



2013 MEASURE U SPRING APPLICATION FORM

APPLICANT INFORMATION

Name of Organization: Mammoth Lakes Events Coalition

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

A coalition of organizations that produce special events in Mammoth Lakes. The organizations have various structures; amongst them are several non-profit organizations.

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PROJECT SUMMARY

1. Name of Project/Program/Event: Mammoth Lakes Events Coalition
2. Project Category (Recreation/Arts/Mobility): Arts & Culture
3. Start / End Date: June 15 – August 10 (14 events)
4. Measure U Funds Requested: \$223,550 (14 events)

SECTION A – PRELIMINARY QUALIFICATIONS

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

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

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

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

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

- **Economic Stimulus** The MLEC is producing events throughout the summer months that attract new visitors to Mammoth. The cumulative impact of these events amounted to just under \$3 million by 61,000 attendees in estimated Town Revenue in 2012.

- **High Impact** The MLEC creates high public visibility and awareness of the TOML as a summer resort destination. Its special events are advertised not only through Mammoth Lakes Tourism, but also through individual event producers' nationwide marketing efforts that amount to an expenditure of \$158,765 for coalition members.

- **Ready to Go** The MLEC adopted an updated business plan which includes a comprehensive calendar of special events from June –September. These events for 2013 are ready to go. Additionally, the MLEC is including 3 new events through the "New Event Development". Each individual event producing organization has filed a complete application with the MLEC.

- **Leverage** By collaborating in the MLEC, individual event producers are building on existing partnerships and creating new ones to clearly define the needs of the special events community and implementing their development to continue the immense summer time growth that Mammoth has experienced over the past few years.

3. Describe the project's/program or event **Conceptual Plan** or attach the **Business Plan**, including a detailed budget showing all anticipated revenue and expenditures associated with the event. (This should be an attachment to the application titled: "Project Concept Plan/Business Plan").

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

The estimated 61,000 participants of these events have a high impact on the town's summer economy as it reflects incremental visitor revenue and resident spending. The events pooled in the MLEC attract visitors that travel to Mammoth Lakes specifically in order to participate in these special events.

The combined budget for the MLEC special events for 2013 is \$1,247,356.00

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

4. **Provide a one (1) page Executive Summary of your project/program or event.** (This should be an attachment to the application titled: "Project Executive Summary").

Please MLEC Executive Summary attached

5. Is this project/program or event funding request for:

___ Multiple years of funding, or

X Single year of funding

6. Identify all principles involved in this project/program or event and their responsibilities.
a. Applicant

A coalition of organizations that produce special events in Mammoth Lakes. The organizations have various structures; amongst them are several non-profit organizations. Please see individual event applications .

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

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

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

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

The MLEC chose not to include a contingencies column in its funding request, as in its current form it cannot appropriately administer such a fund. The MLEC will address this issue in future meetings and further refine its vision. In 2013 members will take individual responsibility for event contingencies.

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

- b. Affiliated parties/agencies

Bluegrass Festival

Bluesapalooza

Jazz Jubilee - Mammoth Lakes Jazz Jubilee

Hop & Sage

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

Mammoth Food and Wine Experience – Mammoth Lakes Foundation

Mammoth Lakes Music Festival - Chamber Music Unbound

Mammoth Rocks and Mud Run – Mammoth Lakes Chamber of Commerce

Mammoth to Bishop Ride
Mammoth Margarita Festival
Old Mammoth Road Event Series
Sierra Summer Festival
Village Fest
Village at Mammoth
Winterburn

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

c. Consultant or other support

TOML staff, Stuart Brown, MLT and the U Committee

SECTION B – PROJECT DESCRIPTION

1. Project Location

A. What is the location(s) of your project/program or event?

The special events of the MLEC take place in multiple locations, all across town. Event sites include: the Village at Mammoth, Cerro Coso Community College, St. Joseph’s Church, Snowcreek , Edison Theater, Mammoth Lakes Arts Center, Little Eagle Lodge, Sam’s Wood Site, Mammoth RV Park, Mammoth Creek Park, multiple outdoor venues around town, plus several dining and imbibing establishments.

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

If Yes, please provide documentation of approval.

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

Yes, for all established events.

