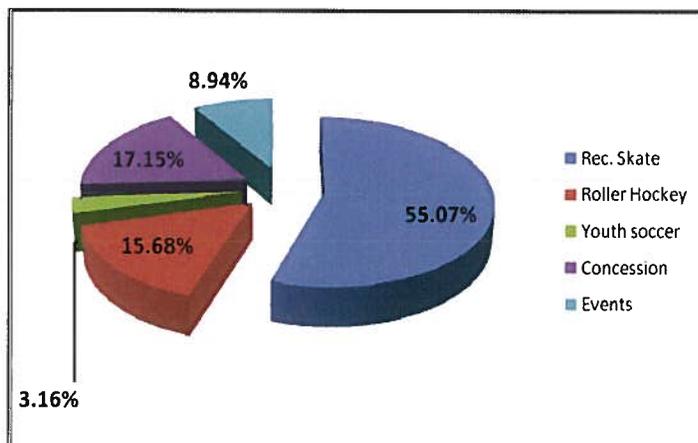
1. Describe how the project/program provides a measurable community benefit (increased revenue, improved quality of life, etc.).

As stated in the 2007 Town of Mammoth Lakes General Plan, a goal for municipal recreation is to *“Provide an affordable and wide range of year-round recreational opportunities to foster a healthy community for residents and visitors.”* Staff believes that the summer operation (year-round) of the Multi-Use Facility creates measurable community benefit by delivering on the following attributes:

- **Value** – affordable fees encourage participation from all socio-demographics. In particular the \$2.00 MUSD/MCOE fee for students makes it one of the most affordable recreation activities in Mammoth Lakes.
- **Variety** – broad and customer-centric recreational offerings encourage participation from both residents and visitors of all ages.
- **Sense of community** – the easily accessible, and safe venue, along with the product offerings provides a central hub for community interaction and engagement. Hosting birthday parties, leagues and tournaments will also help to create a sense of community.
- **Quality of life** – Hard to measure but easy to identify. BIG grins on the children’s faces after successfully completing a lap on roller skates without falling over, while mum and dad watch from the shade of the new umbrella’s at the concession area, speaks volumes about quality of life.
- **Encourages physical activity** – The Town is working hard with our partners to facilitate and promote physical activity. By helping to support a physically active lifestyle, the youth in our community will have improved health, less disease and sickness, and a substantially enhanced quality of life.

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

The primary target market for the Multi-Use Facility are Mammoth Lakes / Mono County residents and indirectly, Inyo County or Bishop residents. The secondary market are our thousands of summer visitors² who originate from predominantly California (71%), are on average 48 years old, married (69%), with an average household income of \$92,600.



The adjacent table identifies the estimated summer product use by percentage at the facility. Staff estimates that Mammoth Lakes / Mono County residents will account for 65% of the use, while visitors will account for the remaining 35%.

Staff will be implementing a marketing program using print/radio, email and social media to drive both resident and visitor participation.

² 2009 Mono County Tourism Commission Economic Impacts and Profile of Mono County Residents

Customer Profile

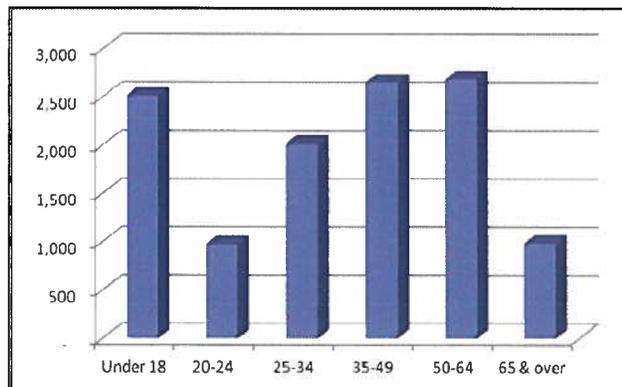
The Roller Skating Association³ estimates that over 33 million people skate at skating centers each month. They have compiled the following statistics:

- 10% are children ages 1 to 5
- 60% are children ages 6 to 14
- 10% are children ages 15 to 17
- 20% are adults
- Over 55,000 birthday parties are held at skating centers each month
- 61% of all roller skaters are female
- 87% of all skating center are family-owned

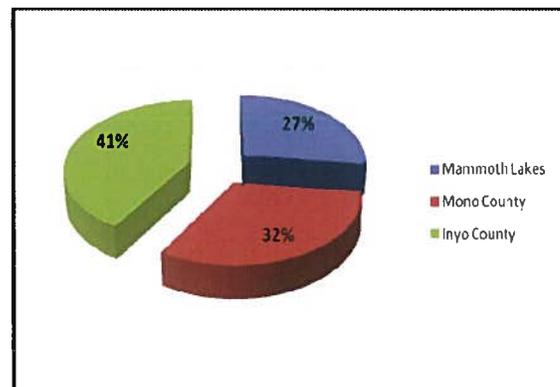
Primary Market

The Roller Skating Association (RSA) estimates that 1.5% of the population within a five-mile radius will use a roller rink on a weekly basis. If you were to apply this rule of thumb to the 12,117 residents⁴ in our area, we could expect 182 customers each week. More broadly, there are 14,202 residents in Mono County and 18,546 residents in Inyo County. The majority of skaters at roller skating rinks according to the Roller Skating Association are children between the ages on 6-14 (60%). Within Mammoth Lakes, there are 2,514 residents under 18 years of age.

