

Mammoth Lakes Recreation
Non-profit Strategic Plan

2016-2021

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Page	Table of Contents
3	Executive Summary
4	Vision & Mission
5	Organizational Overview
6	Organizational Background
7	Sustainable Recreation
8	Guiding Principles
10	Strategic Pillars
18	Organizational Capacity
22	Our Path Forward
23	Vision for Success 2012

Cover photo credits:
Rebecca Garrett
John Wentworth

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Executive Summary

With outdoor recreation, arts and culture providing experiences that many of our visitors and residents alike aspire to access and enjoy, it is time to consider how our community is going to enhance and sustain these experiences in order to achieve economic sustainability and a desired quality of life.

The community of Mammoth Lakes chose to invest in its outdoor recreation, mobility and arts & culture assets not once, but twice, through the passage of special taxes, Measures R and U. Mammoth Lakes Recreation is focused on enhancing and improving our outdoor recreation, arts and culture facilities and experiences by working to leverage the special funding sources already in place and introducing new and innovative ways for sustaining these valuable assets.

The Mammoth Lakes Recreation Strategic Plan is intended to provide the framework to guide and inform future decisions about investment in our community's outdoor recreation and arts and culture assets. It defines central pillars that will serve as the foundation for identifying key projects and programs for implementation and reaffirms the guiding principles for decision-making.

As with any Strategy, this one will only be effective through collaboration and coordination among the diverse and passionate interests throughout our community. Mammoth Lakes Recreation encourages the community to continue to provide input to help keep this Strategy relevant and focused on achieving the goals outlined. Throughout the years to come we want to celebrate with you the accomplishments gained as a result of implementing the Mammoth Lakes Recreation Strategic Plan.

— Danna Stroud, MLR Board Chair

Recreation is not a secondary concern for a democracy. It is a primary concern, for the kind of recreation a people make for themselves determines the kind of people they become and the kind of society they build.

– Harry Allen Overstreet

MAMMOTH LAKES RECREATION


2016 NON-PROFIT STRATEGIC PLAN

Vision

To transform Mammoth Lakes into a world class high-altitude training center, a premier mountain arts and culture destination, and the best alpine recreation community in the country.

Mission

To deliver cutting edge sustainable recreation, mobility and arts & culture opportunities and infrastructure for the benefit of the community and natural environment of Mammoth Lakes.

A swimmer in a wetsuit and swim cap is splashing water in a lake. The swimmer's right arm is raised, and water is spraying upwards from their hand. The swimmer is wearing a white swim cap and a dark wetsuit with purple accents. The background is a calm lake under a clear sky.

Recreation: n., refreshment of strength and spirits after work; restoration to health; from Latin re- + creare to create anew, restore, refresh.

Sustainable Development:
“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” —United Nations Brundtland Commission Report, 1987

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Organizational Overview

Mammoth Lakes Recreation (MLR) is a California-registered 501(c)3 organization formed in 2014 to provide efficient public oversight and strategic recommendations for the leveraging and effective expenditure of municipal tax revenues derived from Measures R and U, and for the broader enhancement of opportunities and infrastructure for recreation, arts, culture and mobility in Mammoth Lakes, California.

MLR's vision grows directly out of a 2010 community collaborative document entitled Recreation Vision & Strategies (RecStrats), acknowledging the fundamental value of recreation to the town and community of Mammoth Lakes "from both a quality of life and economic sustainability perspective," and the need for a "focused effort to enhance the recreation experience."

As the strategic engine of that effort, MLR works with government leadership and private stakeholders to identify and develop cutting-edge recreation opportunities that complement our world-class natural surroundings. The shared vision of this community-inspired endeavor is to transform Mammoth Lakes into the best alpine recreation community in the country.



Photo credits:
Rebecca Garrett

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Organizational Background

Formed in June 2014 as a California 501(c)(3) nonprofit public benefit corporation, Mammoth Lakes Recreation was conceived as an important way to enhance and build upon existing recreation assets and opportunities in Mammoth Lakes in order to achieve the vision to “be the best alpine recreation community in the country.”

Through a series of public workshops held in the summer of 2013, the concept of MLR was vetted by a Steering Committee that developed a recommendation to preserve the Town’s Municipal Recreation programs and services while moving forward with formation possibilities for MLR in an effort to augment and enhance all recreation throughout the community.