Two new events are still working on this: Mammoth to Bishop Ride and Mammoth Bluegrass Festival

3. Based upon your project type, who is/will be (organization & person) responsible for maintenance and operation upon completion of the project/program? Please provide documentation of identified party’s responsible for categories below. (NOT APPLICABLE FOR PROGRAMMING – CAPITAL REQUESTS ONLY)

A. Please see individual applications for specific information regarding each event.

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

B. Maintenance: During event: event producer

C. Operation: During event: event producer

D. Liability & Insurance: During event: event producer

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

If Yes, please describe what is required, when it’s required, the timeline/schedule and cost.
(NOT APPLICABLE FOR PROGRAMMING – CAPITAL REQUESTS ONLY)

Yes, please refer to individual Project Concept Plans.

5. Will any Implementation/Construction funds be required for your project/program?
If Yes, please provide the scope of work, timeline and budget.
(NOT APPLICABLE FOR PROGRAMMING – CAPITAL REQUESTS ONLY)

No

6. Will this project or event involve the purchase of equipment?
If yes, who will own it? Who will be allowed to use it? Who will maintain it? How will it be stored?
What is the estimated replacement timeline and cost?

No

7. Will any Maintenance funds be required for your project/program?
If Yes, please describe what is required, when it's required, the timeline/schedule and cost.
(NOT APPLICABLE FOR PROGRAMMING – CAPITAL REQUESTS ONLY)

Yes. Please see individual Project Concept Plans.

8. Will any Operational funds be required for your project/program or event?
If Yes, please describe what is required, when it's required, the timeline/schedule and cost.

Yes. Please see individual Project Concept Plans.

9. Will any Replacement funds be required for your project/program?
If Yes, please describe what is required, when it's required, the timeline/schedule and cost.
(NOT APPLICABLE FOR PROGRAMMING – CAPITAL REQUESTS ONLY)

No

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

Yes. Please see individual applications.
Some events contract by the hour, some by service.

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

Yes. MLEC's volunteers are one of its biggest assets. They step up to a myriad of tasks and contribute generously their time and expertise year-round to make sure the special events can be produced at all.

The number of volunteer hours pooled for the MLEC is 17,069, valued at \$415,146.
Several of the organizations that make up the MLEC are non-profit arts organizations with a volunteer board of directors.

A sample of volunteer tasks:

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

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

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

For information on individual MLEC organizations, please see attached Project Concept Plans
In 2012, the Town council awarded a total of \$84,600 to qualified events yielding \$4,407,000 in visitor spending.

Certain Individual organizations also received trolley support.

13. Was public or private funding in place for this project/program or event before June 8, 2010?
If Yes, please describe how you are enhancing or improving the project/program or event.

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

While events raise the majority of their event funding through ticket sales, beverage sales, fundraising, private donations and grants, certain events have received past funding from the town of Mammoth Lakes general fund and the county.

14. Identify your matching or leveraged resources, funds, volunteers, etc. Identify if Measure U is the only funding source for your project/program or event.

No, as referenced above, Measure U is not the only funding source. The MLEC is requesting a total of \$223,550 in Measure U funding. The sum of MLEC's 2013 event budgets total \$1,376,356. Some MLEC members are not requesting Measure U funding in this funding cycle. (See Attachment B for the list of MLEC members not requesting funding).

The main portion of needed funds, 79%, is obtained by individual organizations through other funding sources.

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

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

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

Each event, because of its unique character/setting, impacts the existing use in its location differently. For the established events it is safe to say that they have an overall positive impact on their location, which ensures their repeatability, since most depend on owner permission.

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

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

SECTION C – PROJECT BENEFITS

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

The majority of events presented by the MLEC have a proven track record of generating revenue through increased visitation to Mammoth during the summer months. The estimated revenue in 2012 was \$2,873,947.

The return on investment made into special events has had an enormous impact on the town's summer economy. The above mentioned MLEC revenue calculated in 2012 represents a Return on Investment of 34 to 1. The new events and enhanced programming have the potential of adding significantly to this summer economy.

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

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

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

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

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

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

reliability of certain events in the calendar adds to the town's historic profile.

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

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

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

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

The MLEC targets both markets, residents and visitors.

Traditionally, the largest base for special event attendance is the population of Southern California. The long established links with a population of 16.5 million people yielded the majority of the estimated 61,000 visitors who attended Arts and Culture events in Mammoth Lakes in summer 2012 (town estimate). This number is based on the surveys that individual organizations conducted in 2012.