Population of Mammoth Lakes by Age



Population % of Total Residents in Primary Market



Secondary Market

The facility's secondary market are residents of California who have a propensity for outdoor recreation in a mountain environment, and are prepared to drive 5-7 hours for the opportunity. According to the *2010 Census* there are over 37 million people residing in California, and closer to Mammoth Lakes, data from the *2009 Mono County Tourism Commission Economic Impacts and Profile of Mono County Residents* (1214 completed surveys) identified the following:

- Estimated a total of 1.5 Million people visited Mono County in 2008 (4.7 Million visitor days).
- Overall, 71% were Californians; 18% from other U.S. states (NV, OR, CO, FL); and 11% non-U.S. (Europe) (89% were U.S residents).
- In the past 3 years: 64% have visited Mono County / 36% were first timers.
- Almost all, 95% were "Extremely" or "Very satisfied" with Mono County as a destination.
- For Mono County information in *planning* this trip: 45% mainly used their past experience,

³ <http://www.rollerskating.org/>

⁴ Source: 2010 Census Data

- 42% used a family member/friend and 29% used any destination website.
- 64% spent at least one night in Mono County on this trip. Those who did averaged 3.8 nights.
 - Mono County Summer visitors stayed 4.5 nights.
 - 88% of overnight visitors used PAID lodging (56% in hotel or condo).
 - Overall, guests reserved 7.5 weeks in advance (26% used Internet).
 - The Total annual indirect + direct spending = \$517.4 million of total direct impact.
 - The average daily spend per visitor was \$79.
 - A total of \$44 Million or 37% of visitors avg. spend is generated from admissions/recreation activities (predominantly downhill skiing/riding).
 - It was determined that each \$66,000 of visitor spending supports one tourism related job in Mono County.
 - Demographics:
 - Average age: 48 years
 - 69% married/domestic partner
 - 26% single adults
 - 36% have children at home
 - 55% of the respondents were male, 45% female
 - household income averaged \$92,600

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

With sustainable funding, it is the intent of Town staff, and our partners the Mammoth Unified School District and the Mono County Office of Education to operate the Multi-Use Facility in both winter and summer months for the benefit of our residents and visitors.

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

Staff considers the Multi-Use recreational/cultural facility an ideal venue to accommodate recreational activities and programs in Mammoth Lakes. We all know that a large, indoor, multi-purpose facility will take some time to be designed and constructed, so this facility is an ideal short-term alternative. Measure U and R funding will not only maximize the usage of the Multi-Use Facility for year-round recreation and event use, but provide the very highest quality of life for our residents, and the highest quality of experience for our visitors.

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

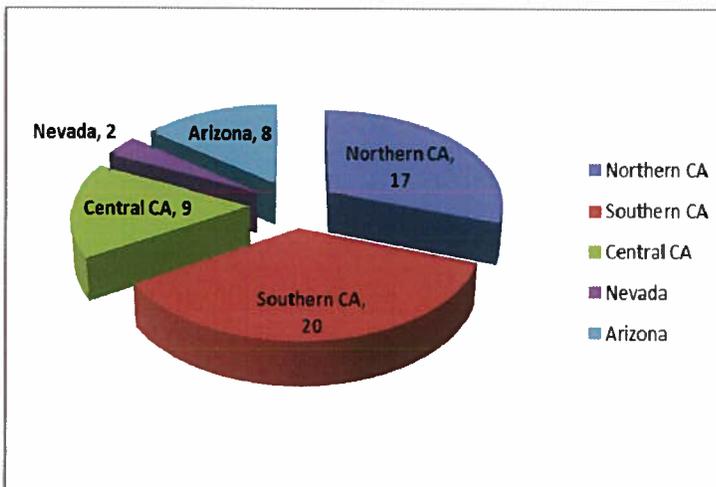
- A. Provide a review of both direct and indirect competition and the strengths and weaknesses of the competition (SWOT) – identification of where the proposed project fits within the marketplace.**

Overview of Industry

Roller skating rinks rose in popularity in the 1970's and 1980's as places where teenagers could have fun away from home. These rinks experienced a renaissance in the 21st century as communities encourage safe places for kids to get exercise, hang out and play video games. In the United States, there are 443 roller rinks currently in operation. Each year, these businesses aggregate generate more than \$419 million dollars of revenue and provide \$114 million dollars of payrolls for 11,500 Americans. The roller rink industry is mature. The expected continued growth of these businesses is expected to mirror the general population growth plus the rate of inflation. One of the common trends within the industry is for facilities to integrate secondary forms of entertainment into their businesses. These additional revenue streams include arcade machines, fuse ball tables, pool tables, and other forms of secondary entertainment.

Competitive Set

No direct competitors operate within Mono or Inyo counties. An estimated 55 skating rinks (indirect competitors) operate in Northern California (17), Southern California (20), Central California (9 – including Mammoth Lakes), Nevada (2), and Arizona (8).



The closest skating rinks to Mammoth Lakes are Roller Kingdom in Reno, Skating Plus in Ventura, Boulder Crystal Palace in Las Vegas, and Skateplex in Lancaster, California.

