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Town of Mammoth Lakes
RECREATION DEPARTMENT

Mammoth Lakes Foundation

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To: Stuart Brown, Recreation Director
Town of Mammoth Lakes
From: Evan Russell
Date: December 2, 2013
RE: Measure U application for Sprung Structure

Attached is the Mammoth Lakes Foundation application for a Planning Grant for a Sprung Structure Pavilion. Also included is a proposal for governance and operation of the proposed facility. Our application and proposal is integral to a leveraged deal and is somewhat complicated because it involves the approval of the Mammoth Lakes Foundation board and a commitment of approximately four acres of foundation land. It also involves a proposal to the College Board and participation of college Measure C funding. In addition, it will take a commitment by the Mammoth Lakes Town council to participate with the college and foundation.

I am uncertain as to how to present the Planning Grant request as there are so many moving parts. On one hand, the Planning Grant is an essential part of moving the proposal on to the college and foundation boards. Can the Planning Grant request, which is for schematic design and capacity allocation, be proposed as part of a larger capital project that will be presented in greater detail in the future? It will be difficult to project costs and outcomes until we have a handle on the scope of the project. We feel pretty good about the final estimate but really need to have a professional take the next steps.

With a capital project of this nature, it's very hard to fit into an annual timeline. Measure C bond funds are potentially available but can only fund certain capital expenditures. Generally that excludes furniture and equipment. That said there may be a way for the college to partner with the town and show the value of the foundation land in the project. We are also investigating whether this is considered a school facilities project and would have to go to DSA. DSA approval adds six to nine months to the process and more expense.

Please let us know if this project can be discussed on its own merits.

Thank you



2013 MEASURE U FALL APPLICATION FORM

APPLICANT INFORMATION

Name of Organization: **Mammoth Lakes Foundation**

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

Contact Person: **Evan Russell**

Organization's Address: **100 College Parkway, PO Box 1815**

State / Zip: **California, 93546**

Office/Cell Phone Number: **(760) 934-3781**

Email Address: **EvanR@MammothLakesFoundation.org**

Internet Address: **www.MammothLakesFoundation.org**

PROJECT SUMMARY

1. Name of Project/Program: "Mini-MACC" Mammoth Arts & Cultural Center Sprung Structure Performing Arts & Events Center. **PLANNING GRANT**
2. Project Category (Recreation/Arts/Mobility): Arts & Culture
3. Start / End Date: 1-1-2014 to 7-1-2015, goal would be to open July 2015

4. **Measure U Funds Requested: \$25,000 (not to exceed this amount)** for architectural design and planning which would include schematic design, structural, mechanical, plumbing, electrical, landscape, grading, and civil engineering. This is not for construction documents. This will allow us to confirm or adjust our proposed concept plan and facility capacity. It will also give us addition information to put together a realistic project budget. Scheduling and timing needs flexibility in project development. We would appreciate the commission’s consideration to review this project on an ongoing basis and not within the normal grant cycle. To move from schematic design to construction documents is estimated at an additional \$78,200. Total project cost is estimated at \$3,500,000.

SECTION A – PRELIMINARY QUALIFICATIONS

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

The proposed expanded facility/program is consistent with multiple plans and reports of the Town of Mammoth Lakes.

The purpose and goals of the proposed organizational structure support the desires, policies, concepts and recommendations outlined for future Arts & Cultural Facilities and Programming in Mammoth. They include:

General Plan:

Goal A.2. Be a vibrant cultural center by weaving arts and local heritage and the area’s unique natural history into everyday life.

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

Policy A.3.B. Encourage development of arts, cultural, and heritage facilities and venues.

RecStrats:

Core Strategy 7. Arts and Culture: To provide infrastructure, logistics, and facilitation support for regional arts and culture.

An indoor performing arts center is shown in the Final Consolidated Element Project List and better utilization of existing facilities is identified in the RecStrats prioritization.

HVS Report:

The HVS Entertainment and Cultural Events Facilities report recommends a single site for both indoor and outdoor facilities and activities. We believe a better approach is to have multiple sites. We also believe that having multiple sites will offer more variety to a wider range of potential uses and visitors. This is identified in the HVS report section that identifies comparable resort case studies. Peer resorts have multiple sites.

