



2012 SPRING MEASURE R APPLICATION FORM

APPLICANT INFORMATION

ORGANIZATION

Name of Organization:	Town of Mammoth Lakes
Type of Organization (non-profit, HOA, Govt.):	Government
Contact Person:	Stuart Brown
Organization's Address:	P.O. Box 1609
State / Zip:	Mammoth Lakes, 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 SUMMARY

1. Name of Project: Cultural & Sporting Events Market and Feasibility Study
2. Project Category: Recreation
3. Project Type: Planning
4. Measure R Funds: \$60,000*

* Depends on Measure U Spring "Test" Award

PROJECT APPLICATION

SECTION 1 - PRELIMINARY QUALIFICATIONS:

- 1. Describe why this project is considered urgent and was not submitted during the Fall 2011 application process?**

The Town submitted a \$60,000 funding request to the Measure U Spring "Test" award. If totally funded, no funds would be required from Measure R. However, staff is anticipating that Measure U may fund a portion (50%) for the arts & culture component of the feasibility study. Therefore, staff anticipates a Measure R spring funding request of \$30,000 for the completion of the study.

- 2. Does the project reside within the Adopted: Town Council Parks and Recreation Master Plan and/or the Adopted: Trail System Master Plan or the RECSTRATS II – Implementation Strategy?**

See Attachment A – Town's Adopted Plans

- 3. Does the project meet the "Principles and Priorities" established by the Recreation Commission for the 2011 Fall Measure R funding cycle?**

The application meets priority No. 2, "Plan for the Future", and meets all 3 principles by emphasizing visitor-driving projects, has an emphasis on cooperative efforts that significantly leverage Measure R funds (Measure U), and cites recommendations from the Parks and Recreation Master Plan (PRMP), Trail System Master Plan (TSMP), and the RecStrats Implementation Plan.

- 4. Describe your project's/service conceptual plan including size, scope, context/type, design specifications, use, and budget, or budget document.** (This should be an attachment to the application titled: "Project Concept Plan.")

See Attachment B – Concept Plan

SECTION 2 - PROJECT DESCRIPTION

Project Location

1. If your project is Development/Design, Implementation/Construction, or Maintenance/Operational, what is the location of your project?

This application is a planning / feasibility study. Recommendations from the study will identify programming and locational criteria for venues in and around Mammoth Lakes necessary to host target events.

2. If your project is Contractual Services where will your services be provided?

If funded, staff will publish a Request for Proposals (RFQ's) and will select a vendor to conduct and deliver the Cultural & Sporting Events Market and Feasibility Study.

3. Do you have approval to use the location identified in this application?

Owner and/or jurisdictional approval will be secured if recommended by the study, and approved by Town Council.

4. Provide the costs for each phase of your project or service. (Where applicable)

A. Development/Design:	NA
B. Implementation/Construction:	NA
C. Maintenance/Operation: (anticipated annual costs)	NA
D. Contractual Services: (define length of contract)	\$60,000

5. Provide the estimated timeline for each phase of your project or service. (Where applicable)

A. Development/Design:	NA
B. Implementation/Construction:	NA
C. Maintenance/Operation:	NA
D. Contractual Services: (define length of contract)	TBD – est. 6-12 months

6. Will any Development (design) funds be required for your project or service?

Pre-development/planning priorities are included in the feasibility study. These include priority short/medium and long range and critical path actions.

7. Will any Implementation (construction) funds be required for your project or service?

The purchasing of equipment or construction is not a component of this project, or the subject of this Measure R application.

8. Will any Maintenance funds be required for your project or service?

Funding for maintenance is not a component of this project, or the subject of this Measure R application. Ultimately, funds will be needed to maintain a future special events venue(s) and/or programs. It is a component of this study to begin the process of identifying the cost estimates, including capital, operational and return on investment (ROI).

9. Will any Operational funds be required for your project or service?

Funding for operations is not a component of this project, or the subject of this Measure U application. Ultimately, funds will be needed to operate a future special events venue(s) and/or programs.

10. Will any Replacement funds be required for your project or service?

TBD through completion of the study.

11. Will there be Contractual Service hours used for any phase of your project?

Please see attached Concept Plan and scope of work (Attachment B). It is expected that a majority of the Measure R request would be allocated to contractual services performed by a specialized consultant or consultants. Staff time has been included in the application to manage the project to its fulfillment.

12. Based upon your project type ("Project Summary" Question 3) who is/will be responsible for maintenance and operation upon completion of the project/service?

TBD through completion of the study.