The Town Council approved the recommendation and a smaller committee was formed in the fall of 2013 to further develop MLR formation concepts that included strategies, organizational structure, funding and potential measurements to define the effectiveness and success of a new organization. In February 2014, the Town Council approved the committee’s recommendation to move forward with the formation of MLR. A Formation Committee was seated to establish articles of incorporation, by-laws, contract agreement with the Town and approve the first board of directors.

The formation of MLR was intended to achieve desired community outcomes by addressing a variety of areas from community health to economic vitality.

Anticipated positive outcomes include increase in user participation in current and emerging recreation activities, strengthening the “Mammoth Lakes” brand, increase in recreation product development linked to target market segments and priorities, strategic use and leveraging of Measures R & U, and fostering awareness and support for stewardship of the region’s natural resources.



Photo Credit:
Rebecca Garrett

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Sustainable Recreation

Outdoor recreation is a critical sector of the American economy, contributing \$646 billion dollars in annual direct spending nationwide and contributing significantly to other sectors such as manufacturing, retail trade, tourism and travel. In California alone outdoor recreation generates \$85.4 billion in consumer spending and contributes 732,000 direct California jobs. Mammoth Lakes, surrounded as it is by unique natural landscapes, vast open space, and extensive public lands, outdoor recreation—including the tourism it generates (to the tune of nearly 3 million annual visitors)—is the town's and the greater region's primary economic driver. Recreation in its broadest sense, including quality offerings for year-round outdoor and indoor physical recreation as well as arts and cultural opportunities, serve to attract and sustain families and businesses and to create a healthy, vibrant, resilient, economically-viable community.

Photo Credit: John Wentworth

The growing challenge of sustaining outdoor recreation opportunities requires a clear national vision and a bold strategy to meet the environmental, social, and economic needs of present and future generations.

– USFS Framework for Sustainable Recreation

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN



Guiding Principles

In pursuing its mission and goals, MLR adheres to the following four basic principles:

1. Quality of Life: MLR operates under the basic premise that creating and enhancing the broadest possible range of quality, sustainable recreation opportunities in and around Mammoth Lakes, California, improves the quality of life, experience, and general health and wellness of residents and visitors alike, making our community an ever better and ever more viable place to live, work, invest, and do business.

2. Public Benefit: MLR works to support, develop and recommend funding for projects and programming that are accessible and available to the broadest number of community stakeholders.

3. Sustainability: In order to sustain quality recreational benefits and amenities for present and future generations, MLR works to support, develop and recommend funding for projects and programming that complement the natural landscape and environment, provide year-round opportunities, and are demonstrably sustainable in the long term, economically, socially and environmentally.

4. Stewardship: MLR understands recreation to be the gateway for understanding and caring for the precious landscape, public lands, and community values that underpin the economy of Mammoth Lakes, California, and the quality of life and experience for all its residents, visitors and other stakeholders.

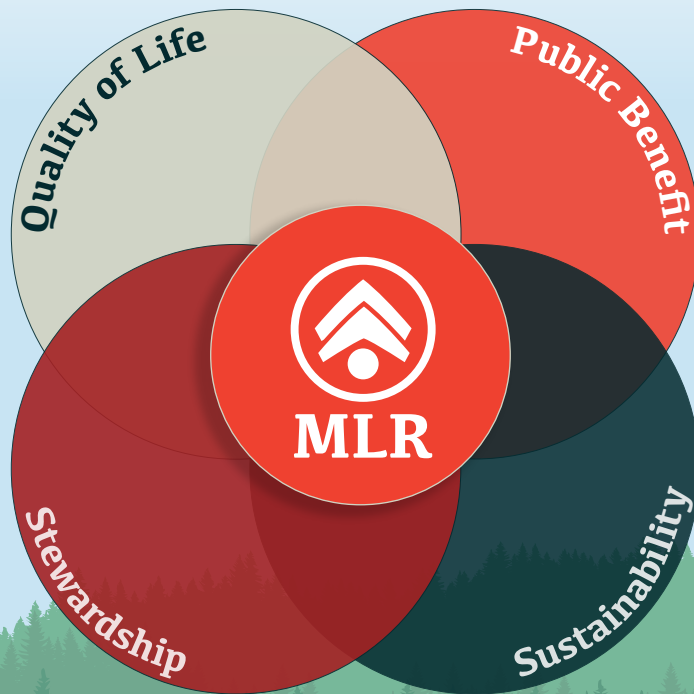
Photo credit:
Rebecca Garrett

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

GUIDING & ENCOURAGING

MLR uses an advocacy model steered by four guiding principals, as an interlocking and overlapping approach to expanding community benefit. All four core principals work together to inspire the greatest possible innovation, sustainably, with proper outcomes oversight.