Other Documents:

Arts and Culture as both a tourism driver and a community quality of life enhancement is mentioned in several of the reports contained within the Destination Resort:

Community and Economic Development Study (DRCEDS).

A Performing Arts Facility in the South Gateway was part of the community reviewed master plan for the Mammoth Campus of Cerro Coso Community College and was specifically identified as a priority in the passage of Measure C, the college bond measure.

2. **How does the project/program align with goals and priorities established by the Town? Described above in General Plan and other documents**

3. **Describe the project's/program Conceptual Plan or attach the Business Plan, including a detailed budget showing all anticipated revenue and expenditures associated with the project. (This should be an attachment to the application titled: "Project Concept Plan/Business Plan").** The 2010 MACC feasibility study/business plan will be updated with approval and completion of schematic design. This plan would be updated if the capital project moves forward. The 2010 report contains the same information that would support the proposed pavilion. The college education component will change pending future discussions.

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

Overview and Executive Summary

The original South Gateway/College Concept Plan and EIR prepared by Cerro Coso Community College identified facilities for a Cultural Center/Performing Arts venue. This facility has been put on hold for a variety reasons which are outlined in the 2013 Grand Jury Report. We are proposing a joint use college/community facility with capital outlay funded primarily by Measure C funds, operating expenses funded by Measure U, tickets sales, ticket surcharge, grants, sponsorships, donations and venue rental. The Mammoth Lakes Foundation will contribute land and be the operator of the facility through a Special Purpose Entity as part of MLF.

4. **Is this project/program funding request for:**

Multiple years of funding, or

Single year of funding

- 5. Identify all principles involved in this project/program and their responsibilities.**
- a. Applicant-Evan Russell as project coordinator for the planning phase and later construction phase if approved. Multiple community members, arts & culture program providers, architect, designers, engineers, event planners. We would facilitate a think tank of community users to develop the design and capacity programming.
 - b. Affiliated parties/agencies-Mammoth Lakes Foundation, Town of Mammoth Lakes, and Cerro Coso Community College. We anticipate a College, Town, Foundation partnership.
 - c. Consultant or other support-TBD, Schematic Design Phase would be coordinated with Bruce Woodward-Architect, Larry Walker-Designer, and Cox Construction-who has already donated time in estimating some of the preliminary cost.

SECTION B – PROJECT DESCRIPTION

- 1. Project Location**
- A. What is the location(s) of your project/program? On Mammoth Lakes Foundation property across the street from Cerro Coso College.
- 2. Do you have owner and/or jurisdictional approval to use the location identified in the application? Yes**

If yes, please provide documentation of approval. MLF is the owner of the property. A formal request will go to the MLF board at December 8, 2013 board meeting.

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

- 3. Will this project or program involve the purchase of equipment? Yes, this would be explained in detail if the project moves forward.**

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?

- 4. Will any Operational funds be required for your project/program? YES**

If yes, please describe what is required, when it's required, the timeline/schedule and cost. If the project moves forward ongoing annual operating funding will be required. An estimated budget and business plan would be developed and discussed prior to approval of funding for construction documents.

- 5. Will there be Contractual Service hours used for any phase of your project/program?- TBD**

If yes, please identify which task or phase, how many hours and the value of those hours. The Schematic Design phase will use local contractors.

6. Will there be volunteer hours used for any phase of your project/program?-Yes

If yes, please identify which task or phase, how many hours and the value of those hours. Volunteers will be key to the project development and ongoing operations.

7. Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program?-No

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

**8. Was public or private funding in place for this project/program before June 8, 2010?-
Not sure, Measure C may be the primary funding source for capital outlay-?**

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

9. Identify your matching or leveraged resources, funds, volunteers, etc. Identify if Measure U is the only funding source for your project/program. We are working with the college to have Measure C fund a significant if not all the construction cost. Equipment and non-capital expenditures may be requested from Measure U funds.

10. Is your project/program going to have an impact (positive or negative) on existing use in the residential neighborhood or business location you have identified? Please describe-Not sure.

COMPLETE THE FOLLOWING SECTION IF YOU ARE APPLYING FOR CAPITAL FUNDS ONLY

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

A. Ownership: TBD-Town and or College

B. Maintenance: Mammoth Lakes Foundation

C. Operation: Mammoth Lakes Foundation

D. Liability & Insurance: TBD

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

If yes, please describe what is required, when it's required, the timeline/schedule and cost. The funding request is for planning and schematic design.