13. Will there be volunteer hours used for any phase of your project?

Members of the Mammoth Lakes Event Coalition and the Economic Stimulus Council, all of whom volunteer their time to those groups, would be requested to convene for one or more meetings to discuss elements of the feasibility study. Assuming that there are a total of three meetings, each member of the group would be providing 6 to 8 hours of volunteer time to attend and participate. Depending on the degree of participation, this could represent anywhere from 80 to 150 hours of total volunteer time. Est. Volunteer Value: 150 volunteer hours x \$24.18 = \$3,627.00.

14. Have any public funds (Town Funds – includes Measure R) been previously committed to this project/service or project site?

No. This is a new initiative, so no Measure R or Measure U funds have been previously allocated to this project. (Other than in the broader development of RecStrats, which included some focus on special events).

Town General Funds supported staff work with the Mammoth Lakes Events Coalition and Economic Stimulus Council beginning in 2010 which included discussion of special events venues, as well as District Planning which also addressed potential special events venues. This amount is not quantified, because it was included as part of broader work efforts.

15. Is Measure R your only funding source for this project/service?

No. The Town submitted the same application to the 2012 Measure U Spring "Test" funding process.

16. Is your project/service going to have an impact (positive or negative) on existing use in the location you have identified?

This planning and feasibility study process will help to identify potential impacts of future special events on existing uses in or adjacent to those sites. New venue recommendations/requirements include:

- Number
- Type
- Size (capacity)
- Programming/facilities recommendations
- Locational criteria

17. Describe your plan for how the Town of Mammoth Lakes will manage/maintain oversight of this project/service?

The Town of Mammoth Lakes Recreation and Community Development Department's will jointly manage the contract. Required steps include:

- a) Acquire funding
- b) Solicit Requests for Qualifications (RFQ's)
- c) Distribute Request for Proposals (RFP's)
- d) Contract with Consultant
- e) Confirm scope of work, timelines, project needs, stakeholders, etc.
- f) Manage project
- g) Review, deliver and present completed feasibility study

SECTION 3 - PROJECT BENEFITS

1. Describe how your project/service provides a measurable community benefit (incremental visits, revenue, etc..) to the residents and visitors of Mammoth Lakes?

It is the intent of the work of the Economic Stimulus Council, Recreation/Planning Commission and the Mammoth Lakes Events Coalition to promote Mammoth Lakes' economic recovery through the creation of jobs; attraction and retention of new business; and stimulation of economic activity and investment.

This feasibility study would support and advance efforts to identify and secure special event venue(s) in Mammoth Lakes. Having such a venue or venues would provide the opportunity to host more special events, attract additional visitors, and increase incremental revenues from these visitors. This visitation could be measured by correlating occupancy and revenues (TOT, sales tax etc.) with the occurrence of new and expanded special events.

As stated, the goals/outcomes of the study are to:

- Complete a survey scan of cultural and sporting/athletic events;
- Determine the competitive market for cultural and sporting/athletic events in Mammoth Lakes;
- Determine target events type(s) and size(s), and develop information on logistics, costs and revenues typically associated with target events, and attracting and hosting such events;
- Identify programming and locational criteria for venues necessary to host target events;
- Identify and develop recommendations to improve organizational structures and coordination to support special events;
- Develop specific strategic actions for the Town to attract, retain and grow target events.

2. Describe the targeted users of your project/service? (Include numbers of participants)

The feasibility study includes a Market/Situational Analysis that will provide characteristics and recommendations on the primary and secondary market(s), including market competitors. See below:

Market/Situational Analysis

- Demographic and socioeconomic characteristics
 - Primary Market
 - Secondary Market
- Geographic location and accessibility
- Market competitors (identify and assess degree of existing/potential competition)
- Other considerations (e.g. weather) affecting potential market
- SWOT Analysis

3. Is it available for limited or year round use?

At this time, staff is anticipating a one-time cost for the feasibility study. Subsequent studies or planning documents may be required as per recommendations identified in the study.

4. Describe the economic benefits of your project/service.

The primary strategy of the **Destination Resort Community and Economic Development Strategy (DRCEDS)** is to "Promote Mammoth Lakes' economic recovery through the creation of jobs; attraction and retention of new business; and stimulation of economic activity and investment."