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

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

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

Marketing research in the context of individual marketing grants to MLEC members has shown that the demographics of attendees vary significantly from event to event. Because the MLEC's offerings span such a wide range of events, and individual members focus their marketing efforts on focus groups with specific cultural interests, they address demographics of a great variety of ages, socio-economic backgrounds and ethnicity.

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

In total, MLEC events are projected to attract 82,400 attendees this summer. (Please refer to Attachment B for specific number of attendees per event).

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

The MLEC's events are annually recurring events.

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

The MLEC was formed specifically to generate more awareness of the great impact of events on community life and tourism. It is a highly diverse group, presenting highly diverse events, and therefore it is able to serve a great variety of demographics and interests. Over the course of the past two and a

half (since August 2010), the members of the coalition have diligently worked together to establish common goals (and identify needs) that will positively impact the effect of existing events on the local economy.

Current projects include:

- Working closely with MLT on collaborative special event marketing campaigns and add buys.
- Research coupled with in depth ongoing discussion on the benefits of the MLEC forming a non-profit organization.
- Hiring an Executive Director or staff position to assist with the growing demand for special event guidance and consulting.
- Define funding strategies for “for-profit & non-profit” organizations.
- The MLEC is working continuously to establish fair guidelines for existing and new events to streamline the future process for public funding requests, review and improve its marketing practices, exchange organizational expertise and discuss and pursue matters of common interest.

Benefits of MLEC to the event applicant and to the Town of Mammoth Lakes include:

- The MLEC will, with its joint application, strengthen the individual organizations that produce special events and will collaborate in helping new events spring to life. It will build on and deepen already established collaborations to allow for an even more economical use of existing and future resources.
- Meet with applicants to pre-screen and review new and repeat event applications seeking Measure U funds to help ensure the application meets and exceeds the necessary project filter and checklist.
- Consulting with new and returning applicants during the Measure U process.
- Meet with applicants to pre-screen and review new and repeat event applications seeking Measure U funds to help ensure the application meets and exceeds the necessary project filter and checklist and adheres to the funding request guidelines.
- Continued collaboration and sharing of resources and event infrastructure. Advise to help ensure applicants submit a completed application to town staff.
- Direct applicants on recommended funding request amounts. The MLEC created funding request guidelines (maximums) and agreed to self regulate. This helps to ensure all events would have a fair access to available funding. Requests that are above the suggested guidelines must demonstrate a significant program enhancement to justify the granting of the request.

For its current funding request, the MLEC exercised self-restraint by introducing and self regulating guidelines limiting its request to a modest % of its total budget. In this particular funding cycle, the large debit from the airline subsidy left the Measure U fund significantly depleted resulting in a higher than normal ratio of funding requests to available funds. To demonstrate, in the 2012 spring/summer funding cycle the MLEC’s total request was less than 12% of the total available Measure U funds.

Future project areas:

- Continued refinement of the MLEC guidelines and enforcement
- Initiate a sub-committee to thoroughly research and eventually structure options and incentives to those events who reimburse U from profits realized from their events.
- The MLEC needs to create a plan on how to process “contingencies” in its funding request, because the organizational infrastructure of the coalition does not allow for appropriate handling of such funds yet. An administrator will help move this forward.

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

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

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

Mammoth Lakes Events Coalition Business Plan and regular meeting minutes available upon request.

SECTION D – PROJECT FEASIBILITY

Feasibility studies will be required for ‘top tier’ projects or large special events in order to clearly identify the level of funding required for the life of a project/program or event. 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.

- **Strengths** The MLEC united in its effort to **work together** on creating and enhancing year-round, world-class events that benefit our community and drive visitors to Mammoth Lakes.

The MLEC has demonstrated that its events **benefit the community’s social and economic capital** without negatively impacting the natural capital – the Triple bottom line. The MLEC, through producing high-quality events, is **aligned with TOML adopted plans**. The financial support of events is of very low risk to the TOML with a **high Return on Investment**. The **MLEC effectively leverages support** through outside funding and significant volunteer commitment.

- **Weaknesses** While much work has been done since its inception in 2010, the MLEC is still young and needs to further develop mid- to long- term goals. The MLEC could not include “contingencies” in its

funding request, because the organizational infrastructure of the coalition does not allow for appropriate handling of such funds yet.

The lack of suitable, permanent event spaces, both indoor and outdoor, limits the opportunities of event producers to grow larger and more profitable events that would eventually become self-sustainable.