3. Will any Implementation/Construction funds be required for your project/program?- TBD

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

4. Will any Maintenance funds be required for your project/program?-Yes

If yes, please describe what is required, when it's required, the timeline/schedule and cost. This would be part of an ongoing annual budget request from Measure U.

5. Will any Replacement funds be required for your project/program?- Yes

If yes, please describe what is required, when it's required, the timeline/schedule and cost. A replacement reserve fund should be part of the annual budget.

SECTION C – PROJECT BENEFITS

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

The Mini-Mammoth Arts and Cultural Center Pavilion will be the first facility in the Eastern Sierra designed expressly for Arts, Culture, Education and Entertainment. The proposed 11,000 square foot facility will include a state of the art theater capable of housing theatrical and musical productions, meeting and conference space, special events and rentals.

The Pavilion will be a place where the various segments of the extended Mammoth Lakes community can experience the range of artistic endeavors available in the Eastern Sierra through appreciation, participation, and creation. The Pavilion will provide a venue for learning through seminars, conferences, and meetings and will act as an incubator for nascent artistic ventures. The Pavilion will benefit local K-12 schools and become an important gathering place for community use.

Vision for the Mini-MACC Pavilion

A center that stimulates artistic and cultural education, creativity, and expression recognizing that the arts are integral to the lives of all people.

Supporting the vision are the core principles of:

- Celebrating the Eastern Sierra heritage of arts and culture
- Experiencing contemporary Eastern Sierra arts and creativity
- Providing enrichment, inspiration, and education

2. What is your target market - residents or visitors or both? What is the estimated number of users/participants/attendees? Residents and visitors, usage and attendance to be projected in the final plan.

3. Is the project/program a one-time or recurring activity? This is a year-round facility.

Please provide any additional information you would like the Measure U Application Committee to consider when reviewing your application. To implement the vision and mission of the Mini-MACC, six major strategic directions are incorporated into the business planning.

- Provide an educational program in line with the needs of Cerro Coso Community College and the local community
- Establish a sound, sustainable organizational structure and self-perpetuating governing body
- Develop a compelling visitor experience
- Design and build a contemporary facility to support performing, and visual, and arts
- Create a state of the art sustainable building at a reasonable cost
- Ensure financial stability
- Implement an efficient operations and management program

History

Planning for the Mammoth Arts and Cultural Center dates back to decisions by members of the Mammoth Lakes Community, most notably Dave McCoy and friends, to bring higher education and cultural enrichment to the community by;

- Establishment of the MLF
- Certification of the Environmental Impact Report for the Master Plan
- Adoption of the Master Plan for the College
- Passage of Measure "C"
- Prior work on cultural center planning such as an Utilization Report
- Passage of Measure "U"

Beginning in February 2010 the Mammoth Lakes Foundation convened a Cultural Center Steering Committee to develop a Feasibility Report and Draft Business Plan. This plan will be updated if and when the Pavilion moves forward but prior to construction document funding.

The committee's work program was to update the prior needs and usage assessments, to review the physical development program, to outline the opportunities, and to propose a workable operational and financial program for the center. Membership of the committee consisted of 22 community members representing visual and performing arts, restaurant and hospitality, construction and development, business, education, and local government. In addition, support was provided by staff from the Kern Community College District and the Board of Directors of the Mammoth Lakes Foundation.

The Steering Committee met seven times over a period of four months. During that time subcommittees held additional meetings to review the areas of Governance and Finance, Program, Construction and Development, Education, Culinary Arts, and Marketing and Public Relations. The results of those subcommittee efforts were reported back to the Steering Committee and incorporated into this Plan and Report.

The analysis contained in the report was based on prior work done on behalf of the Mammoth Lakes Foundation, an evaluation of other facilities as outlined in Appendix D, a review of relevant studies and literature related to the arts and economic development, and the excellent work of the Mammoth Arts and Cultural Center Steering Committee.

SECTION D – PROJECT FEASIBILITY

Feasibility studies will be required for 'top tier' projects in order to clearly identify the level of funding required for the life of a project/program. 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. The SWOT analysis done for the 2010 MACC study would be updated in the revised business plan after schematic design is complete.