A. One of the tasks identified in the scope of work is to perform a Financial Analysis of Recommended Facilities/Events Programs. The consultant will be identifying:

- Key assumptions
- Events scenarios (e.g. grow 'x' existing events; develop 'y' new events; of 'z' type, size and frequency, based on market and demand analysis)
- Estimated Revenues
- Estimated Expenses
- Order of magnitude cost estimates, including capital costs, operational costs/revenues, and return on investment

Key deliverables of the study relating to the economic benefits of the study are to:

- A. Identify and develop recommendations to improve organizational structures and coordination to support special events, and;
- B. Develop specific strategic actions for the Town to attract, retain and grow target events.

5. Please provide any additional information you would like the Recreation Commission to consider when reviewing your application.

This application effectively leverages Measure R & U funding by applying it to a comprehensive cultural and sporting events market and feasibility study that seeks to promote Mammoth Lakes' economic recovery through the creation of jobs; attraction and retention of new business; and stimulation of economic activity and investment.

SECTION 4 – PROJECT FEASIBILITY

For any new project request not previously funded by Measure R, please complete the feasibility portion of your application that includes the demand, cost and feasibility analysis. The Recreation Commission may ask for a professional feasibility study conducted by a consultant depending on the cost and scale of your project.

DEMAND ANALYSIS

1. Competitive Supply Analysis

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.

This feasibility study includes a Market/Situational Analysis that will provide characteristics and recommendations on both the primary and secondary market(s), including market competitors, and an analysis of competitive locations/events. See below:

Market/Situational Analysis:

- Demographic and socioeconomic characteristics
 - Primary Market
 - Secondary Market
- Geographic location and accessibility
- Market competitors (identify and assess degree of existing/potential competition)
- Other considerations (e.g. weather) affecting potential market
- SWOT Analysis

Analysis of Competitive Locations/Events:

- Comparable destinations
 - Location/Basic Characteristics
 - Number and type of venues
 - Number and type of events hosted
 - Visitor trends

2. Identification of Market Opportunity

Identify the long term opportunity that the project presents.

The long term opportunity that this feasibility study will provide is the opportunity for Mammoth Lakes to become a branded high altitude sports and cultural destination known for its innovation.

3. Describe the targeted users of your project/service. (Include numbers of participants)

As stated in Question 2 of “Project Benefits,” this feasibility study includes a Market/Situational Analysis that will provide characteristics and recommendations on the primary and secondary market(s), including market competitors.

Data collected from the Mammoth Lakes Events Coalition estimates that over 60,000 annual participants enjoy the many special events hosted in Mammoth Lakes.

4. Projected Multi-Year Demand Analysis

Provide the projected demand with assumptions.

This feasibility study provides estimated demand and venue requirements. Please see below:

Estimated Demand and Venue Requirements:

- Identify potential event types (e.g. touring concerts, local/community events, multi-day festivals/events, mass participant sporting events, professional/semi-professional sporting events), that Mammoth could attract.
- Estimate demand for identified events (event size and frequency)
- Identify existing facilities and “gaps”
- New Venue Recommendations/Requirements
 - Number
 - Type
 - Size (capacity)
 - Programming/facilities recommendations
 - Locational criteria

5. Projected Multi-Year Revenue Projections

Projected revenue with pricing assumptions.

This feasibility study provides financial analysis of recommended facilities/events program. Please see below:

Financial Analysis of Recommended Facilities/Events Program

For recommended facilities/events program, identify:

- Key assumptions
- Events scenarios (e.g. grow ‘x’ existing events; develop ‘y’ new events; of ‘z’ type, size and frequency, based on market and demand analysis)
- Estimated Revenues
- Estimated Expenses
- Order of magnitude cost estimates, including capital costs, operational costs/revenues, and return on investment

COST ANALYSIS

- 1. Provide the estimated one-time or annual costs for each phase of your project or service. (Where applicable)**

A. Land acquisition costs: NA
B. Equipment acquisition: NA
C. Site preparation/demolition and site prep costs: NA
D. Entitlement costs: NA
E. Architect and planning costs: NA
F. Construction costs: NA
G. Operational costs: NA
H. Maintenance costs: NA
I. Programming costs: NA
J. Other:

FEASIBILITY ANALYSIS

- 1. Project and Financial Assumption**

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

Please see Question 5. Key assumptions are included in this feasibility study.

- 2. Multi-Scenario Pro Forma's**

Provide a number of pro forma scenarios to understand financial projects feasibility. Within this element it is recommended that a 5 year operating budget be developed.

Please see Question 5. Event scenario's, along with estimated revenues and expenditures are included in this feasibility study.

- 3. Risk Analysis**

Identify project risks

The proposed project(s) would support a more complete feasibility analysis of future event venue(s), which would include the analysis noted above.