The Mammoth Lakes Multi-Use Facility will serve the entire counties of Mono and Inyo – 32,748 residents for roller skating.

Table: Comparison of Indirect Competitors⁵ to the summer operation of the Mammoth Lakes Multi-Use Facility.

| PER SESSION | Multi-Use Facility, Mammoth Lakes, CA | Roller Kingdom Reno, NV | Skating Plus, Ventura, CA | Boulder Crystal Palace, Las Vegas, NV | Skateplex Lancaster, CA |
|---|---|---------------------------------|------------------------------|---|----------------------------|
| Adult Recreational Skate (16+) – midweek/weekend | \$4.00/\$5.00 | \$5.00/\$6.00 | \$6.00/\$7.75 | \$8.00/\$9.00 | \$9.00 (Fri-Sat) |
| Youth Recreational Skate (5-15 yrs.) midweek/weekend | \$4.00/\$4.00 | \$5.00/\$6.00 | \$6.00/\$7.75 | \$8.00/\$9.00 | \$7.00 (Fri-Sat) |
| School Special | \$2.00 with skates | \$4.75 | seasonal | \$10 / 4 hours | NA |
| Extra Session | \$2.00 | \$2.00 | \$3.50 | NA | NA |
| Family Rate | Five Skate Pass | \$6.00 + \$2.75 | \$20 (5 skaters) | \$12.00 (4 skaters) | NA |
| Skate Rental | \$2.50 | \$2.50/\$4.00* | \$2.50/\$4.00 | \$1.00 | \$2.00 |
| Lessons | TBD | \$5.00/person | \$10.00/person | NA | NA |
| Birthday / Private Party's | Yes - TBD | \$105/145/195 for 10 skaters | \$13.95-21.95/skater | \$11-12/skater | \$10/skater |

*Inline skates (roller blades)

In addition to scheduling roller skating/hockey, the facility will offer recreational games and activities, including table tennis, basketball, and table golf. This equipment will also be utilized for our youth summer camps and programs.

Staff will be actively promoting and programming birthday parties in summer. For example, Roller Kingdom in Reno, NV offers three party packages for up to 10 skaters. Prices range from \$105 to \$195 and include:

- Skating session and skate rental
- A Party Room for 45 minutes
- A host(ess) to serve your party
- The complete table setup
- A Slice of pizza or hot dog
- Soda & Ice Cream
- Microphone name announcement
- The Birthday Song
- 2 for 1 passes for each skater
- Invitations available for pick up



⁵ <http://www.seskate.com/rinks/>

Staff has created the following SWOT analysis for the summer operation of the Mammoth Lakes Multi-Use facility.

| STRENGTHS | WEAKNESSES |
|--|--|
| <ul style="list-style-type: none"> Fully-operational facility Popularity of ice / roller skating & hockey 17,000 sq. ft concrete slab Lights, parking, restrooms & concession area Outdoor seating under shade (umbrella's) Affordable - value for money Accessible (shuttle routes) Variety of recreational activities Birthday/private party venue Special event venue | <ul style="list-style-type: none"> Non-wood skating surface Local awareness of summer program No roof No shade structure New and un-tested special event venue New summer business introduced in challenging economic times Limited number of rental skates (100) |
| OPPORTUNITIES | THREATS |
| <ul style="list-style-type: none"> Short-term multi-use recreation & events facility Increased usage from shade structure Growth and size of roller/ice hockey High summer visitation to Mammoth Lakes New summer family activity(s) | <ul style="list-style-type: none"> Weather: heat/rain Slippery skating surface Safety (no helmets/pads) Sustainable funding |

2. Identification of Market Opportunity

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

The operation of the Multi-Use Facility in summer provides the opportunity for the Town and its partners to maximize the use of the facility by introducing new recreational activities and programs to the community of Mammoth Lakes.

This opportunity over-time will create sustainable demand, affirm programming, and quantifiably substantiate the need for the design and construction for a Field House/Recreation facility/Community Recreation Center as identified as the No. 1 priority in the RecStrats II - Final Consolidated Element Project List.

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

Customer Profile

The Roller Skating Association estimates that over 33 million people skate at skating centers each month. They have compiled the following statistics:

- 10% are children ages 1 to 5
- 60% are children ages 6 to 14
- 10% are children ages 15 to 17
- 20% are adults
- Over 55,000 birthday parties are held at skating centers each month
- 61% of all roller skaters are female
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Primary Market

The Roller Skating Association estimates that 1.5% of the population within a five-mile radius will use a roller rink on a weekly basis. If you were to apply this rule of thumb to the 12,117 residents⁶ in our area, we could expect 182 customers each week. More broadly, there are 14,202 residents in Mono County and 18,546 residents in Inyo County. The majority of skaters at roller skating rinks according to the Roller Skating Association are children between the ages of 6-14. Within Mammoth Lakes, there are 2,514 residents under 18.

Secondary Market

The facility's secondary market are primarily residents of California who have a propensity for outdoor recreation in a mountain environment, and are prepared to drive 5-7 hours for the opportunity. According to the 2010 Census there are over 37 million people residing in California. A Mono County survey estimated a total of 1.5 Million people visited Mono County in 2008. Overall, 71% were Californians; 18% from other U.S. states (NV, OR, CO, FL); and 11% non-U.S. (Europe) (89% were U.S residents).