2. Identification of Market Opportunity

Identify the long-term opportunity that the project/program presents. In addition to the educational role, the Mammoth Arts and Cultural Center Pavilion will also contribute to the economic prosperity of the community.

Facilities for the arts are typically substantial drivers of economic growth. In addition to the direct and indirect impacts of the construction and operation of the facilities themselves, they add to a community's quality of life, making the community a more attractive place to live and visit. Programming around the arts can become stand-alone tourism attractors (Sundance Film Festival), but more commonly, they are contributors to the overall attractiveness of a place. While difficult to quantify, this increased satisfaction with the visitor experience will lead to a higher probability of return visits and positive word-of-mouth promotion, both critical components of a successful tourism strategy.

The impact of arts in economic development can be measured in tax revenue, job creation, increased tourism, social services, urban revitalization, and improved community image. According to the 2009 Arts and Economic Prosperity III study, which analyzed the economic impact of 156 arts organizations across the country, the nonprofit arts and culture industry generated \$166.2 billion in economic activity in 2008. This included \$63.1 billion in spending by organizations and an additional \$103.1 billion in related spending by their audiences; visitors and users of hotels, restaurants, and other services. While most Americans understand that the arts improve quality of life, this study demonstrates that the arts are an industry that stimulates the economy in cities and towns. A vibrant arts and culture industry helps local businesses thrive.

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

Given the demographics of the market area and the mission of the Mini-MACC multiple audiences exist.

Residents – Residents will provide the core support and patronage, both of the performing arts and the extended educational opportunities. While the audience for the Mini-MACC will grow as the program grows, residents will always be a vital component of the program.

Second Homeowners – As has been pointed out in numerous studies, second homeowners can be a valuable component of a resort community. They have already demonstrated a commitment to the community through the decision to own property. They commonly want to find ways to participate in and become part of their second home communities and as a group they tend to have more discretionary income. Because second homeowners make repeated visits during the year, they are easier to reach with program and scheduling information than infrequent visitors. With the majority of properties in Mammoth Lakes being owned by second homeowners, this represents an important segment of the potential market for the MACC.

Visitors – Visitors to any resort area continually seek enriching vacation experiences. Museums, local activities and events, and local arts all are valuable in creating a desirable visitor experience.

4. Projected Multi-Year Demand Analysis

A. Provide the projected demand with assumptions. TBD after the scope of the facility is identified.

5. Projected Multi-Year Revenue Projections

A. Projected revenue with pricing assumptions. TBD after the scope of the facility is identified.

6. Cost Analysis – Provide the estimated one time or annual costs for each phase of your project/program (where applicable): See attached construction budget, maintenance and operations budget projection after initial schematic design and planning.

1. Land acquisition costs:
2. Equipment acquisition:
3. Site preparation/demolition and site prep costs:
4. Entitlement costs:
5. Architect and planning costs:
6. Construction costs:
7. Operational costs:
8. Maintenance costs:
9. Programming costs:
10. Other:

Feasibility Analysis

1. Project and Financial Assumptions

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

During the summer of the 2013 “event season” in Mammoth, four Arts & Cultural organizations worked together to share resources and test the water for joint use of a multi-use facility. The facility was a 9,200 square foot structure which could accommodate 800+ persons for theatre seating and up to 500 persons for sit down dining. The structure was also used for a memorial service and chamber of commerce mixer. We learned

a lot about the potential benefits of a large community multi-use facility and the pitfalls of our environment when weather conditions change. The group has been looking at future options and a more weather resilient facility. We investigated a Sprung Structure facility in Keystone, Colorado that is also used as a performing arts facility. We believe this is a good alternative to more expensive stick built structure.

The values that have guided planning, direction, and mission for a cultural center pavilion relate to the lifestyles, economics, and natural attributes of Mammoth and the Eastern Sierra. These shared values will enhance quality of life for residents and visitors of the Eastern Sierra.

In 1994 the Kern Community College District (KCCD) prepared a master plan and Environmental Impact Report (EIR) for the Eastern Sierra College Center (ESCC). The plan was developed with and supported by the Mammoth Lakes Foundation (MLF) and the local community. The EIR was approved by the KCCD board of trustees and filed with the State Clearinghouse in November 1994. This plan has been the road map for higher education and cultural enrichment in the Mammoth area. The core of the campus plan is a cultural center and theater.

2. Multi-Scenario Pro Formas-TBD

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.