- 4. Project Schedule**

Identify the necessary implementation tasks required for your project or service

- a) Acquire funding
- b) Solicit Requests for Qualifications (RFQ's)
- c) Distribute Request for Proposals (RFP's)

- d) Contract with Consultant
- e) Confirm scope of work, timelines, project needs, stakeholders, etc.
- f) Manage project
- g) Review, deliver and present completed feasibility study

5. Quality of Life Analysis

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

Staff believes that this feasibility study will enhance the Triple Bottom Line (social, environmental and financial performance) for Mammoth Lakes, along with the high value placed on the quality of life for our residents and the quality of experience for our visitors.

Submittal Deadline: Wednesday, May 2, 2012 at 5:00p.m.

ATTACHMENT A

Question 1 Supplemental Information

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

2007 General Plan

Economy

Page 13: Goal E.2. Sustainable Tourism – “Achieve sustainable tourism by building on the area’s natural beauty, recreational, cultural and historic assets.”

Policy E.2.A: Support a range of outdoor and indoor events, facilities, and services that enhance the community’s resort economy.

Arts, Culture, Heritage and Natural History

Page 14: Goal A.2. Rich Community Culture – “Be a vibrant cultural center by weaving arts and local heritage and the area’s unique natural history into everyday life.”

Policy A.2.A: Encourage and support a wide variety of visual and performing arts, cultural amenities, events and festivals, and forums for local art organizations.

Parks & Recreation Master Plan

Page 40:

- Policy 5G: Identify, zone and procure land for new and expanded parklands including...festival and special events areas.

- Goal 6, Policy 3: Offer and accommodate events and activities that foster community gathering and celebration.

Page 46, Table 9: Level of Service Comparison and Recommendations

Outdoor Events Venues (acres): Recommended standard of 1.34 acres/1,000 residents

Page 47, Table 10: Recreation Facilities Needed to Meet Recommended LOS Standards

Outdoor Events Venues (acres): Recommended additional 16 acres needed by 2025

Page 53-55: New Facilities and Figure 7

- Figure 7: Special events site shown as potential facility at Mammoth Creek Park.
- Page 55: Outlines criteria/design and siting considerations for one or more venues.

RecStrats Implementation Plan

Page 11. Part 3: Core Strategies.

Special Events, and Art & Culture are listed as two of the seven core recreation strategies.

Page 28. Part 6C: Project List/Final Consolidated Element Project List

Facilities to support and accommodate special events/arts and culture are three of the 19 final listed project. All three are among the top six scoring projects listed, with average score of above 10)

- Field House/Community Recreation Center (Average Score 10.9)
- Multi-Use Outdoor Facility including large amphitheater with appropriate equipment, picnic benches and adequate venue space and parking (Average Score 10.4)
- Indoor performing arts center with appropriate acoustics/lighting, adequate venue, meeting and seating space and parking. (Score 10.2)

Page 32. Part 7 Recommendations

Undertaking feasibility studies for large capital projects is the second out of three recommendations made by RecStrats.

2. Undertake Project Feasibility

A second recommendation is the need for the (Recreation) Commission to require, and in some cases, fund feasibility studies for the proposed projects...Once the level of project feasibility is determined, the Commission can have a fuller, publicly vetted discussion of the merits of the project and make informed decisions about pursuing the development of a project."

The proposed technical studies will lay important groundwork for understanding site constraints, risks and development costs, which are integral to understanding project feasibility.

Page 33: Capital Projects

- Field House/Community Recreation Center
- Multi-Use Outdoor Facility including large amphitheater with appropriate equipment, picnic benches and adequate venue space and parking
- Indoor performing arts center with appropriate acoustics/lighting, adequate venue, meeting and seating space and parking.

Destination Resort Community and Economic Development Strategy (DRCEDS)

Page 5: Visitor Driving Activities, Programs, Services & Facilities

Strategy 1.1.3 - Partner with the private sector to provide a variety and range of meeting and conference spaces, indoor and outdoor event venues and recreational facilities with new development that can be programmed to drive increased visitation.

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

CONCEPT PLAN

TOWN OF MAMMOTH LAKES: CULTURAL & SPORTING EVENTS MARKET AND FEASIBILITY STUDY

The Town of Mammoth Lakes submitted this application in the amount of \$60,000 to the 2012 Measure R Spring award to implement the Destination Resort Community and Economic Development Strategy (DRCEDS) strategies and objectives focused on economic recovery.