Five Steps to Cooperation:

Quality of Life – A healthy and happy community is a benefit to all, and a natural attraction for those who visit and aspire to the value it offers.

Public Benefit – Value is a concept measured by diversity of opportunity, benefiting many.

Sustainability – Without sustainability, value, benefit and quality are fleeting and short-lived.

Stewardship – Sustainability only comes through active efforts to protect resources and maintain value.

MLR Advocacy – Not simply a funding entity or gathering place of human effort; MLR is an engine of innovation designed to inform, promote, and build valuable opportunity for community stakeholders.

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Strategic Pillars

If MLR's interlocking Guiding Principles clarify its ethical mandate, the organization's Strategic Pillars describe the foundation for its decision-making and outreach. The five pillars robustly support and describe the benefit model, providing a framework which will inform ongoing growth and development. The structure trades complexity for stability, reflecting MLR's targeted mission.

“Leave all the afternoon for exercise and recreation, which areas necessary as reading. I will rather say more necessary because health is worth more than learning.”

– Thomas Jefferson

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

FIVE PILLARS OF SUPPORT

Mammoth Lakes is a vibrant and growing community of common values when it comes to recreation. In order to leverage these common values into tangible outcomes, MLR bases its organizational efforts on four foundational pillars—Investment, Partnership, Entrepreneurship and Development—grouped around a fifth and central pillar of community Advocacy.



Strategic **Investment**

MLR strives to apply models of considered investment, bringing new and sustainable resources for community benefit with maximum leverage and return on investment.



Stable **Partnership**

As our community's chief advocate for recreational development, MLR works to build a rich portfolio of partnerships with a wealth of diverse capabilities, resources and growth potential.



Sensible **Entrepreneurship**

MLR seeks to evaluate and incubate new areas of innovation for community recreational benefit, economic health and vitality.



Sustainable **Development**

MLR strives to develop new and ever more sustainable ways to benefit the community of Mammoth Lakes, to improve its organizational self-sufficiency and economic leverage.

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Investment

MLR's outreach effort is directed at making the most effective, beneficial and strategic investments possible in the Mammoth Lakes "recreation product." To service this goal, allocations of funding, and other resources for programming and infrastructure from Measures R or U, including other unrestricted sources, are recommended or approved by the MLR board. Decision criteria is based on MLR vision, mission and guiding principles, sound due-diligence and strategic planning. Care is taken to avoid duplicating existing equally-accessible infrastructure or services; while ensuring equal access to opportunity and benefit for all socio-economic levels.

Measure R:

Imposes a one-half percent transaction and use tax for the purpose of funding recreation trails, parks and facilities to be administered by the State Board of Equalization.

Measure U:

Extends the utility users tax at the tax rate of 2.5% for the purposes of planning, construction, operation, maintenance, programming and administration of facilities and projects for mobility, recreation, and arts & culture.



MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Partnership

MLR focuses its capacity, resources and expertise on developing and maintaining strategic and sustainable partnerships for the development of recreation opportunities and the effective mutual leveraging of capital, infrastructure and other resources.

MLR is committed to providing assistance and capacity to its partners for the development of strategic business plans, project prospectuses, timelines and budgets in order to better leverage allocations, to

A challenge in which a successful outcome is assured isn't a challenge at all.

– Jon Krakauer

help secure external funding, and to achieve successful implementation of specific projects.

As part of this strategic pillar, MLR is committed to working with a variety of partners to advance sustainable investments in strategic cultural and recreation events.

Partnership Targets:

- Relevant government agencies
- NGOs and other nonprofits
- Recreational user groups and related stakeholders
- Municipal committees, town and county departments and programs
- Private Sector or Corporate partners

Development Goals:

- Funding priority projects
- Strategic planning for projects
- Developing community capital campaigns
- Researching and promoting new models of benefit and opportunity
- Exploring crowdsourced development and funding models
- Generating unrestricted revenue from events and giving campaigns
- Developing new funding streams for specific projects such as the proposed "Adopt-A-Trail" program for the Mammoth Lakes Trail System.