3. Risk Analysis-TBD

A. Identify project/program risks.

4. Project Schedule-TBD

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

5. Quality of Life Analysis-TBD

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

Mini-MACC Cost Estimate

Build a Sprung Structure Performing Arts/Event Center. The proposed facility would be approximately 11,000 square feet and located on MLF property. The facility would have a seating capacity of 500-700 for theatre seating and 400-500 for banquet seating.

Land	Approximately four (4) acres contributed by Mammoth Lakes Foundation		\$0
Sprung Structure	90 X 120, Approximately 11,000 square feet	\$350,000	
	Delivery from Salt Lake City, UT	\$3,500	
	Erection, labor and equipment	\$17,000	
	Room, meals and travel	\$11,000	
	Use tax based on \$350,000 @ 8%	\$28,000	
	Total	\$409,500	
	Contingency @ 10%	\$40,950	
	Total	\$450,450	\$450,450
General Contractor	Site Improvement and facility		
	General Conditions/Supervision	\$117,000	
	Special Conditions	\$11,000	
	Quality Control/Testing	\$6,000	
	Utility Connection Fees	\$15,000	
	Handicap Parking at Existing Parking Lot	\$1,500	
	Earthwork and Fill	\$125,000	
	Concrete Slab On Grade and 10' Perimeter	\$187,000	
	Bollards at Over Head Door	\$1,000	
	Stage Base	\$13,000	
	Casework/Countertops	\$32,000	
	Insulation	\$8,000	
	Doors, Frames, Hardware	\$35,000	
	Overhead Doors and Bar Shutter	\$7,500	
	Metal Stud Walls/Drywall	\$300,000	
	Ceramic Tile/Porcelain Pavers (lobby)	\$58,000	
	Stonework at Bar and Entry	\$21,000	
	Flooring and Sealing/Carpet	\$29,000	
	Painting	\$40,000	
	Toilet Compartment/Accessories	\$8,000	
	Door Signs	\$700	
	Fire Extinguishers	\$1,600	
	Stage Handicap Lift	\$10,000	
	Site Utilities	\$80,000	
	Fire Sprinklers	\$75,000	
	Plumbing	\$125,000	
	HVAC	\$138,000	
	Electrical & Fire Alarm	\$275,000	
	General Contractor Overhead/Profit/Bond	\$103,000	
	Total	\$1,823,300	\$1,823,300

Mini-MACC Cost Estimate

Mezzanine Level	Second floor seating	\$200,000
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Steel framed mezzanie for additional seating, allows for expanded seating for larger capacity functions. Can also be closed off to make the room feel more intimate.

Architectural Design and Planning	Conditions	Schematic Design	Construction Documents	
	Architect	\$10,800	\$43,200	
	Structural	\$1,800	\$8,000	
	Mechanical/Plumbing	\$3,500	\$9,500	
	Electrical	\$2,400	\$12,000	
	Landscape	\$1,500	\$2,500	
	Civil/Grading	\$2,000	\$3,000	
	Total	\$22,000	\$78,200	\$100,200
Permits & Fees	TBD			\$10,000
Equipment	Not built-In			
	Stage, Curtains, Sound, & Lighting	\$200,000		
	Tables, Chairs, Event Equipment	\$60,000		
	Prep Kitchen Equipment	\$30,000		
	Music Room and Piano Storage	\$10,000		
	Bar and Catering Equipment	\$15,000		
	Moveable Telematic Risers (2) \$75,000 each	\$150,000		
	Miscellaneous small equipment	\$10,000		
	Total	\$475,000		\$475,000
	TOTAL			\$3,058,950
Storage Building	Build a 30' X 40' (1,200 square foot) Butler style steel storage building on MLF land adjacent to Sprung Structure site.			\$150,000
	TOTAL			\$3,208,950
	Amphitheater & Outdoor Stage			\$100,000
	Total			\$3,308,950
	Contingency	5%		\$165,448
	Total Project			\$3,474,398



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PROPOSAL

- To:** Measure U Committee, Recreation Commission and Town Council
From: Mammoth Lakes Foundation
Date: December 1, 2013
Purpose: To provide a separate and guaranteed resource for Arts, Culture, Education, and Entertainment- Programming and Facilities.
Action: Dedicate an annual allocation of Measure U funds to:
- Build a permanent year-round facility and fund on-going operations
 - Support program content and programming
 - Support Community Cultural Events and Activities

Background

Measure U was in part approved by the voters for Arts & Cultural Programming and Facilities. Arts & Cultural Programming, Activities and Organizations have a very different purpose than Recreational activities. Both are very important to the health and well-being of the community. Both should have oversight by people and or organizations committed to the respective specific purpose.