4. Projected Multi-Year Demand Analysis

A. Provide the projected demand with assumptions.

The successful operation of the Mammoth Ice Rink in 2011/12, along with the recent *Multi-Use Facility Needs Survey* results substantiates the demand for the facility. The primary assumptions are sustainable funding, the construction of a year-round shade structure, and expanded use as a viable recreation/event venue. See below for multi-year revenue projections.

5. Projected Multi-Year Revenue Projections

A. Projected revenue with pricing assumptions.

| Yr. | 2012 | 2013 | 2014 | 2015 | 2016 |
|---------------------|---------------------|---------------------|-------------------------------------|------------------------------|---------------------|
| Est. Revenue | \$ 28,509.00 | \$ 29,934.45 | \$ 35,921.34 | \$ 39,513.47 | \$ 43,464.82 |
| Growth | 1st Year | 5.00% | 20.00% | 10.00% | 10.00% |
| Assumptions | | Additional skates | NEW Shade structure & longer season | New activities & More events | Broad acceptance |

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

1. Land acquisition costs: **\$0.00**
2. Equipment acquisition: **\$18,000 (on-time capital expenditure)**
3. Site preparation/demolition and site prep costs: **included in operational costs**

⁶ Source: 2010 Census Data

4. Entitlement costs: **\$0.00**
5. Architect and planning costs: **\$0.00**
6. Construction costs: **\$0.00**
7. Operational costs: **\$26,000 (temporary wages)**
8. Maintenance costs: **\$4,000**
9. Programming costs: **\$12,000**
10. Other: **NA**

Feasibility Analysis

1. Project and Financial Assumptions

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

The primary assumptions are sustainable funding, the construction of a year-round shade structure, and expanded use as a viable recreation/event venue.

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.

Please see Question 5: *Projected Multi-Year Revenue Projections* for a 5-year table identifying projected revenue with pricing assumptions.

3. Risk Analysis

A. Identify project/program risks.

Program risks include:

- Start-up capital
- Sustainable long-term operational funding
- Low-awareness/acceptance of recreational quad/in-line skating in target market
- No roof, shade structure (limited season, exposed to the elements, heat/rain)
- Economy (low visitation from high gas prices, discretionary spending)
- Safety risk (helmets/pads)

4. Project Schedule

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

April:

- Town Council adoption of summer Fee Schedule
- Evaluate and confirm capital expenditures
- Confirm staff template and draft employee job descriptions
- Publish job postings
- Draft employee job responsibilities and manual

May:

- Relocate temporary storage trailer
- Clean and prepare facility
- After appropriation of funds:
 - Hire staff
 - Purchase capital expenditures
 - Prepare facility (concession, skates, prepare equipment)
 - Open facility

5. Quality of Life Analysis

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

The operation of the Mammoth Lakes Multi-Use Facility in summer will only have a positive impact on the quality of life for the community of Mammoth Lakes. Attributes include a sense of community, supporting a physically active lifestyle, and providing community-centric programs and activities where people live, learn, work and play!

Appendix:

- A. Question 1: Reference to Town's Adopted Plans
- B. Question 3: Conceptual Plan: Summer Operation Plan, Budget & Capital Expenditures
- C. Question 3: 2012 Multi-Use Facility Needs Survey Results

1. 2007 Town of Mammoth Lakes General Plan

This application is consistent with the Community Vision of the Town of Mammoth Lakes as stated on page 7 of the **2007 General Plan**. The study substantiates the community vision of "Being a great place to live and work: Our strong, diverse yet cohesive, small town community supports families and individuals by providing a stable economy, high quality educational facilities and programs, a broad range of community services and a participatory Town government."

The study also seeks to support: "A premier, year-round resort community based on diverse outdoor recreation, multi-day events and an ambiance that attracts visitors."

"Parks, Open Space and Recreation" - Recreation Opportunities

P.4 GOAL: Provide and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages.

P.4.A Policy: Expand recreational opportunities by proactively developing partnerships with public agencies and private entities.

P.4.B Policy: provide an affordable and wide range of year-round recreational opportunities to foster a healthy community for residents and visitors.

2. Town of Mammoth Lakes Recreation Plan

Strategies:

1. *Provide diverse recreation programming:* Offer a variety of recreation activities that serve both residents and visitors of all ages.
3. *Foster communication and participation:* Promote recreation activities and collaborate with user groups and public/private partners.

3. Town of Mammoth Lakes Parks and Recreation Master Plan

Page 6 – Goals

- Goal # 4: Provide and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages.
- Goal # 6: Provide parks and recreational facilities and programs that foster a sense of community and nurture the emotional connection people have with each other and Mammoth Lakes.