- **Opportunities** By supporting the MLEC, the TOML has an opportunity to invest in a very **talented, committed, passionate group of event professionals**. The 2013 request of \$208,550 is projected to yield \$3.7 million in Estimated Town Revenue.

By supporting the MLEC, the TOML has an opportunity to foster an entity that will provide valuable **guidance on future development plans**, including construction of event venues.

- **Threats** The lack of financial support from Measure U and/or reduction from other private/public entities could force events to reduce, rather than enhance, their programming. Some organizations could even cease to operate.

With any outdoor event, bad weather can adversely affect attendance and sales in a given year.

2. Identification of Market Opportunity

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

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

While the current economic "recovery" poses a challenge to the continued growth of this sector on the state level, there is a huge opportunity on the local level, that the MLEC has identified in collaboration with TOML staff and MLT: In enhancing the summer events calendar of a wide variety of special events, the MLEC furthers Mammoth's attractiveness as a destination resort town for a wide range of demographics from SoCal and beyond. It furthers the competitiveness of Mammoth Lakes with other comparable mountain resort towns vying for summer visitors in the same markets and stabilizes the summer economy, as the increased visitor and attendance numbers from 2012 have shown. Visitation and spending have grown each of the last 3 summers and so have the number of special events.

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

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

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

The targeted users are overnight visitors that are attracted to Mammoth Lakes specifically to attend special events. Their number was estimated to be 61,000 by the TOML in 2012.

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

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

4. Projected Multi-Year Demand Analysis

A. Provide the projected demand with assumptions.

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

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

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

4. Projected Multi-Year Revenue Projections

A. Projected revenue with pricing assumptions.

The projected Multi-Year Revenue growth is based on the revenue growth that the TOML has observed over the past few years with regards to its summer economy. Individual event producers projected their anticipated growth, taking into account the rising costs of producing quality events over the course of the next five years. In total, the MLEC events project an annual 5-7% annual increase in revenue growth. Please see individual applications for specific projected five-year growth of coalition events.

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

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

1. Land acquisition costs: NA
2. Equipment acquisition: NA
3. Site preparation/demolition and site prep costs: NA (with the possible exception of the tent structure proposal for MLF)
4. Entitlement costs: NA
5. Architect and planning costs: NA
6. Construction costs: NA
7. Operational costs:

The MLEC incurs no costs as an entity, however, as applies to individual events, please refer to complete package of applications on file with TOML.

8. Maintenance costs:

The MLEC incurs no costs as an entity, however, as applies to individual events, please refer to complete package of applications on file with TOML.

9. Programming costs:

The MLEC incurs no costs as an entity, however, as applies to individual events, please refer to complete package of applications on file with TOML.

10. Other: Marketing The MLEC's individual organizations spend a total of \$178,765 on marketing.

Feasibility Analysis

1. Project and Financial Assumptions

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

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

2. Multi-Scenario Pro Formas

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

Scenario 1)

The MLEC's calendar of events provides the TOML with substantial entertainment attractions that span the entire length of the summer. Individual producers will leverage Measure U funding to varying degrees. Some will start-up a new event, some will keep an established event going at its 2012 level.

However, most events will enhance their programming with Measure U funds and continue their growth of past years, leveraging funding with a ROI ratio of close to 12 to increase the TOML's revenue in 2013. Included in the MLEC's business plan are guidelines for individual organizations and their budget planning, intended to maximize the ROI for the TOML and at the same time taking into account the individual needs expressed by member organizations. Some individual organizations/producers have 5-year plans in place.

Scenario 2)

If the MLEC is not successful in its application for measure U funds, the events calendar will be much less extensive. The majority of organizations will follow-through with producing their 2013 events, if with considerably lower overall impact on the town's economy, and dampened enthusiasm on behalf of the producers and their volunteers. The continuity of some events into 2014 and beyond is at risk.

3. Risk Analysis

A. Identify project/program risks.

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

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

4. Project Schedule

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

Please see MLEC calendar of events for 2012.

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

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

5. Quality of Life Analysis

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

There is nothing like a special event to bring visitors and residents together. Many residents (who work during the summers and can't leave town) have attested to the fact that participating in a special event is for them like going on a mini vacation – without the stress of packing and travel. Visitors in turn like to feel welcome, as part of the community and this is what they experience at the special events of the MLEC. (There are myriads of anecdotes that would illustrate this point – but the fact that many of them become supporters of individual events and the organizations behind them speaks for itself.) The MLEC offers such a wide variety of special events that highly diverse demographics are addressed. There is truly something to be found for everybody on the MLEC's calendar of special events from July through September.