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Entrepreneurship

Through partners, town staff, ad-hoc committees, user groups or other stakeholders, MLR seeks to identify new recreation opportunities for Mammoth Lakes. This includes exploring existing but under-developed or under-funded opportunities; evaluating their viability, sustainability and public benefit, either for direct investment or other capacity support.



Development

MLR seeks to establish and grow an endowment of unrestricted organizational funds which can be used to further grow its mission. This revenue will also further leverage to funds available through Measures R and U.

Utilizing this growing resource pool, MLR will identify potential sponsorships, grant opportunities and create strategic alliances with private-sector sources partners to secure sustainable funding.

These additional resources will fund specific projects, development-focused advocacy, or to support the broader organizational mission.



MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

CENTRAL PILLAR

Of all the functions of community organizations, Advocacy is one of the most critical. By focusing on communications, consensus, and building relationships; this pillar describes MLR's role of listening to the community, sharing its views with stakeholders in a variety of formats, and fueling ongoing development of shared benefit for all.



Passionate **Advocacy**

MLR Advocacy Model:

Initiatives

Creating & managing new projects; informing areas of valuable benefit

Publishing

Packaging research & innovation to share with community stakeholders

Awareness

Maintaining an understanding of shared community needs & goals for growth

Strategy

Monitoring innovation & helping to manage development loads with solution models

Outcomes

Monitoring outcomes of projects; measuring and quantifying their value & efficacy

Monitoring

Observing policy evolution and resource allocation; building stakeholder consensus

Consulting

Aiding and sharing in the development of change models with various stakeholders

Research

Monitoring areas of available innovation pursuant to community goals

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Advocacy

Contained within a discrete, four square-mile urban boundary, the Town of Mammoth Lakes, the highest-altitude municipality in California, is surrounded by many hundreds of thousands of acres of protected public lands. The great majority of these lands—including forests, lakes, streams, meadows, high Alpine peaks, designated wilderness areas, open sagebrush steppes, hundreds of miles of soft-surface trails and roads, a broad variety of ecosystems and wildlife, and a range of volcanic, geothermal and other unique geological features—are managed by the US Forest Service (Inyo National Forest).

Other land and resource management agencies in the region include the US Park Service, the Bureau of Land Management, the Los Angeles Department of Water and Power (LADWP), the State of California, Mono and Inyo Counties, and other entities. The largest commercial permit holder on the Inyo National Forest is the Mammoth Mountain Ski Area, which sees well over a million annual skier and mountain biker visits on land and facilities that can only be accessed through the Town of Mammoth Lakes.

Mammoth Lakes serves as a unique and historic gateway to these public lands, and to the broad range of recreation opportunities they provide both for residents and for the nearly 3 million visitors who come to recreate here every year. As such, Mammoth Lakes

RECREATION ADVOCACY STATS:

- \$646 billion: consumer spending nationwide
- 6.1 million: direct jobs nationwide
- \$85.4 billion: consumer spending in California
- 732,000: direct California jobs
- 3 million +: annual visitors to Mammoth Lakes
- 2.3 million +: annual skier/snowboarder/mountain biker visits to Mammoth Mountain
- 18 million +: people living within 5-hour drive of Mammoth Lakes
- 4: square miles Mammoth Lakes urban area
- 2 million: acres in Inyo National Forest
- 94: percent land publicly-owned in Mono County

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN



Photo Credit:
Rebecca Garrett

depends on these public lands both for the quality of life of its residents, the quality of experience for its visitors, and by extension its economic viability. MLR is therefore committed, as part of its core mission, to work directly with land and resource management agencies, national and regional policymakers, the Town of Mammoth Lakes, and other relevant entities, to identify and engage with national recreation trends and industry leaders to position Mammoth Lakes as a model sustainable-recreation community, and to advocate rigorously on behalf of its stakeholders and visitors for:

- Improved access to the broadest possible range of sustainable outdoor recreation, cultural and interpretive opportunities
- Improved infrastructure and recreational amenities
- Improved community-based stewardship of infrastructure and resources
- Minimization of conflict between user groups
- Minimization of impact on natural environment and resources
- Watershed and viewshed protection
- Recreation education, ethics and safety
- Health, wellness and other community benefits of recreation
- Mitigation of and adaptation to climate change and other long-range environmental impacts