Multi-use recreational/cultural facility: Construction of such a facility is needed to accommodate indoor recreation and programs. It also can maintain year-round levels of service by providing indoor amenities for winter and evening use, when outdoor facilities are unavailable. Like the recommended aquatic center, a multi-use recreational/cultural facility is a prime facility for joint agency funding and operation; possible partnering agencies include Mammoth Unified School District, Cerro Coso Community College, Mammoth Hospital, and Mono County. Partnership opportunities for this facility have already been explored for locating it in the South Gateway area; Appendix 11 describes this extensive effort in more detail. This facility should be affordable to the community, and ideally should provide amenities not available in private facilities. Based on public input, suggested amenities for a multi-use recreational/cultural facility include:

- Large open area for multipurpose use, such as indoor soccer, court sports (tennis, basketball, and volleyball), and indoor public events
- Running track
- Children’s play area
- Classroom and studio space for recreation and leisure programs
- Climbing wall for desired climbing/mountaineering programs
- Space for a youth/teen center
- Sports training
- Batting cages
- Golf nets

4. Mammoth Lakes RecStrats II – Implementation Strategy

Page 11, Core Strategies

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

Page 19, Diagram 3 – Indoor Facility: Municipal Recreation

- Better used of existing facilities
- Better maintenance of facilities
- Professional Coaching Staff

Page 21, Diagram 5 – Existing Facilities Enhancement: Municipal Recreation

- Better used of existing facilities
- Complete partially completed parks
- Facility assessment

Page 22, Diagram 6 – Enhanced Programming: Municipal Recreation

- Professional staff of sports and recreation training and education.

Page 28, Final Consolidated Element Project List

The following items (of a larger list) were presented at the community linkage workshop and attendees were asked to rank them when compared against the guiding principles. Major capital projects are highlighted in grey and short term, immediate impact are underlined>.

- **Field House/Recreation facility/Community Recreation Center (multi-use, flexible programming, versatile, assorted sport-focus) **score: 10.9****
- Multi-use fields and tennis courts (ball sports, running track, etc.) **score: 10**
- Better utilization and maintenance of existing facilities and equipment (including public and private facilities) **score 9.3**

Page 30, Non-Linkage List of Community Identified Elements

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

- Enhance Municipal sports



**MAMMOTH LAKES MULTI-USE FACILITY
2012 SUMMER PROGRAM**

The Mammoth Lakes Multi-use Facility (The Slab) is an outdoor venue located in the Town of Mammoth Lakes offering summer recreational skate, roller hockey, arena soccer, along with other scheduled summer activities. The 17,000 sq. foot venue includes outdoor lighting, restrooms, ample parking, and the availability of concessions, making it ideal for special event rental, or private party. The facility is owned and operated by the Town of Mammoth Lakes through a partnership with the Mammoth Unified School District and Mono County Office of Education. The facility is drug, tobacco and alcohol free.

Location

416 Sierra Park Road. Adjacent to the new Mammoth Lakes Library and opposite the Mammoth High School near the corner of Meridian Boulevard and Sierra Park Road.

Dates of Operation

Scheduled Opening: Friday, May 25, 2012 at 3:00 p.m. (operation and opening subject to funding)
 Scheduled Closing: Sunday, September 2, 2012 at 5:30 p.m.
 Closed: Wednesday, July 4, 2012
(Dates subject to change)

Contact Details

Summer Phone: (760) 934-2505
 Year-round Phone: (760) 934-8989 ext. 222.
 Multi-use Facility Manager: (760) 934-8989 ext. 234
 Website: www.mammothrecreation.com

2012 Summer Schedule:

| Activity* | Mon. | Tues. | Wed. | Thur. | Fri. | Sat. | Sun. |
|---------------------|-------------|-------------|-------------|-------------|---------------------------|---------------------------|---------------|
| Recreational Skate | 3:00-5:30PM | 3:00-5:30PM | 3:00-5:30PM | 3:00-5:30PM | 3:00-5:30PM & 6:00-8:30PM | 3:00-5:30PM & 6:00-8:30PM | |
| Youth Roller Hockey | 6:00-8:30PM | | 6:00-8:30PM | | | | |
| Adult Roller Hockey | | 6:00-8:30PM | | 6:00-8:30PM | | | |
| Open Roller Hockey | | | | | | 9:00-11:30AM | 6:00 – 8:30PM |
| Youth Arena Soccer | | | | | | | 3:00-5:30PM |

*subject to change, weather permitting (all sessions are 2.5 hours in duration)
 **Youth/adult roller hockey schedule subject to change

Summer Rates

| PER SESSION*** (see schedule) | Recreational Skate* | Roller Hockey | Skate Rental | Arena Soccer | Five Pass Skate | Five Skate Pass with Rental |
|----------------------------------|----------------------|----------------------|--------------|--------------|----------------------|-----------------------------|
| Adults (16+) | \$5.00 | \$5.00 | \$2.50 | NA | \$25.00 | \$37.50 |
| Youth (5-15 yrs.) | \$4.00 | \$4.00 | \$2.50 | \$4.00 | \$20.00 | \$32.50 |
| Kids (4 & under)** | Free with paid adult | Free with paid adult | \$2.50 | NA | Free with paid adult | \$12.50 |

* Roller skates, inline skates, scooters, skate boards (No bikes allowed) – helmets and proper safety equipment recommended.

** Kids 4 and under must skate and/or play roller hockey with an adult at all times.

***All sessions are 2.5 hours in duration.

Facility Rental: The Mammoth Lakes Multi-use facility can be reserved for the exclusive use of your group, party or special event by the hour (\$50/hr.) or day (8-hours) at \$200 by reservation only, subject to availability.

