

**Mammoth Lakes Recreation
Mammoth Lakes, California
MLR Strategy Document Executive Summary**

The purpose of this document is to provide a structure for the conversation between the Town of Mammoth Lakes (TOML) Town Council and the Mammoth Lakes Recreation (MLR) Board of Directors scheduled for September 2, 2015, at 4:30pm.

The goal of this workshop is to provide Town Council with a status report about the development of the MLR process for developing a strategy for Measures R & U.

A draft strategic plan is included in your Town Council packet to review in advance of the workshop. MLR's intent is to walk Town Council thru the document and provide ample time for Town Council to provide input about the direction being proposed by MLR and, as outlined in this document, to ensure we are meeting the expectations that Town Council has for MLR.

Summary of the Draft Strategy Document:

- Page One
 - The first page expresses the purpose of the document: the vision, the mission and guiding principles along with outlining all relevant planning documents utilized as part of MLR's strategy.

- Page Two
 - The second page identifies partnerships that are essential to the success of the mission of the organization.

- Page Three
 - Starting at the bottom of the second page a number of MLR organizational items are outlined; including raising and leveraging funds that will support the work, the need for a comprehensive communication plan and the need to develop business plans for identified projects.

- Pages Four through Twelve
 - These pages begin to synthesize specific capital facilities projects for Measure R & U utilization. Each project contains elements of context/history and current status, vision for the facility, locations and partnerships or agency options, cost estimates including maintenance and operations costs, and potential funding scenarios.
 - The Multi-Use Facility / Ice Rink
 - The Community Center
 - Arts and Culture Center
 - Mammoth Lakes Trails System
 - The Aquatic Center
 - A Recreation Center
 - Completion of Trails End Park
 - Completion of Plans at Whitmore
 - High Altitude Training Facilities
 - Outdoor Venue

Recreation = the renewal of strength and spirit

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- Niche Projects
 - Shane's Inspiration / Inclusive Park
 - Potential Land Acquisition
 - A Conference and Event Center
- Page Twelve
 - This page outlines our intended next steps in this process based on the direction provided to the MLR Board by Town Council at the September 2, 2015, workshop.
 - Create a filter that provides data about the readiness of a project to generate a priority listing for programs and projects.
 - Deliver a recommended final draft to the Town Council regarding those prioritized projects with locations and costs for their consideration as an element of a public hearing process.
 - Develop conceptual plans, complete any required formal environmental reviews, determine the costs and secure funding for the project, both capital and M&O, and construct the project and program the facility.
- **Workshop Outcomes:**
 - Reflection on elements of the draft strategic planning document: the pro's and con's
 - Are there any gaps in the elements? Any items that the Town Council would like to add?
 - What additional recommendations does the council have as we begin to finalize this document?
 - What are the priority next steps that the council has for the MLR board?

Recreation = the renewal of strength and spirit

**Mammoth Lakes Recreation
Mammoth Lakes, California
DRAFT MLR Strategic Plan
August 24, 2015**

The **purpose of this document** is to establish a working scope and framework to be used as guidelines and direction for the Mammoth Lakes Recreation Board, the Executive Director and the staff to *“prepare and provide to the Town a prioritized list of the primary amenities recommended to be supported through Measures U and R funds by December 2015”*, per Exhibits A & B of TOML / MLR Services Agreement of October 20, 2014.

Our **Vision** is to be the best alpine recreation community in the country.

In order to achieve this goal, Mammoth Lakes Recreation will focus its efforts and resources on developing **strategic partnerships** and shared-use agreements, **raising and leveraging capital** and **fostering and implementing** a wide but specific range of **recreation elements and projects**.

Our **Mission** is to enhance and create premier recreational and cultural opportunities, facilities and programming for Mammoth Lakes.

The **Guiding Principles** to achieve the vision assumes key partners all working together to make the Mammoth Lakes region the best alpine recreation community in the United States. These principles are used as overarching guidelines to support a long term and sustainable vision when new ideas, strategies, investments and priorities are considered for implementation. The guiding principles include the following:

- **Stewardship / Management:** The use of recreation as a stewardship / management tool. From the resource perspective, recreation can serve as a way to manage and preserve recreation capacity, including existing and new recreation opportunities. Stewardship allows for greater education of the public in their role of resource uses and protection.
- **Economic Development:** The use of recreation as an economic tool is important to improve and grow the overall local economy. This includes the ability to build upon existing core recreation activities and creates an overall defensible market position for TOML as a recreation destination for people of all ages and abilities.
- **Quality of Life:** Recreation is the fundamental pillar of our economy, our community character, and our quality of life. The quality, breath and unique character of our “recreation product” directly affects the desirability of Mammoth Lakes as a place to live, work, invest and do business.

