



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 CONTACT PERSON

PROJECT SUMMARY

Name:	Stuart Brown
Mailing Address:	P.O. Box 1609
State/Zip:	Mammoth Lakes, CA 93546
Home Phone Number:	(760) 709-2481
Mobile Phone Number:	(760) 709-2481
Email Address:	sbrown@ci.mammoth-lakes.ca.us

1. Name of Project: Multi-Use Facility Summer Programming & Operation
2. Project Category: Recreation
3. Project Type: Maintenance/Operational If Other please describe:
4. Measure R Funds Requested: \$ 60,000*

*This amount should be the same as requested in the application.

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 has 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 of the request that includes \$18,000 for start-up capital, and \$9,500 in temporary wages. These funds (\$27,500) will enable the Town to offer recreational roller skating, roller hockey, arena soccer, and a venue for parties/special events from May 25 through June 30, 2012. Therefore, staff anticipates a Measure R spring funding request of \$32,500 for operations between July 1 and Sept. 2.

- 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?**

YES

If YES, please cite (page # & Section #): Please see Attachment A.

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

YES

If YES, please cite: The application meets priority No. 2, Plan for the Future: "Provide and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages", 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.")**

Please see Attachment B.

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

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

Staff has budgeted to utilize Certified Brochure for the distribution of a custom designed rack card.

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

YES

If YES, Please provide documentation of approval The Town is in a current agreement with 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.

If NO, describe how and when you will secure this approval

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

- | | |
|---|------------------------------------|
| A. Development/Design: | \$0.00 |
| B. Implementation/Construction: | \$0.00 |
| C. Maintenance/Operation:
(anticipated annual costs) | \$58,000 - 101 days of summer only |
| D. Contractual Services:
(define length of contract) | \$2,000 - 3+ month contract |

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: | 101 days of summer operation |
| D. Contractual Services:
(define length of contract) | 15-20 days |

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

NO

If YES, please describe what is required, when it's required, the timeline (schedule) and cost:

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

NO

If YES, please describe what is required, when it's required, the timeline (schedule) and cost:

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

YES

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.

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

YES

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.

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

YES

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, estimating \$6,500 - \$7,000 replacement cost.

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

YES

If YES, please identify which 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

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?

The Town of Mammoth Lakes Recreation and Parks Maintenance Department's are responsible for the maintenance and operation of the facility.

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

YES

If YES, please identify which phase, how many hours and the value of those hours:

Yes, staff will implement a volunteer program similar to winter. Est. Volunteer Value: 280 volunteer hours (20hrs.x14 weeks) x \$24.18 = \$6,770.40.

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

YES

If YES, please list: 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.

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

NO

If NO, provide amount and source of additional funds(You will be required to provide proof of this funding)

No. The Town has submitted a \$60,000 funding request to the Measure U Spring "Test" award. If totally funded, no funds would be required from Measure R.

16. Is your project/service 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.

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

The operation of this facility will be incorporated into the management plan by the Parks Maintenance Department. Wages have been built into the budget based on estimated maintenance responsibilities. Dennis can speak to this question in more detail if required.

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?**

Please see attachment C - Project Benefits.

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

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

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

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

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

- 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.**

Please see Attachment D - Project Feasibility.

2. Identification of Market Opportunity

- A. Identify the long term opportunity that the project presents.**

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

5. Projected Multi-Year Demand Analysis

- A. Provide the projected demand with assumptions.**

6. Projected Multi-Year Revenue Projections

- A. Projected revenue with pricing assumptions.**

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

FEASIBILITY ANALYSIS

1. Project and Financial Assumption

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

2. Multi-Scenario Pro Forma's

A. 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.

3. Risk Analysis

A. Identify project risks.

4. Project Schedule

A. Identify the necessary implementation tasks required for your project or service.

5. Quality of Life Analysis

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

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

Appendix:

- A.** Question 2: Reference to Town's Adopted Plans
- B.** Question 4: Project Concept Plan
- C.** Section 3: Project Benefits
- D.** Section 4: Project Feasibility