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Organizational Capacity

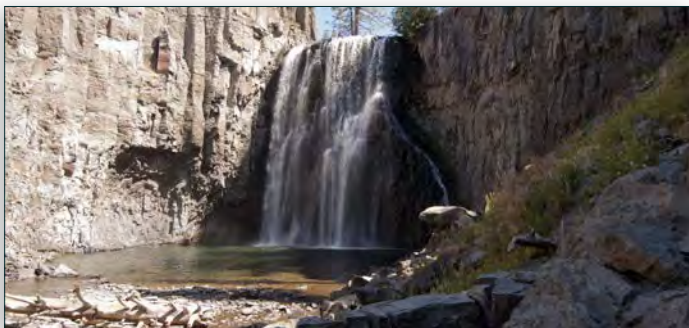
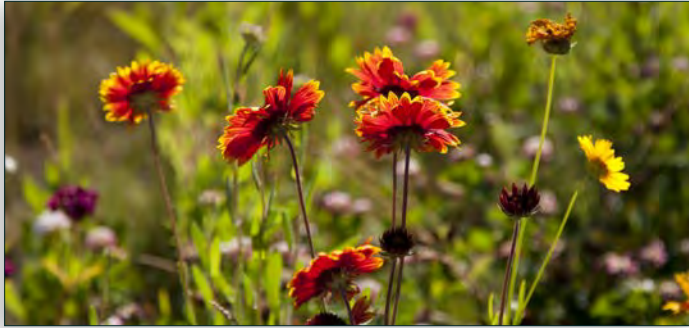
MLR brings sustainably-funded, year-over-year professional capacity, strategic focus and leadership for the benefit of all community stakeholders and recreation user groups.

What we do during our working hours determines what we have; what we do in our leisure hours determines what we are.

– George Eastman

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN



OPERATIONS CAPACITY

Executive Director: MLR is run by a full-time paid Executive Director, who serves as the organization's chief financial and administrative officer, reporting directly to and working in close collaboration with MLR's Board of Directors to fulfill the organization's non-profit mission. Executive Director is MLR's key management leader and is responsible for overseeing MLR's operations, administration, staff and volunteers, short- and long-term strategic planning of recreation opportunities and infrastructure, funding recommendations, project implementation, as well as financial planning, leveraging of funds and business development. Other primary duties, working with key members of the Board of Directors, include fundraising, marketing, community outreach and public relations.

Executive Assistant: Assisting the Executive Director in performing these duties is a full-time paid Executive Assistant.

Mammoth Lakes Trails Coordinator: MLR, its Executive Director, and the Mammoth Trails Committee also work closely with the full-time Town of Mammoth Lakes Trails Coordinator, and have recommended ongoing municipal funding for that position.

Contractors: As necessary MLR also relies on a variety of outside contractors, including individuals and non-profit partners such as Friends of the Inyo and MLTPA, for professional services, consulting, and project management support.

MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Board & Committees: MLR is governed by a board of nine volunteer directors, including one appointee from Town Council and one from the board of Mammoth Lakes Tourism (MLT). Terms expire every two years, with four terms expiring in even years and three in odd years. The two appointed positions do not expire while the appointee has status with the appointing organization. Board-appointed MLR committees include those charged with overseeing Allocations, Board Nominations, Communications & Fundraising, the Mammoth Trails Committee, and Financial Reconciliation.

Ad-hoc Committees: Temporary Ad-hoc Committees may be formed by the MLR board for specific tasks, such as the study and development of specific partnerships and projects for future consideration and support by MLR.