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

July 28, 2011

1. Introduction/Executive Summary

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

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

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

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

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

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

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

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

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

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

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

Mammoth Motocross will be 43 years old in 2011, making it the longest running motocross in the western United States.

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

The Fireman's Canoe Races & Picnic will be 41 years old IN 2011. The same organization- Mammoth Lakes Volunteer Firemen- has been in charge of these annual events, and they use them as annual fund raisers.

Sierra Summer Festival will be 34 years old this summer.

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

Gold Rush Days on the 4th of July weekend- included many mining type of activities, poker run, mule "flap-jack" events, etc. which no longer formally exists although many of the events, including the Town parade, are still held.

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

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

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

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

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

[Jesse's Outdoor Adventure Event]

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

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

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

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

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

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

Biathlon....

1.4. TOML's Opportunity Relative to Events

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

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

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

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

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

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

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

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

2. Proposed Events Coalition Organization

2.1. Purpose & Mission: To coordinate between events and facilitate TOML support & participation, the Events Coalition is a group of performing art event sponsors and organizers, based in the Town of Mammoth Lakes. The purpose of a coalition of event organizers is to present a united set of goals - to local elected officials, town staff and the public at large - to grow and enhance our individual events on a year-round basis. These goals include:

- To pool resources, such as chairs, tables, tents, stages, fire extinguishers, trash cans, traffic barricades, etc., that we all use for events.

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

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

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

The Events Coalition will work within the framework of the RECSTRATS planning process primarily to help facilitate future event venue(s).

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

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

- Mammoth Brewing Company (Bluesapalooza, Blue Sky)
- Harvest Moon Presents (Bluesapalooza, Blue Sky)
- Mammoth Mountain Ski Area Events Department (Motocross, Mammoth Festival, etc.)
- Jazz Jubilee [id actual organization]
- Mammoth Lakes Chamber of Commerce – Mammoth Community Foundation (Mammoth Rocks-A Taste of the Sierra)
- The Neighborhood Company (Events at the Village)
- Cathleen Calderon and Mike Hoover [id actual organization] (Village Fest)
- Chamber Unbound (Mammoth Lakes Music Festival)
- Mammoth Lakes Repertory Theater (Black Box Festival)
- Mono council for the Arts (Labor Day Arts Festival)
- Mammoth Film Festival
- [OTHERS?]

3. Business Case: Hard Data & Research Needed
 - 3.1. Business Sectors Benefitting
 - 3.2. Compatible surveys across our events
 - 3.3. Comparable surveys, policies and results from peer communities
 - 3.4. Town Statistics: demographics, beds, year round pop, transient pop, historical quarterly tot & sales tax revenues
 - 3.5. Matrix of Y: event list, x: attendance, occupancy, proportion from out-of-town [Leisure Trends Surveys, MMSA]
 - 3.6. Strengths, Weaknesses, Opportunities & Challenges Analysis [Group workshop]

4. Private, Non-Profit & Public Events Review/Analysis
 - 4.1. Intent & Purpose [Kathleen]
 - 4.2. Challenges & Opportunities
 - 4.3. Financial Considerations/Who Funds & Why [Group workshop]
 - 4.4. Return on Investment Conversation
 - 4.4.1. Who should invest and for what purpose

5. Common Financial & Infrastructure Requirements
 - 5.1 Marketing
 - 5.1.1. Mammoth Lakes Tourism's Role
 - 5.1.2. Event Specific Marketing
 - 5.1.3. Sponsorships [John for group – needs asset list. Individual events opportunities via John.]
 - 5.2. Operations
 - 5.2.1. Transportation & Mobility
 - 5.2.2. Police & Fire
 - 5.2.3. Permitting
 - 5.2.3.1. Town
 - 5.2.3.2. ABC
 - 5.2.3.3. Caltrans
 - 5.2.3.4. MLFD
 - 5.3. Events Venues