Special Promotions:

- **Five Skate Pass (5SP)**
 - Every 6th Skate is FREE (not valid with any other Special Promotion). Skate rental additional package.
- **Mid-week Special**
 - Skate mid-week (Mon.-Thur.) for only \$4.00 per person, per session (excludes skate rental)
- **School Special**
 - All Mammoth Unified School District (MUSD) and Mono County Office of Education (MCOE) students receive admission and skate rental with a valid I.D. for only \$2.00. Valid I.D. must be shown to staff - No restrictions apply.
- **Extra Session**
 - Pay only \$2.00/person to upgrade to the next session. Must have purchased youth/adult product on the same day to qualify.
- **Board Advertising Promotion**
 - Advertise your business at the Mammoth Lakes Multi-use facility and reach over 12,000+ active visitors and locals. Purchase a 3'x 8' foot vinyl banner for only \$400 that includes all design, production and installation on the Mammoth Lakes Multi-use facility boards. Advertisers will also receive one (1) Mammoth Ice Rink Transferable Season Passes (includes skate rental), One (1) Adult Five Skate Pass (Summer only), and 50% off facility rental for your party!

Group Rates: Group rates are available by calling the Mammoth Lakes Multi-use Facility at (760) 934-8989, ext. 222.

The Mammoth Lakes Multi-use facility accepts cash, Visa/MC and personal checks accepted (with valid Driver's License).

| Account | # Account Description | 2013 Baseline Budget | 2013 Adopted Budget | Additions/Changes/Comments |
|-----------------------|-------------------------------------|-------------------------|------------------------|----------------------------------|
| FUND 858 | FRACTIONAL MELLO 2004-1 | | | |
| DEPT 455 | MULTI-USE FACILITY | | | |
| 51 | PERSONNEL SERVICES | | | |
| 51100-110 | REGULAR SALARIES | | | |
| 51100-111 | TEMPORARY WAGES | 26,000 | | 3 Rec. staff + Parks Maintenance |
| 51100-113 | OVERTIME WAGES | | | |
| 51100-130 | COMPREHENSVE LEAVE VALUE | | | |
| 51100-199 | EMPLOYEE OVERHEAD COSTS | | | |
| 51900-160 | HEALTH INSURANCE | | | |
| 51900-164 | WORKERS COMP INSURANCE | 3,000 | | |
| 51900-167 | UNEMPLOYMENT ASSESSMENTS | | | |
| 51900-170 | PERS (RETIREMENT) | | | |
| 51900-173 | PARS (PT RETIREMENT) | 600 | | |
| 51900-175 | DEFERRED COMPENSATION | 400 | | |
| 51 TOTAL | PERSONNEL SERVICES | 30,000 | 0 | |
| 52 | SUPPLIES | | | |
| 52000-202 | OFFICE SUPPLIES | 100 | | |
| 52000-203 | MISCELLANEOUS SUPPLIES | | | |
| 52000-205 | POSTAL SUPPLY & POSTAGE | - | | |
| 52000-206 | UNIFORMS | 400 | | |
| 52000-207 | MAINTENANCE SUPPLIES | 1,500 | | |
| 52000-208 | RECREATION SUPPLIES | 18,000 | | skates & equipment |
| 52000-214 | FACILITY LEASE & RENTAL | | | |
| 52000-215 | EQUIPMENT LEASE & RENTAL | | | |
| 52000-240 | BEVRG/NUTRITIONAL SUPPLY | 2,000 | | |
| 52 TOTAL | SUPPLIES | 22,000 | 0 | |
| 53 | OTHER SERVICES & CHARGES | | | |
| 53000-310 | CONTRACTUAL SERVICES | 1,000 | | |
| 53000-340 | ADVERTISING/LEGAL NOTICE | 1,500 | | print/radio |
| 53000-341 | PRINTING & REPRODUCTIONS | 1,500 | | summer rack card + distribution |
| 53000-350 | INSURANCE PREMIUMS | | | |
| 53000-365 | PARK BUILDING MAINT | | | |
| 53000-366 | GENERAL FACILITIES MAINT | | | |
| 53000-390 | PUBLIC UTILITIES | 4,000 | | |
| 53 TOTAL | OTHER SERVICES & CHARGES | 8,000 | 0 | |
| DEPT 455 | ICE RINK TOTAL | 60,000 | 0 | |
| FUND 858 TOTAL | | 60,000 | 0 | |