As communities grow and mature they develop the need for more than sport and recreation. Healthy towns support activities that enrich the lives of residents and visitors. This ultimately supports a more desirable and well-rounded community/resort. Mammoth is at this cross road and in the early stages of a mature community.

The HVS report analysis compared resort communities that have a variety of facilities and amenities. The report provides detailed information on event infrastructure in each of the markets they feel share comparable characteristics to Mammoth. Each of these markets has multiple event facilities for a variety of uses. An indoor Performing Arts/Events Venue will support a variety of year-round activities. We currently have two organizations providing year-round cultural programming, Mammoth Lakes Repertory Theatre and Chamber Music Unbound. If Mammoth is going to be a destination resort, it needs a variety of quality amenities that enhance the experience for residents, visitors, and performers. We encourage quality programming and content.

Original Intent of Measure “U”

From Campaign Committee Information and fliers sent to voters

This information is from the original Measure U Campaign Committee that was created by the Town Council. It contains Measure U information that was provided to voters about the ballot measure.

The Argument in Favor of Measure U as it appeared on the Ballot:

Measure U will fund year-round mobility infrastructure such as enhanced trolley service, winter maintenance of pedestrian walk-ways, and enhanced bus shelters; partner in the construction and operation of the Mammoth Track project and implementation of Mammoth’s Trail System Master Plan; *and serve as a critical component supporting culture and performing arts in Mammoth Lakes.*

Measure U will fund these critical efforts without raising taxes. Because Measure U requires a two-thirds vote to pass, Measure U funds can only be used for specific purposes detailed in this initiative. *Measure U is for us, the people who live and work in the Town of Mammoth-that’s why so many local organizations, businesses, and community leaders are strongly supporting Measure U.*

Revenue from Measure U:

- Will be spent specifically on mobility, recreation, and arts and culture projects;
- Will require annual audits to ensure Measure U funds are being used appropriately;
- Will maintain year round pedestrian infrastructure, enhance local transit opportunities, build enhanced bus shelters, and fund public transit for special events;
- Will help fund the Mammoth Track project;
- Will help fund the implementation of SHARP (Sherwin’s Area Recreation Plan);
- Will help fund additional signage to enhance the Mammoth Lakes Trail system;
- Will help fund on-going operations and maintenance of cultural & performing arts facilities;
- Will only be used to benefit the Town of Mammoth Lakes.
- Will not supplant Town funding already committed to Mobility, Recreation, and Arts & Culture;
- Will not go into the General Fund;
- Will not raise taxes;

Unlike other communities throughout California, we have an opportunity to fund local Mobility, Recreation, Arts & Cultural projects without raising taxes. Please join us in Voting YES on Mammoth’s Measure U.

Background Information-The Purpose of Measure U

1. At no time was “Economic Stimulus/Sustainability” or T.O.T. enhancement suggested or identified as a benefit of Measure U to voters. This occurred after the town got into financial hardship. This was never discussed during the campaign or in a formal or informal public presentation.
2. Support of special events was never discussed as a benefit to the community in selling Measure U to the voters. Additional transportation for special events was identified as part of community mobility in one of the campaign fliers and arguments in favor of Measure U sent to the voters. The Town staff report dated September 17, 2013 shows just under \$270,000 of Measure U funds being awarded to special events, almost 1/3 of Measure U funding. This was not the intent of Measure U? In years past, special events were funded by tourism. We agree that special events are essential for our community and economy. The Events Coalition is an excellent example of how we can better work together.
3. It appears that capital funding requests will be coming forward in the near future which are part of the Measure U intent. If the commission/council/community approves some type of long term bond funding (as they did with Shady Rest Park and Mammoth Creek Park) this will likely be guaranteed through a long term commitment of Measure U and/or Measure R funding. This will definitely be part of the bigger picture and needs to be considered in future funding planning. The bigger picture should include current facilities and future facilities.
4. Build and operate a cultural events center.
5. What is Arts and Culture?