Question 2 - Town's Adopted Plans

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

PROJECT CONCEPT PLAN

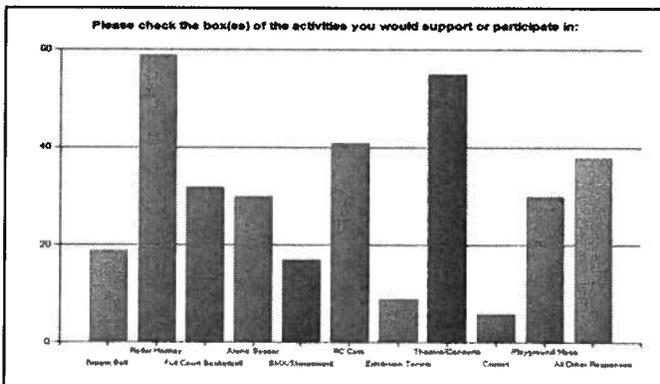
TOWN OF MAMMOTH LAKES: MULTI-USE FACILITY SUMMER PROGRAMMING & OPERATIONS

The Town of Mammoth Lakes Recreation Department submitted this application to the 2012 Measure R Spring award to enhance and improve existing efforts by the Town and the Mammoth Unified School District/Mono County Office of Education to operate and program the Multi-Use 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 and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages."¹

Summer Programming

Programming scheduled at the Multi-Use Facility this summer includes roller skating, youth/adult roller hockey, arena soccer, and party/special event use. In addition to skate rental, the facility will offer a limited food and beverage service. Finally, the business will generate revenue streams from hosting children's birthday parties and other special events within the facility.



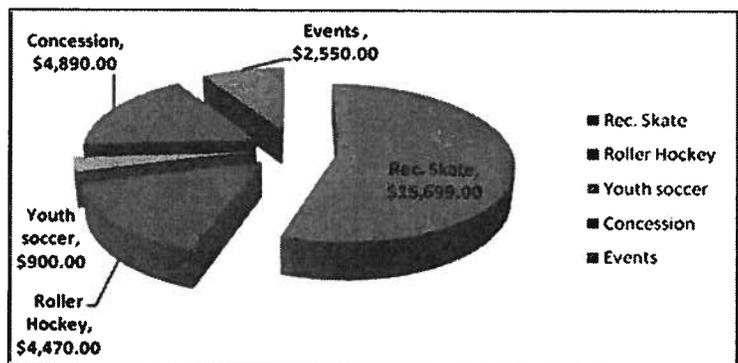
Scheduled activities this summer were based on the 114 survey responses collected between January 31 and March 5, 2012 from the recent *Multi-Use Facility Needs Survey* conducted in partnership with MUSD/MCOE.

Roller Hockey (53%) was the most requested followed by Theatre/Concerts (49%). Other activities may be added based on demand and availability of rink time.

The summer operation of the Multi-Use Facility will create measureable community benefit for residents and visitors by delivering **Value** (affordable fees), **Variety** (broad and customer-centric products), **Sense of community** (central hub for community interaction and engagement), **Quality of life**, and encourages **physical activity**.

Economic Analysis

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.



Summary

The operation of the Mammoth Lakes Multi-Use Facility this summer will 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!

¹ Goal P.4: Parks, Open Space and Recreation – 2007 Town of Mammoth Lakes General Plan.

SECTION 3 – PROJECT BENEFITS

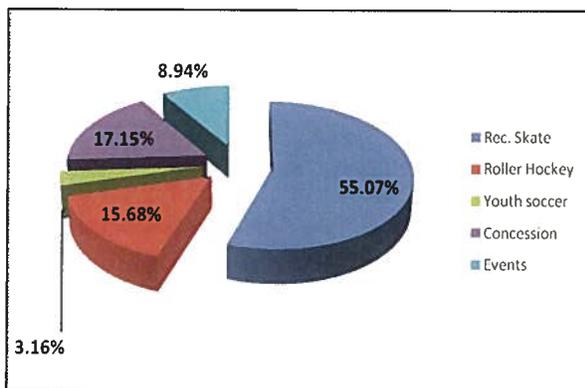
1. Describe how the project/program provides a measurable community benefit (increased revenue, improved quality of life, etc.).

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. Describe the targeted users of your product/service. 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 visitors¹ 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.