The **Foundation** in the creation of this strategic planning process, Mammoth Lakes Recreation endeavors to synthesize and incorporate all relevant earlier planning processes, without unnecessary repetition or duplication, to arrive at a focused, community-derived plan for recreation development, enhancement and implementation.

- TOML General Plan (2007)
- Parks and Recreation Master Plan (2012)
- Trail Systems Master Plan (October 2011)
- Bikeway Master Plan (October 2008)
- Pedestrian Master Plan (March 2014)
- RECSTRATS I & II (October 2011)
- Plan Your Parks (accepted not adopted / 2014)
- Summary of the Recreation Capital Facilities Investment Work Program (January 2015)
- TOML CIP

- DIF Project List (July 2015)
- Town Council Goals (October 2014)
- MLR 5.0 Organizational Framework as approved by the Town (2014)
- Destination Resort Community & Economic Development Strategy (DRCEDS) (Updated March 2012)
- Biathlon Feasibility Study (December 2011)
- Event Facility Feasibility Study (accepted not adopted / October 2013)
- Plan Your Parks (August 2014)

Identifying and developing partnerships are essential to the success of the mission. Mammoth Lakes Recreation will cultivate the participation and endorsement of these entities as an element of our strategy recommendations: The following is not complete, as we will reach out to individuals, businesses and other interested parties as we work to develop enhanced community amenities.

- Town of Mammoth Lakes
- Mammoth Mountain Ski Area
- Mono County
- Mono Council for the Arts
- Mammoth Unified School District
- Mono County Office of Education
- Kern County Community College District / Cerro Coso Community College
- Mammoth Lakes Foundation
- Mammoth Lakes Tourism
- Mammoth Lakes Chamber of Commerce
- U.S. Forest Service / Inyo National Forest
- National Park Services
- Los Angeles Department of Water & Power (Long Term Lease)
- Mammoth Community Water District
- Snowcreek Athletic Club
- Snowcreek Resort
- Mammoth Nordic
- Eastside Velo Cycling Club
- Mammoth Lakes Trails and Public Access (MLTPA)
- International Mountain Bicycling Association (IMBA)
- Disabled Sports of Eastern Sierra
- Yosemite / Mammoth Airport
- Inyo National Forest Service / Concessioners / Permit Holders
- ORMAT Technologies Pacific Geothermal Power Plant
- California State Parks
- Southern Mono County Historical Society
- “Other” NGO’s and Non Profits

Mammoth Lakes Recreation understands the need to **raise and leverage funds** to support the mission of the organization through the creation of a Development Committee:

- MLR is charged with the investment and leveraging of Measure R & U Funds
- Capital Campaigns & Corporate Donations
- Grants
- Community Donations
- Partnership Opportunities for funding and in-kind donations

- Long term financial planning / revenue growth strategy to include the potential to create a County Recreation District

Mammoth Lakes Recreation realizes that **communicating** the work of this organization is essential and has established a Communications Committee to support the following tasks and projects:

- Logo and branding
- Enhanced the Mammoth Lakes Recreation website
- Social Media channels
- Public outreach and events
- Conference participation
- Advertising
- Public Relations Sources
- Industry Communications

Developing **Business Plans** for each component of this strategic plan will be required to clearly define the work and ensure that proposed facilities and programs are sustainable over time, as well as support a return on investment that aligns with our three guiding principles. Each Business Plan will utilize the elements identified below:

- Executive summary
- Business description
- Products and services
- Sales and marketing
- Operations
- Management Team
- Development
- Financial Summary

Mammoth Lakes Recreation has identified **Strategic Recreation Elements** that are essential to the accomplishment of our vision and support our charge to define those amenities that will be funded through Measure R & U, including both new amenities, enhancements to existing facilities and the completion of the planned park amenities.