[TBD]
 - 5.4. Other Resources
 - 5.4.1. Volunteers
 - 5.4.2. Shared stuff

6. Public Funding Policy Recommendations [Develop in workshop]

Funds set aside: Measure U

Open process

Measure R model?
Town Staff Support

7. Conclusions

ATTACHMENTS

1. Mammoth Lakes Recreation: Recstrats Final Draft [15November2010]
2. Limited Economic Trends Report [February 2011]
3. Examples of other Resort Town Policies
4. Events History Detail

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APPENDIX 3: DETAILED EVENTS HISTORY

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

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

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

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

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

Winter Carnival-created and produced in the beginning by the Chamber of Commerce. This version had trouble with the winter of '69-lots of postponed events [we have a belt buckle from '78, so don't know when it ended or where it went when the C of C dropped it, maybe the Mt. carried it on for awhile.]

Gold Rush Days-4th of July weekend-included many mining type of activities, poker run, mule "flap-jack" events, etc. It was started and coordinated by the Chamber of Commerce. Lost leadership, volunteers, interest.

In the 80's the gang at Sierra Meadows Ranch created "**Old West Days**"-riding, roping, food, drink, etc. Ownership of the ranch changed.

Winter fest-started by locals, mainly snow mobilers. Had dog sled, snow mobile, & x-country skiing events. Received town \$. This event is part of the reason the Nordic Ski Association was formed. The event had insurance problems, and lack of volunteers which helped creates its downfall.

Mountain Bike Races & Stage Races in one combined event-first in the country and was started by Bill Cockcroft, Sam Walker, and Wally Hofmann. It was called the Whiskey Creek Stage Race & the Mountain Kamikaze combination. The stage races involved events from Bishop to Mammoth, and all around Mammoth. Some business owners did not like road closures in front of their property. This event did receive some town money. As the mountain bike industry overtook the road biking industry, the focus changed-became more focused on mountain biking and trails were created on Mammoth Mountain. Mountain Bike World Championships/expo were held on Mammoth Mountain-July, August, September-the date changed as a USA circuit was now established. A bidding process was creating, so different ski areas were now in the loop. Dennis Agee was the event "czar". Sam Moody took over the stage racing portion, but it disappeared shortly thereafter. Once again, the economy had a tremendous affect on these events as well as insurance & volunteers problems.
****Julie/Kathleen may have some comments here.****

Mammoth Open Tennis Tournament-started in the 70's. This event got a big boost when the Snowcreek Athletic Club was built in 1981, and it added 9 new Tennis courts for the 1982 tournament to the inventory already around town. Ann Yorkey was the main organizing driving force. This August event used every condo complex, the Community Center & Athletic Club courts in town. Some condo organizations complained because their renters couldn't use their "advertised" courts, and the main organizer left town. 1997, Tom Dempsey fired Rick Davis, Blake & Chuck and hired a new Tennis Pro who did not last very long, the next guy in did not know how to set up a tournament. The event went from a high of 700 entries to a low of 40. They also held a "seniors" tournament the same weekend of the Jazz Jubilee, so those who lost in their brackets could go listen to music if they didn't want to watch fellow tennis players compete. There was no event in 2009, but they are trying to revive it with a USTA Sanctioned tournament this summer. This will be for members of the USTA only (most Mammoth players are not members), so most players will come from Orange County or other areas of Southern California. It can never be the same size as the "hey-day" as Linda Dempsey land traded away 4 of the 9 courts. Today, the local tennis groups do hold some smaller tennis events on the Community Courts throughout the summer.

Grumpy's hosted the **Eastern Sierra Chili Cook-off** over the July 4th weekend and several sand-beach volleyball tournaments throughout the summer. The current Grumpy's location is not conducive to beach volleyball as the sand courts are 2 blocks away next to the old Del Taco building-Century 21 building. Grumpy's moved to its current location in the late 90's, that really ended both events

In-Line Skating Competition was called the “**Highest In-Line Skating Competition in California**”. 5K, 10K, sprints, and slalom events were created. Footloose’s owner, Tony Colasardo, was one of the spearheads of this competition held in the 90’s. Lack of interest in that type of skating helped eliminate it from the summer calendar.

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

Lion’s 10K run-called itself the “**Highest 10K in California**”-it was held a variety of times during the summer, normally around the July 4th weekend. Declining signups, & lack of Club interest-too much work for the amount of \$ it generated-ended the event. Fortunately, there are other 5K & 10K events put on by other organizations all summer long.