¹ 2009 Mono County Tourism Commission Economic Impacts and Profile of Mono County Residents

Customer Profile

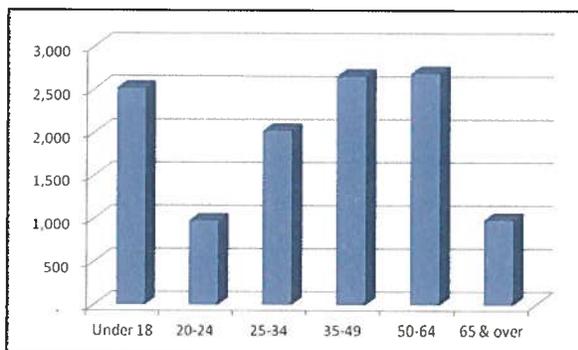
The Roller Skating Association² estimates that over 33 million people skate at skating centers each month. They have compiled the following statistics:

- 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

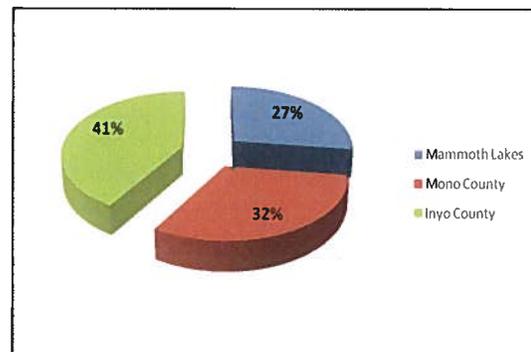
Primary Market

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 residents³ 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.

² <http://www.rollerskating.org/>

³ Source: 2010 Census Data

- For Mono County information in *planning* this trip: 45% mainly used their past experience, 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 it available for limited or year-round use?

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. Describe the economic benefits of your project/service?

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

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

Staff considers the Multi-Use 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 4 – PROJECT FEASIBILITY

1. Competitive Supply Analysis

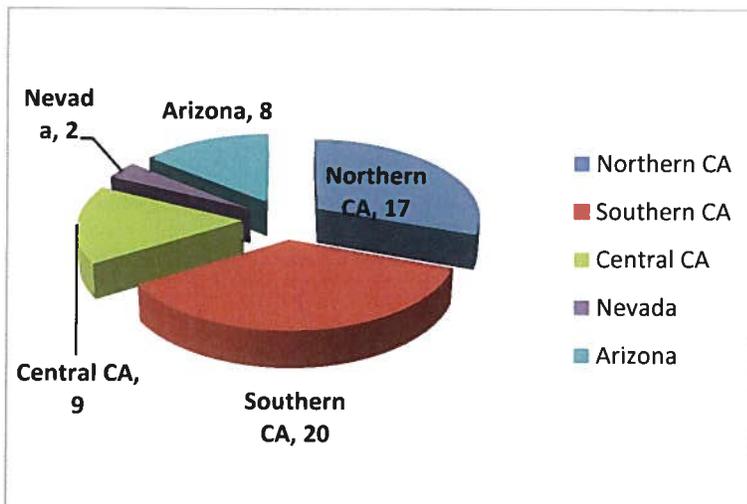
- A. Provide a review of both direct and indirect competition and the strengths and weaknesses of the competition (SWOT) – identification of where the proposed project fits within the marketplace.

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 income 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 Competitors¹ 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



¹ <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
<p>Fully-operational facility</p> <p>Popularity of ice / roller skating & hockey</p> <p>17,000 sq. ft concrete slab</p> <p>Lights, parking, restrooms & concession area</p> <p>Outdoor seating under shade (umbrella's)</p> <p>Affordable - value for money</p> <p>Accessible (shuttle routes)</p> <p>Variety of recreational activities</p> <p>Birthday/private party venue</p> <p>Special event venue</p>	<p>Non-wood skating surface</p> <p>Local awareness of summer program</p> <p>No roof</p> <p>No shade structure</p> <p>New and un-tested special event venue</p> <p>New summer business introduced in challenging economic times</p> <p>Limited number of rental skates (100)</p>
OPPORTUNITIES	THREATS
<p>Short-term multi-use recreation & events facility</p> <p>Increased usage from shade structure</p> <p>Growth and size of roller/ice hockey</p> <p>High summer visitation to Mammoth Lakes</p> <p>New summer family activity(s)</p>	<p>Weather: heat/rain</p> <p>Slippery skating surface</p> <p>Safety (no helmets/pads)</p> <p>Sustainable funding</p>

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
- 87% of all skating center are family-owned

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 visitors who originate from predominantly California (71%), are on average 48 years old, married (69%), with and average household income of \$92,600.

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 residents² 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. 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

² Source: 2010 Census Data

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**
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!