1. Capital / Infrastructure Projects
 - a. Multi Use Facility
 - b. Community Center
 - c. Performing Arts and Culture Center
 - d. Mammoth Lakes Trails System
 - e. Aquatic Center
 - f. Community Recreation Center
 - g. Completion of Trails End Park
 - h. Completion of Plans at Whitmore
 - i. High Altitude Training Facilities
2. Programming
 - a. Arts and Culture
 - b. Special Events
 - i. Event Transit – trolley system
 - ii. Recreation Event Support Capital - barricades, timing system, etc.
 - iii. Future Capital – stage, lighting, tents, chairs, etc.
3. Support Regional Planning Efforts

- a. Arts and Culture
- b. Special Events
- c. Outdoor Recreation Activities

Priority will be assigned to projects and programming that aligns with the vision of the above referenced strategic and master planning documents that do not duplicate or overlap with existing infrastructure but also have broad user group support and significant leveraged funding and partnerships attached for planning, construction, on-going maintenance, management and programming to maximize facilities.

PROPOSED FACILITIES, PROJECTS AND PROGRAMS

Mammoth Lakes Recreation has considered and discussed **specific facilities projects and programs** as derived from all of the previous planning documents.

The August 5, 2014 TOML Recreation Staff Report indicates that the Recreation Commission has completed the conceptual master planning for four of the Town's parks as recommended by the Parks and Recreation Master Plan (PRMP). The TOML staff report also outlined the PLAN Your PARKS workshops and provided an analysis / discussion, which led to a number of listed recommendations represented in this section of the document. The following facilities, projects and programs are not listed in any specific order at this time.

Multi-Use Facility / Ice Rink

Context/History & Current Status: The adopted "Mammoth Lakes Parks and Rec Master Plan (2012)" says there is the potential for an ice hockey rink in town and recommends completing the facility as planned so it can function as a multi-use facility year-round.

Vision for the Facility: Plan Your Parks (Aug. 6, 2014) presentation outlines a MUF (MUF was not discussed or planned for in PLAN Your PARKS") including a Gym, Aquatic Center and Community Center which is quite different than the present facility on the school district property. There is a need to agree on a conceptual design of what the multi-use facility will encompass as this project moves forward.

Location & Partnership/Agency Options:

- Mammoth Creek Park: Plan Your Parks (Aug. 6, 2014) presentation says that constituents would like to see several recreational options here, including basketball, volleyball, community gardens, year-round restrooms, etc. They considered this an optimal location for a "recreation and community center." On Aug. 5, 2014, the Recreation Commission affirmed that Mammoth Creek Park West is the preferred location for a Recreation/Community Center and Aquatic facility.
- The Recreation Commission Staff Report (10/08/2013) contains two maps of the ice rink at Mammoth Creek Park West.
- There is currently a collaborative working group comprised of Town staff, Town Council members, Recreation Commission members and members of MLR, developing a recommendation for Town Council later this fall.

Cost Estimates & Case Studies: The Recreation Commission Staff Report (10/08/2013) estimated the cost of a conceptual design for the shade structure would cost approximately \$10,000. Operations and maintenance costs need to be included in the project.

Funding Scenarios: The TOML has earmarked \$2.1 million for this project from multiple funding streams including the realignment of the MUSD lease agreement payments to fund an internal loan.

Recreation Center and Community Center: (Need to define them as two different facilities)

Context/History & Current Status: The 2012 "Parks and Recreation Master Plan" says the current Community Center is 2,550sf on 5.18 acres space of land (all the space has been developed). There are 25 parking spaces for the Center and 15 for tennis courts. Building, tennis courts and playground all need maintenance.

Vision for the Facility: Recreation Commission Staff Report from Aug. 5, 2014 says the Town and a consultant (Verde Design) recommend the Aquatic Center be integrated on the same site as a Recreation/Community Center. The Recreation/Community & Aquatic Center Workshop (May, 22, 2014) states that the community center (referred to in the report as a recreation/community & aquatic center) should include the following: a youth lounge (safe place for kids to hang), adult/senior lounge (not needed until later phases), a large meeting/conference space, a gymnasium (fit two pro-size courts, at least 30 rows of bleachers, and can serve as a cultural center), fitness/dance room, administration space, wood floor multi-purpose room (28' ceiling for gymnastics), computer/homework room (says this may not be needed), Child watch/play space (day-care, place for evening athletes working out), pre-school (integrate with inclusive playground), climbing wall (low priority), indoor running track, weights and cardio, non-wood floor multi-purpose room, and locker rooms.