*Adopted in 2009, the **Destination Resort Community and Economic Development Strategy (DRCEDS)** is a 3-year strategic and operational plan intended to clearly establish a short-term direction for the community and dedicate the resources to achieve them. DRCEDS includes the ideas of partnership, people, place and positioning. The Plan is intended to improve our overall quality of life: increase opportunity, spur investment, encourage local enterprise, serve the needs of local residents, workers and businesses, promote stable employment, reduce poverty, offer family and neighborhood life, maintain our natural environment, conserve natural resources and be both inclusive and sustainable.*

In October 2012, the Town Council accepted the scope of work of the Economic Development Program which included an update of DRCEDS. Based on work with the Economic Stimulus Council and Mammoth Lakes Events Coalition, the Planning Commission has drafted one new strategy and related objectives for DRCEDS.

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

Objective: Become a branded high altitude sports and cultural destination known for its innovation.

The Study **Goals/Outcomes** of the Cultural & Sporting Events Market and Feasibility Study are to:

- A. Complete a survey scan of cultural and sporting/athletic events;
- B. Determine the competitive market for cultural and sporting/athletic events in Mammoth Lakes;
- C. Determine target events type(s) and size(s), and develop information on logistics, costs and revenues typically associated with target events, and attracting and hosting such events;
- D. Identify programming and locational criteria for venues necessary to host target events;
- E. Identify and develop recommendations to improve organizational structures and coordination to support special events;
- F. Develop specific strategic actions for the Town to attract, retain and grow target events.

Outline Scope/Tasks:

A. Market/Situational Analysis

- Demographic and socioeconomic characteristics
 - Primary Market
 - Secondary Market
- Geographic location and accessibility
- Market competitors (identify and assess degree of existing/potential competition)
- Other considerations (e.g. weather) affecting potential market
- SWOT Analysis

B. Overview of Cultural and Sporting Event Industries

- Cultural Events: Live Music
 - Characteristics and consumer spending for live music

- Overview of live music business and economics
- Revenue trends
- Other Cultural Events: Civic, Community and Commercial (e.g. festivals, markets, fairs)
 - Characteristics and types of civic, community, and cultural events and consumer spending
 - Overview of civic, community and commercial events business and economics
 - Revenue trends
- Sporting/Athletic Event Industries
 - Characteristics and consumer spending on sporting/athletic events (spectator and participant-based events)
 - Overview of sporting event business and economics
 - Revenue trends

C. Analysis of Competitive Locations/Events

- Comparable destinations
 - Location/Basic Characteristics
 - Number and type of venues
 - Number and type of events hosted
 - Visitor trends

D. Estimated Demand and Venue Requirements

- Identify potential event types (e.g. touring concerts, local/community events, multi-day festivals/events, mass participant sporting events, professional/semi-professional sporting events), that Mammoth could attract.
- Estimate demand for identified events (event size and frequency)
- Identify existing facilities and “gaps”
- New Venue Recommendations/Requirements
 - Number
 - Type
 - Size (capacity)
 - Programming/facilities recommendations
 - Locational criteria

E. Financial Analysis of Recommended Facilities/Events Program

For recommended facilities/events program, identify:

- Key assumptions
- Events scenarios (e.g. grow ‘x’ existing events; develop ‘y’ new events; of ‘z’ type, size and frequency, based on market and demand analysis)
- Estimated Revenues
- Estimated Expenses
- Order of magnitude cost estimates, including capital costs, operational costs/revenues, and return on investment

F. Strategic/Organizational Recommendations

- Define typical events development, marketing and support functions/roles
- Identify existing organizational structures/roles/responsibilities
- Identify gaps, opportunities and weaknesses in existing conditions
- Case studies: events management, marketing and coordination
- Strategic/Organizational Recommendations

G. Action Plan/Priorities

Identify:

- Priority short-range and critical path (1-2 year) actions
- Medium range (3-5 Year) Actions
- Long-range (5+ Years) Actions

Summary

It is the intent of the work of the Economic Stimulus Council, Recreation/Planning Commission and the Mammoth Lakes Events Coalition to promote Mammoth Lakes' economic recovery through the creation of jobs; attraction and retention of new business; and stimulation of economic activity and investment.

This feasibility study would support and advance efforts to identify and secure special event venue(s) in Mammoth Lakes. Having such a venue or venues would provide the opportunity to host more special events, attract additional visitors, and increase incremental revenues from these visitors. This visitation could be measured by correlating occupancy and revenues (TOT, sales tax etc.) with the occurrence of new and expanded special events.