Art Ala Carte was started by Diana Walker Smith of the Mono County Arts Council -held in Mammoth Creek Park in August. It consisted of food booths, a small stage for music, and lots of local artists selling their wares. The last event in the park was in the mid 2000’s with 65 booths-30 arts/crafts & 35 wine & food booths. Tony Barrett was the coordinator for the Mono County Arts Council at that time. Thinking that the area was not a large enough space or had enough parking, he turned over the event, with all of its tents/easy-ups, to Mammoth Mountain. Thus the **Mammoth Music Festival** was born.

West Fest-This was a western music & art festival with an Indian Village and lots of entertainment by well-known country western singers. It was spearheaded in the mid 1990’s by Michael Martin Murphy and his Mammoth Mountain contact, Jim Vanko. It was staged under and around a tent by Mammoth Mountain Inn. Heavy winds ended up destroying one end flap of the tent, and it had to be replaced. Poor attendance (whether it was a bad location, too expensive, or many other reasons) created a money loser for Mammoth Mountain, so it lasted only 2 years.

Oktoberfest- Started as a fund raiser for the Music Society of the Eastern Sierra. Walter & Edith Buchanan were 2 of the many original organizers. The first several years, it was held down at Convict lake restaurant on the grassy area in front of the store. Fearing that too much beer might become a driving hazard, not enough help from the Music Society; and insurance concerns, it was moved into town and taken over by the Austria Hof owners & staff. The Mueller’s ran it for several years, before it became part of the Village events series. This event has taken on many forms, and unlike all of the above 10 other events is being put on today.

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

have been very loyal, and work hard to make the event happen. As the audience gets older, fewer patrons come to the event. Have to find a way to bring in more attendees, bring in more money, and how to spend less money-cut expenses.

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

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MLEC BUDGET SUMMARY

TO BE PRESENTED

AT FUNDING

PRESENTATION

EXECUTIVE SUMMARY

MAMMOTH LAKES EVENTS COALITION

The Mammoth Lakes Events Coalition (MLEC) is comprised of a group of diverse but like minded professionals who have a true passion for special events and who recognize the importance and value special events bring to the town of Mammoth Lakes. The purpose of a coalition of event organizers is to present a united set of goals - to local elected officials, town staff and the public at large – to grow and enhance our individual events on a year-round basis.

The MLEC is committed to “a future where Mammoth Lakes is a premier, thriving, sustainable community”. The investment into the MLEC and the events they produce helps to achieve this mission.

The economic benefits and value of special events cannot be ignored, or even undervalued. Last summer over 82,400 people attended special events resulting in \$3,767,314 in revenue for the Town of Mammoth Lakes.

The 2013 MLEC joint application is requesting \$204,410 for 14 different special events. This only represents 15% of the total combined MELC event budget. Of the total Measure U funding request, \$65,400 (32%) will be applied to specific event marketing while the remaining funds will augment enhancements in programming, entertainment and operations.

Included in 4 separate applications is a combined request for \$22,000 to help fund a new summer event venue at the Mammoth Lakes Foundation. The summer event venue (structure) will operate from July 1-August 15, 2013 and can be adapted to a variety of uses. The venue would accommodate 500+ for dinner seating and over 800 for theatre seating and provide a weather-protected space. These are all attractive attributes to users/attendees, event organizers and potential sponsors.

3 new events will be introduced this summer including; Winterfest, Old Mammoth Event Series and the Mammoth 2 Bishop Fun Ride and festival.

The following events event enhancements in this year’s programming include but are not limited to:

- Villagefest 2013 will be celebrating their 10th anniversary and to commemorate the anniversary will be adding an additional day of celebration on Sunday, 2013.
- Mammoth Rocks is expanding their venue, bringing in “well known” mainstream artist and will introduce a competitive component to the “Taste of the Sierra” component of the event.
- This year the Mammoth Lakes Jazz Jubilee has created an all-star band of former band leaders & players from bands that who are returning after a hiatus and will be playing together.

- The Mammoth Lakes Music Festival is expanding its existing facility use and marketing world-class events to specific target groups. It is collaborating with three other MLEC organizations on a joint early mailer and sharing a venue. It needs to maintain and upgrade high-level musical equipment.
- Fiesta Caliente is looking to expand with the inclusion of a Latin music festival and will be bringing in a major headliner to perform at the event.
- The Bluegrass Festival is also expanding their venue and entertainment programming to include an artist with a large draw.