There is a need to **define the elements** of a **recreation center**, and of a **community center**. The definitions for these centers or activities are outlined, but not limited, as follows:

Recreation is an activity of leisure, leisure being discretionary time. The "need to do something for recreation" is an essential element of human biology and psychology. Recreation activities are often done for enjoyment, amusement, or pleasure and are considered "fun." A **recreation center** would offer a variety of recreational activities and programs for people of all ages and abilities, through a municipality, a private business venture or a non-profit organization.

Whereas a **community center** is defined as a public location where members of a community gather for group activities, social support, public information, meetings and other purposes.

Location & Partnership/Agency Options:

- The Parks and Rec Master Plan contains a conceptual plan from May 23, 2007 for the current Berner Street/Forest Trail location which was later superseded by the 2012 Parks and Recreation Master Plan and the 2014 Plan Your Parks documents.
- Plan Your Parks (Aug. 6, 2014) presentation says that constituents would like the facility at the current location, but take issue with the following: street crossing to the Village, the current facility's roof is too low for gymnastics, the current site does not have enough room for a recreation center, and the actual center needs to be renovated, but the playground and tennis courts are fine.
- The TOML Council took action not renegotiating the lease agreement between MCOE/MUSD and TOML on July 15, 2015, with a separation timeline for the facility estimated to be June of 2017. A collaborative team consisting of members from the Town staff, Town Council, the Recreation Commission and MLR has been directed to bring back a recommendation as aligned with the completion of this MLR strategic planning process.

Cost Estimates & Case Studies: Recreation Commission Staff Report (10/08/2013) says that the cost of refurbishing and rehabilitating the site would cost \$330,500. The tennis courts rehabilitation projects were estimated to cost \$940,000. Both facilities' improvements were considered low priorities, except for parking lot maintenance. There is little desire to invest resources into the existing Community Center that fails to meet the needs of the community; development of a new and larger facility is preferred. Operations and maintenance costs need to be included in the project

Funding Scenarios: TBD

Aquatic Center

Context/History & Current Status: The 2008 draft of the “Parks and Recreation Master Plan” says there is the potential for an outdoor pool and an indoor pool built by 2025. The indoor pool would be up to 12,052 square feet. Recreation Facilities Planning Priorities Grid (created by Recreation Commission) says it is feasible, with built-in programs, and anywhere between short and long-term project. It is mentioned in the RECSTRATS, Parks & Recreation Master Plan and the CIP current plan. The Recreation Facilities Planning Scoring Matrix (6/18/13) says this could be indoor or outdoor, is a public safety priority and would enhance the quality of life. The Recreation Facilities & Program Ranking Sheet ranks this as 3 out of 9.

Vision for the Facility: Recreation Commission Staff Report from Aug. 5, 2014, says the Town and the consultant (Verde Design) recommend the Aquatic Center be integrated on the same site as a Recreation/Community Center. The Recreation/Community & Aquatic Center Workshop (May 22, 2014) states that a 50m pool is necessary in order to attract professional athletes, colleges and pro-teams. The 50m pool would include a diving board, deep water and eight lanes. The report also includes adding a leisure pool and warm water therapy pool, which can be combined.

Location & Partnership/Agency Options:

- Mammoth Creek Park: Plan Your Parks (Aug. 6, 2014) presentation says that some constituents envision an aquatic center here. Three of six groups preferred the Aquatic Center here, it is central to the community, with a good capacity for parking, access to trails and public transit.
- There have been preliminary conversations with the Snowcreek Athletic Club regarding the development of a partnership, which would allow for the creation of an aquatic center as an element of a joint powers agreement.

Cost Estimates & Case Studies: The Recreation Commission Staff Report (10/08/2013) says that capital outlay to upgrade the existing facility in Whitmore would cost \$348,000. For a combination of upgrade and major maintenance projects. The CIP list in the staff report presented to the Town Council dated July 1, 2015 is superseded by the “Parks Major Maintenance and Capital Improvements” spreadsheet. The Recreation Commission engages in an annual prioritization process and recommendations for budget allocations for these projects. Operations and maintenance costs need to be included in the project

Funding Scenarios: TBD

High Altitude Training

Context/History & Current Status: Recreation Facilities Planning Priorities Grid (created by Recreation Commission) defines this as a campus facility that includes trainers, low-cost housing, dining, training and partnerships, with the ability to support branded high-altitude sports and produce town wide events and major festivals. The document cites this as a long-term project that is mentioned in the RECSTRATS, Parks & Recreation Master Plan, Trails Master Plan and DRCEDS. The Recreation Facilities & Program Ranking Sheet ranks this as 5 out of 9.