Art & Culture by Definition

Cultural arts

From Wikipedia, the free encyclopedia



Cultural arts refer to transformation and a collaboration of different art forms. The term embodies creative thinking and critique, which encompasses the analyses of contemporary visual culture alongside other art forms i.e. visual art, literature, music, theatre, film, dance, etc. Cultural arts help to explain the world in which we live, worldview and often challenge current ideas, thoughts and practice. In general, cultural arts are multidisciplinary, interdisciplinary and cross-genre. Cultural arts are less about definition and more about meaning and making sense of our current environment through an exploration of creativity. Sometimes known as multifunctional-cultural arts.

Concept Plan: The Mini-MACC: Arts, Cultural & Events Center

We are proposing a scaled down version of the 2010 MACC feasibility plan. The Proposed Mini-MACC would be a stepping stone for a future facility. The Mini-MACC would allow the community the flexibility to develop programming, demand and identify capacity needs.

The proposed development of the Mini-MACC Facility/Events Center/Conference Complex addresses all of the town/community goals, policies, and strategies for arts/culture. The current Edison Theater has been host to a wide variety of performances including plays, improvisation, musical performances, dance presentations, and films. Measure U funding would allow the Mammoth Lakes Foundation (the operator), Mammoth Lakes Repertory Theater and Chamber Music Unbound (program providers) to build on these successes, expand capacity and the range of offerings. The Mini-MACC would be a Community Facility and available to all organizations providing Arts, Cultural, and Entertainment Programs. The facility and greater complex which includes the Edison Theatre/College allows for a variety of functions and meeting space. The proposal will provide an enhanced platform for sustaining and expanding the current program of performances, lectures, films, entertainment, and other events requiring an indoor assembly venue, strengthening the organizational capacity to bring performances and other events to town. The long-term goal is to build the demand and capacity for a larger multi-use theater/auditorium/community event center.

Proposed Sprung Structure Performing Arts & Event Facility

MLF is proposing a year-round Sprung Structure Performing Arts and Event Center on Mammoth Lakes Foundation property. The facility would be similar the event center in Keystone, Colorado. Good examples of the Sprung Structure in Mammoth are Little Eagle, the fire department annex and waiting area at the airport. Sprung has many other facilities in California being used for both public and private use. Pierce College in Southern California is currently using a Sprung Structure as a temporary Performing Arts facility while a new facility is under construction.

MLF/College becomes a Cultural Center Complex

By locating the proposed facility on MLF property it creates an events and meeting complex that would include:

- The proposed new facility (the Mini-MACC) that would have seating for 500-700 for theatre style and 300-500 banquet seating
- An Outdoor Amphitheater with seating for 500-800 persons
- The 100 seat Edison Theatre + Edison Hall- (2) conference rooms
- College classrooms (8) and lobby-200+ persons, conference room
- Parking within a 2-10 minute walk is 560 spaces
- Access is easily accessible by bus, bike or pedestrian

Facility	Square Footage	Size	Theatre Seating Capacity	Banquet Seating Capacity	Classroom Capacity	Reception Capacity
Pavilion	12,000'	90' X 120'				
*Theater, Banquet & Conference	6000'	90' X 70'	800	500		
*Stage	960'	40' X 24'				
*Back Stage	480'	40' X 12'				
*Lobby, Bar, Reception	2700'	90' X 30				200
*Patio	3600'	90' X 40'				300
Blue Sky Bowl & Stage			1,000			
Edison Hall	7,500'					
*Lobby & Reception	450'					75
*Conference Room	456'	19' X 24'			25	40
*Media Room	552'	24' X 23'			30	50
*Edison Theatre			102		102	
*Edison Theatre Stage		24' X 24'				
*Kitchen		10' X 20'				
Cerro Coso College	20,000'					
*Lobby			200	120		150
*Stage		18' X 24'				
*Classrooms (8-available)	various	various			280	
*Conference Room	288	12' X 24'			12	
*Computer Labs (2)					60	
Parking	Spaces	Walking Distance				
*Edison Hall/Theatre	60	onsite				
*College	130	onsite				
*College Parkway (lower)	30	0.1				
*Elementary School	100	0.3				
*Middle School	50	0.2				
*High School	100	0.3				
*Library(behind Ice Arena)	50	0.2				
*Meridian Blvd (summer)	40	road				
Total Parking Spaces	<u>560</u>					
Transportation						
*Town bike trail system	Runs through the site					
*Town transit	Regular stop					
*Special event trolley	On demand					
Food & Beverage						
*Catering Kitchen (2)						