As of 4-5-12

2012 Est. Revenue

| | Recreational Skate | | Youth Hockey | | Adult Hockey | | Mixed Hockey | | Arena Soccer | | Concession | | Sp. Events | | TOTALS | |
|---------------|--------------------|---------------|-------------------|---------------|-------------------|---------------|-------------------|---------------|-----------------|---------------|-------------------|---------------|-------------------|---------------|--------------------|---------------|
| | Budget | Actual | Budget | Actual | Budget | Actual | Budget | Actual | Budget | Actual | Budget | Actual | Budget | Actual | Budget | Actual |
| MAY | \$1,165.00 | \$0.00 | \$120.00 | \$0.00 | \$120.00 | \$0.00 | \$70.00 | \$0.00 | \$60.00 | \$0.00 | \$380.00 | \$0.00 | \$100.00 | \$0.00 | \$100.00 | \$0.00 |
| JUNE | \$4,049.00 | \$0.00 | \$540.00 | \$0.00 | \$480.00 | \$0.00 | \$280.00 | \$0.00 | \$240.00 | \$0.00 | \$1,040.00 | \$0.00 | \$650.00 | \$0.00 | \$7,279.00 | \$0.00 |
| JULY | \$4,825.00 | \$0.00 | \$510.00 | \$0.00 | \$540.00 | \$0.00 | \$350.00 | \$0.00 | \$300.00 | \$0.00 | \$1,635.00 | \$0.00 | \$850.00 | \$0.00 | \$9,010.00 | \$0.00 |
| AUGUST | \$5,300.00 | \$0.00 | \$510.00 | \$0.00 | \$540.00 | \$0.00 | \$280.00 | \$0.00 | \$240.00 | \$0.00 | \$1,695.00 | \$0.00 | \$850.00 | \$0.00 | \$9,415.00 | \$0.00 |
| SEPTEMBER | \$360.00 | \$0.00 | \$60.00 | \$0.00 | \$0.00 | \$0.00 | \$70.00 | \$0.00 | \$60.00 | \$0.00 | \$140.00 | \$0.00 | \$100.00 | \$0.00 | \$790.00 | \$0.00 |
| TOTALS | \$15,699.00 | \$0.00 | \$1,740.00 | \$0.00 | \$1,680.00 | \$0.00 | \$1,050.00 | \$0.00 | \$900.00 | \$0.00 | \$4,890.00 | \$0.00 | \$2,550.00 | \$0.00 | \$28,509.00 | \$0.00 |

2012 Est. Expenses

| | Staff | | Concession | | Utilities | | Supplies | | TOTALS | |
|---------------|--------------------|---------------|-------------------|---------------|-------------------|---------------|-----------------|---------------|--------------------|---------------|
| | Budget | Actual | Budget | Actual | Budget | Actual | Budget | Actual | Budget | Actual |
| MAY | \$1,256.00 | \$0.00 | \$1,863.00 | \$0.00 | \$115.00 | \$0.00 | \$70.00 | \$0.00 | \$49.00 | \$0.00 |
| JUNE | \$8,100.00 | \$0.00 | \$508.00 | \$0.00 | \$300.00 | \$0.00 | \$210.00 | \$0.00 | \$9,118.00 | \$0.00 |
| JULY | \$8,181.00 | \$0.00 | \$495.00 | \$0.00 | \$310.00 | \$0.00 | \$217.00 | \$0.00 | \$9,203.00 | \$0.00 |
| AUGUST | \$8,262.00 | \$0.00 | \$513.00 | \$0.00 | \$310.00 | \$0.00 | \$217.00 | \$0.00 | \$9,302.00 | \$0.00 |
| SEPTEMBER | \$648.00 | \$0.00 | \$42.00 | \$0.00 | \$20.00 | \$0.00 | \$14.00 | \$0.00 | \$724.00 | \$0.00 |
| TOTALS | \$18,273.00 | \$0.00 | \$3,421.00 | \$0.00 | \$1,055.00 | \$0.00 | \$728.00 | \$0.00 | \$28,396.00 | \$0.00 |

2012 Multi-Use Facility - Capital Expenditures

Rental skates

| | | |
|-------------------|----|----------|
| 100 rental skates | \$ | 6,000.00 |
|-------------------|----|----------|

(inline, quad mix, all sizes)

Ramps for slab center

| | | |
|---------------|----|----------|
| mini ramp | \$ | 1,500.00 |
| 1/4 pipes (2) | \$ | 500.00 |
| spine | \$ | 400.00 |
| grind box | \$ | 200.00 |
| ramp paint | \$ | 100.00 |
| | \$ | 2,700.00 |

Concession upgrades

| | | |
|---------------------|----|--------|
| 3 compartment sink | \$ | 210.00 |
| propane BBQ | \$ | 350.00 |
| BBQ utensils | \$ | 50.00 |
| Drink refrigeration | \$ | 230.00 |
| | \$ | 840.00 |

Recreation Equipment

| | | |
|-----------------------|----|----------|
| Roller hockey kit | \$ | 400.00 |
| Broom ball kit | \$ | 200.00 |
| Extra goals | \$ | 280.00 |
| table golf | \$ | 150.00 |
| table tennis | \$ | 550.00 |
| adult basketball hoop | \$ | 1,008.00 |
| | \$ | 2,588.00 |

Facility Enhancements

| | | |
|----------------------|----|----------|
| child round table | \$ | 960.00 |
| 2 adult round tables | \$ | 1,800.00 |
| 2 ADA round tables | \$ | 2,010.00 |
| 3 umbrellas | \$ | 1,100.00 |
| | \$ | 5,870.00 |

| | | |
|--------------|-----------|------------------|
| Total | \$ | 17,998.00 |
|--------------|-----------|------------------|