Vision for the Facility: The integration of various existing and new facilities and activities could be crafted into a high-altitude training program that is utilized by locals and visitors alike. The region of Mammoth Lakes is recognized as a high-altitude training destination.

Location & Partnership/Agency Options:

- The Whitmore Track Complex serves as the initial location, as the first stage has already been completed there. This stunning facility is the culmination of a successful public/private partnership between The Town of Mammoth Lakes and the newly expanded Mammoth Track Club (incorporating the High Sierra Striders running club). The Whitmore Track and Sports Field is an all-weather, 9-lane polyurethane

running track, with a full-size synthetic turf infield that will serve to enhance Mammoth Lakes' reputation as the premier high-altitude training destination for a multitude of endurance sports and recreation.

- At a cost of \$2.3 Million, construction began for Phase I of this facility on July 9, 2012, and completed on November 17, 2012. Phase 2 proposed projects include the construction of a sports building (locker/concession/storage), paved parking lot, field lighting, a decomposed granite path with fitness stations around the track, an open-air picnic pavilion and an entry sign. Funding for this facility was acquired from Measure R, Measure U, grants, industry sponsors, private donations, and local youth sporting organizations.
- The third phase would be the completion of an application with the United States Olympic Committee seeking authorization of the Mammoth Lakes Region as a National Training Center.
- In addition to expansion of current facilities, MLR will be actively engaged in developing programming opportunities for the Whitmore Track Complex as a means of maximizing use of the facility.

Cost Estimates & Case Studies: The projected budget for completing the extended campus is approximately \$2 million. Operations and maintenance costs need to be included in the project.

Funding Scenarios: Corporate Sponsorships

The Whitmore Recreation & Training Center

Context/History & Current Status: The 2012 "Mammoth Lakes Parks and Rec Master Plan" says the current Complex is 10 miles from Town. It presently includes one swimming pool and one wading pool, with changing rooms and showers, and a ball field with no working field lights. The space is 32.64 acres, with 10.0 acres developed. The Parks and Recreation Master Plan also recommends upgrading playground equipment and restrooms, installing picnic shelter, and rehab the sports fields. The Recreation Facilities Planning Scoring Matrix (6/18/13) says a recreation center has a broad community need, that enhancing quality of life and already exists within an adopted plan. The Recreation Facilities & Program Ranking Sheet ranks this as 3 out of 9 (listed as a new Recreation Center).

Vision for the Facility: PLAN Your PARKS (Aug. 6, 2014) presentation says that overwhelmingly constituents would like to see the pool renovated and upgraded, but don't want to have this be the main site for an aquatics center since it is far from town. They also would like to see an improved parking lot and public transit. Town Staff recommendations mentioned during PLAN Your PARKS included construction of a locker room/concession area/storage room, a pavilion in the park picnic area, and winterize the existing restroom.

Location & Partnership/Agency Options:

- The facilities are presently operating in the Whitmore Complex.
- Mono County splits O & M costs with the TOML for fields and Whitmore pool excluding the track complex.

Cost Estimates & Case Studies: The Recreation Commission Staff Report (10/03/2013) says that capital construction to upgrade the existing facility (ball field, restrooms, picnic area, etc.) would cost \$3,210,727. Operations and maintenance costs need to be included in the project.

Funding Scenarios: Multiple Sources

The Mammoth Lakes Trails System

Context/History & Current Status: The 2011 adopted Town of Mammoth Lakes Trails System Master Plan (TSMP), which included the Sherwins Area Recreation Plan (SHARP) and a programmatic CEQA compliance analysis, provided recommendations for the addition of new trails, paved pathways, signage and wayfinding

and associated amenities along with suggestions for other infrastructure improvements such as sidewalks, crosswalks, bus stops, bike lanes, bicycle parking, and summer and winter trail maintenance.

Vision for the System: As cited by the TSMP: “an integrated system of infrastructure and programs that support recreation and mobility simultaneously, by seamlessly connecting homes, hotels, businesses, recreation nodes and backcountry experiences.” A Trails Coordinator was recently employed as a jointly funded position to serve in the capacity as the intermediary between the TOML and the Inyo National Forest System to begin implementing projects from the TSMP.