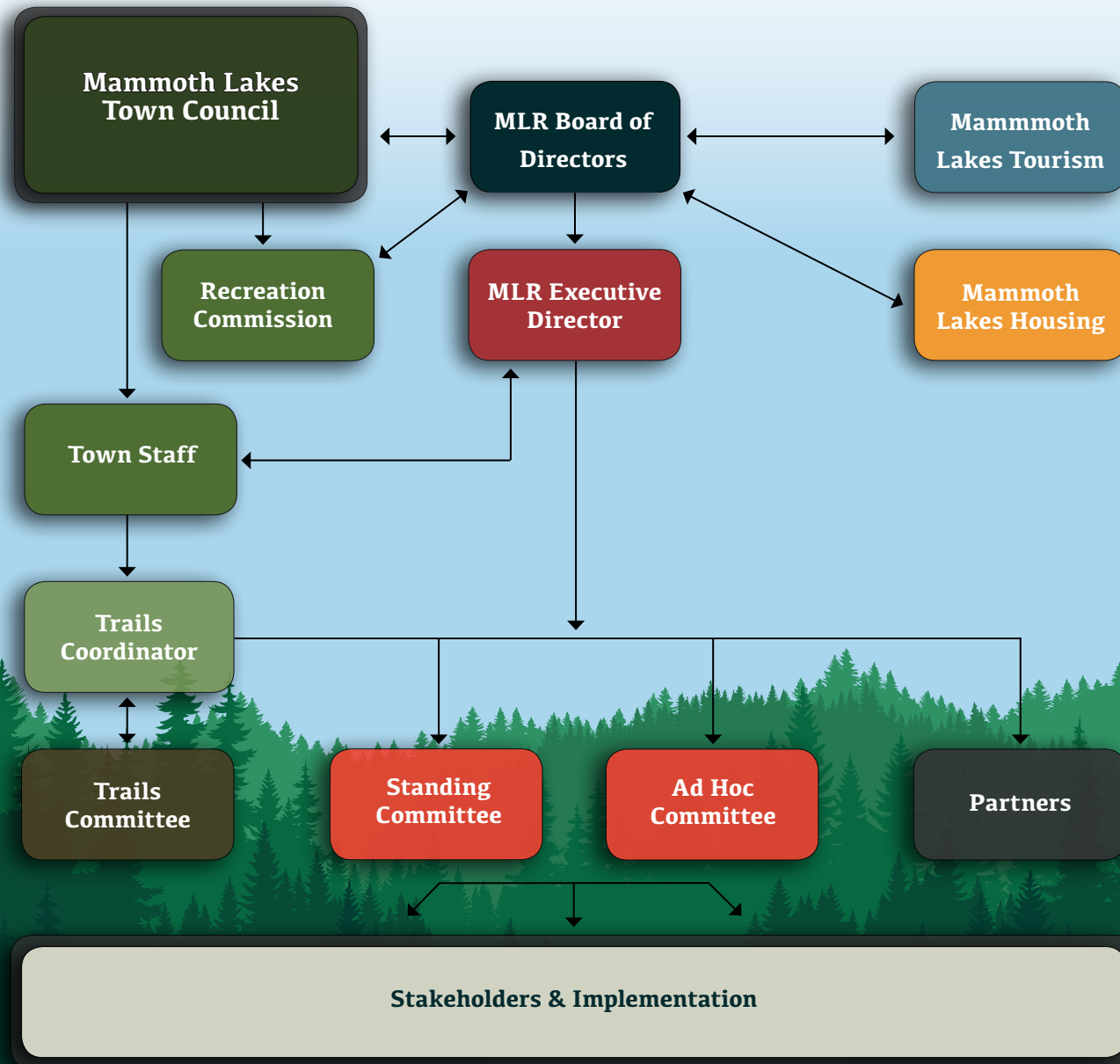
Volunteers: MLR recognizes the need to cultivate and utilize a broad pool of community volunteers for stewardship and other project needs.



MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

ORGANIZATIONAL CHART



MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN

Our Path Forward

Sustainability is not just an empty buzzword. The concept is an important model of strategic ideation, multi-lateral communication, and resource management. MLR is committed to employing this approach to ensure the projects it initiates today are still being enjoyed by our community and its visitors for many years to come.



MAMMOTH LAKES RECREATION

2016 NON-PROFIT STRATEGIC PLAN



Vision of Success in 2021

- Robust cost-share partnership program ongoing for extensive trails maintenance and stewardship of Mammoth Lakes Trails System
- Official USOC designation and support for Mammoth Lakes as Regional High-Altitude Training Center
- Fully operational, programmed and sustainable high-altitude track and field facility at Whitmore
- Centralized, streamlined, strategic and robust Events Funding grants system
- Fully operational, programmed and sustainable Multi-Use Facility (including an Olympic-size ice rink and Community Center)
- Fully operational, programmed and sustainable community center with meeting space for 150-200 people
- Fully operational, programmed and sustainable community inclusive playground
- Grand opening of a fully operational, programmed and sustainable indoor performing arts center with seating for 300 people (MACC)
- Fully operational, programmed and sustainable Outdoor Events Venue for 10k-15k people
- Design and capital investment phase underway for Olympic-size community aquatic facility

Photo credit:
Brad Peatross



MLR

Mammoth Lakes Recreation P.O. Box 8562 • Mammoth Lakes, CA 93546