As of 4-5-12

Question 3 - Multi-use Facility Needs Survey Results

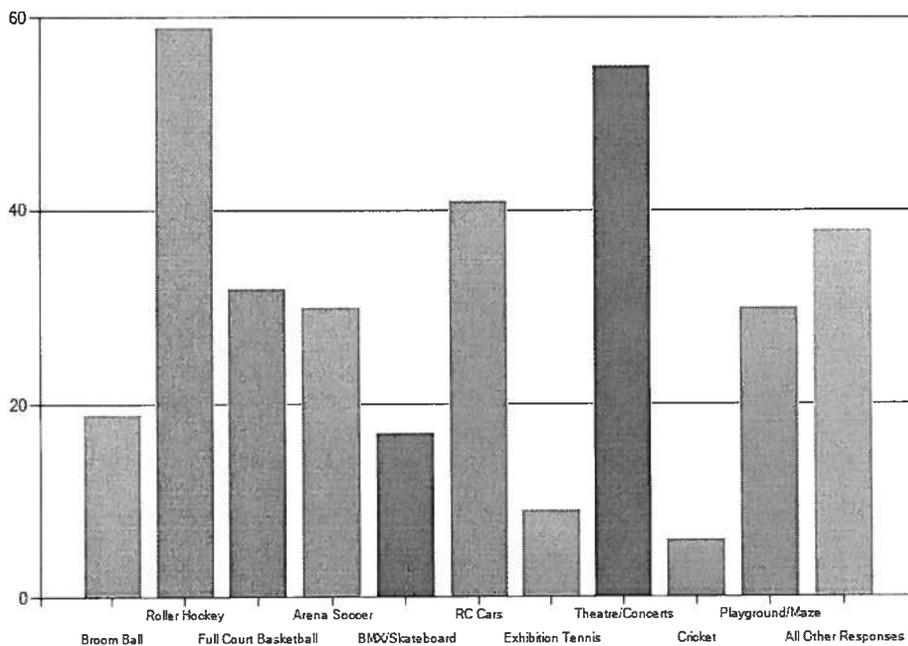
Between January 31, 2012 and March 5, 2012, 114 surveys were completed and the results including the comments can be viewed in the appendix.

Question 1 asked the community what activities they would support or participate in at the multi-use facility this summer.

The top 5 responses were:

- Roller Hockey 53%
- Theatre/Concerts 49%
- RC Cars 37%
- Party Rentals 34%
- Full court basketball 29%

Please check the box(es) of the activities you would support or participate in:



Question 2 was open ended, asking what programs and/or activities they would like to see offered this summer.

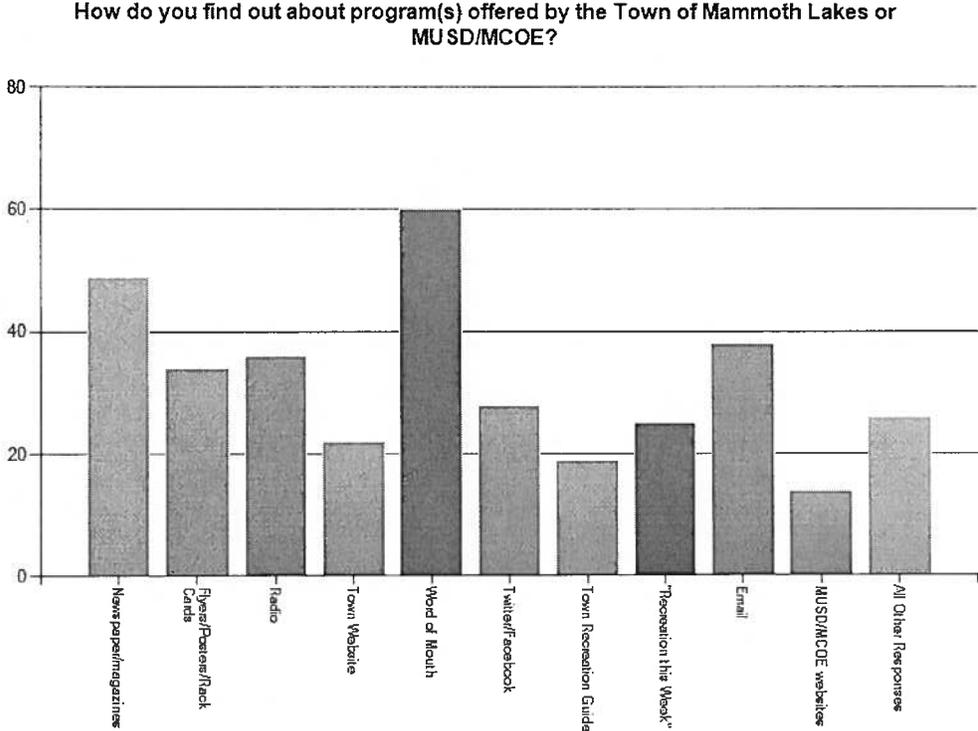
54 responses were received which can be viewed in the appendix. The most popular responses (no particular order) included:

- Roller skating (10)
- Roller Hockey (7)
- Bowling Alley (8)
- Dances for teens-13+ (5)
- Events/concerts (3)

Question 3 was a marketing question asking how respondents find out about programs offered by the Town of Mammoth Lakes.

The top 5 responses were:

- Word of Mouth 53%
- Newspaper/magazine 43%
- Email 33%
- Radio 32%
- Flyers/posters/rack cards 30%



Question 4 provided the opportunity for respondents to contact us or request to be added to our mailing/recreation distribution list.

32 requests were received. To protect the privacy of the respondents, their names and emails have not been included in the survey summary.