Proposed Agreement Between Cerro Coso Community College, Town of Mammoth Lakes, and Mammoth Lakes Foundation

Overview and Executive Summary

The original South Gateway/College Concept Plan and EIR prepared by Cerro Coso Community College identified facilities for a Cultural Center/Performing Arts venue. This facility has been put on hold for a variety of reasons which are outlined in the 2013 Grand Jury Report. We are proposing a joint use college/community facility with capital outlay funded primarily by Measure C funds, operating expenses funded by Measure U, tickets sales, ticket surcharge, grants, sponsorships, donations and venue rental. The Mammoth Lakes Foundation will contribute land and be the operator of the facility through a Special Purpose Entity as part of MLF.

Governance of Measure U Funds for Arts & Culture by MLF

We have options within MLF but would propose that MLF create a Special Purpose Entity (SPE) to oversee Arts & Cultural funding that is dedicated to programming, services, education and facilities. The funding would be an allocation of Measure U funds. The SPE would have a separate board and operate under MLF. We believe this approach will provide the greatest economy of scale and best use of existing funding resources. Some members of the MLF board could be on the SPE board but a predominance of the new board would come from other community members. The size and scope of the SPE board would be determined by local organizations involved in Arts & Cultural activities. The goal of the SPE would be to leverage Measure U funds for Arts & Culture.

Why We Believe MLF Mammoth Lakes Foundation is Best Option

- MLF is a 501 C-3, Public Benefit Non-Profit organization and has been in existence for 25 years. MLF mission is to support Art & Culture.
- MLF has close to 10-million in assets in land and buildings.
- MLF owns 40 acres of land in the South Gateway.
- MLF has management committed to operations, fund raising, programming, education and providing exceptional community/visitor experiences.
- MLF has offices, equipment, infrastructure, and the ability to add additional responsibilities with minimal increase in overhead expenses.
- MLF would use existing staff to oversee operations of a new facility.
- MLF has a donor database of approximately 12,000 past and current supporters.
- MLF has an annual certified audit by an independent accounting firm.

Town Studies and Reports

The proposed expanded facility/program is consistent with multiple plans and reports of the Town of Mammoth Lakes.

The purpose and goals of the proposed organizational structure support the desires, policies, concepts and recommendations outlined for future Arts & Cultural Facilities and Programming in Mammoth. They include:

General Plan:

Goal A.2. Be a vibrant cultural center by weaving arts and local heritage and the area's unique natural history into everyday life.

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

Policy A.3.B. Encourage development of arts, cultural, and heritage facilities and venues.

RecStrats:

Core Strategy 7. Arts and Culture: To provide infrastructure, logistics, and facilitation support for regional arts and culture.

An indoor performing arts center is shown in the Final Consolidated Element Project List and better utilization of existing facilities is identified in the RecStrats prioritization.

HVS Report:

The HVS Entertainment and Cultural Events Facilities report recommends a single site for both indoor and outdoor facilities and activities. *We believe a better approach is to have multiple sites.* We also believe that having multiple sites will offer more variety to a wider range of potential uses and visitors. This is identified in the HVS report section that identifies comparable resort case studies. Peer resorts have multiple sites.

Other Documents:

Arts and Culture as both a tourism driver and a community quality of life enhancement is mentioned in several of the reports contained within the Destination Resort: Community and Economic Development Study (DRCEDS). A Performing Arts Facility in the South Gateway was part of the community reviewed master plan for the Mammoth Campus of Cerro Coso Community College and was specifically identified as a priority in the passage of Measure C, the college bond measure.

Town Recreation, The Proposed MLR and Arts & Culture

The Town of Mammoth Lakes/Recreation supports Arts and Cultural Organizations. They are not in the business of providing programming or content. Support for Arts & Cultural entertainment should be vested in the people and organizations that have a passion for what they do. **MLR Strategies Identified in November 12, 2013**

Workshop:

- Partnerships
- New Product
- Leverage
- Advocacy
- Implementation, Management, Operations and *Innovation*

We believe our proposal meets and exceeds all the above recommendations.