Location & Partnership/Agency Options: Three defining land-use boundaries cited from the Town’s 2007 General Plan are used in the TSMP – the Urban Growth Boundary (UGB), the Town Boundary and the Planning Area. The key element of the proposed Mammoth Lakes Trails System (MLTS) is the vision it created for integrating the human and natural environments across these three land-use boundaries. Per the TSMP, the idea of “trails and public access” as it applies to the MLTS is comprised of the following three key elements:

- A system of sidewalks, on-street bicycle facilities and paved trails within the UGB forms the nucleus of the MLTS. This trails network within the UGB includes very limited soft-surface trails.
- A system of soft-surface summer and winter trails and backcountry recreational opportunities outside the UGB but within the Town boundary. The area within the Town Boundary includes the Sherwins Area, the Lakes Basin, Shady Rest and most of Mammoth Mountain Ski Area. The majority of the land in this area is administered by the U.S. Forest Service/Inyo National Forest
- The Planning Area (sphere of influence) covers approximately 125 sq. miles and includes destinations such as Reds Meadow, Devils Postpile National Monument, the John Muir Trail and Pacific Crest Trail. Mammoth Lakes serves as a key point of access and egress for users of these amenities.
- NOTE: many areas of the MLTS are also part of a larger trails system managed by the Inyo National Forest and as such, there are mechanisms such as MOU’s and Special use Permits to execute with the federal agency in order to coordinate efforts related to the MLTS.

Current Efforts:

- Mammoth Lakes Basin (LABSS) and Sherwin Area Recreation Plan (SHARP) are two specific areas where work is underway to implement projects. Through the Mammoth Trails Committee, additional projects in these areas will continue to be identified and proposed for future implementation. These two areas are important elements for establishing MLTS connectivity (between the UGB and the Town Boundary), experiences, and as visitation to these areas continues to grow there is a need to establish sustainable activities and experiences to preserve and protect the natural resource.
- Additional partners in this work are the Mammoth Lakes Trails and Public Access Foundation, Friends of the Inyo, local and regional mountain bike clubs, snowmobile groups, motorcycle and 4WD clubs, Nordic clubs, ESIA, and other organized user groups.

Cost Estimates & Case Studies: A database is being developed that is inclusive of all trails related projects and will provide MLR with the opportunity to create a long-term budget that will be used by the Mammoth Trails Committee (MTC) to develop a prioritized action plan and budget for the implementation of projects from the TSMP. These documents will be forwarded to the MLR Board in early 2016 for consideration. The Town Council has authorized \$300,000 from Measure R per year, through FY 2016-17 for this work. The Mammoth Trails Committee has a current FY 2015-16 budget of approximately \$560,000 that is being used for a number of identified trails related projects for completion in this current fiscal year.

Funding Scenarios: TOML, Measure R, USFS, MLTPA, FOI, Partnerships and Agencies

A Visual and Performing Arts Center

Context/History & Current Status: Recreation Facilities Planning Priorities Grid (created by Recreation Commission) defines this including appropriate acoustics, lighting, adequate venue, meeting space and parking that can attract town wide events, major new festivals, concerts, visual art exhibits, sporting, educational & civic events. The vision for this facility is blended in with the one for an Outdoor amphitheater and conference space. The document says this is a feasible short to long term project cited in RECSTRATS and Parks & Rec MP. The Recreation Facilities Planning Scoring Matrix (6/18/13) says this is within an adopted plan and visitor driving. The Recreation Facilities & Program Ranking Sheet ranks this as 6 out of 9.

Vision for the Facility: Mammoth Lakes Foundation (MLF) is partnered with the Kern County Community College District to create a Mammoth Arts and Culture Center on the Mammoth Lakes Cerro Coso Community College District Campus. The CEO of the Mammoth Lakes Foundation, Evan Russell, has created a business plan that includes a 300 seat indoor facility, a 500 - 800 seat outdoor facility and an even larger outside amphitheater that could seat 5000.

Location & Partnership Options:

- The proposed performing arts center is located on Mammoth Lakes Foundation property, which is adjacent to the Mammoth Lakes Cerro Coso Community College property. The MLF has collaborated with the Kern County Community College District and the Town of Mammoth Lakes to create elements of the business plan.

Cost Estimates & Case Studies: The estimated cost for the completion of the complex is approximately \$7 million. Funding to support the construction of the project has been identified from Measure C and private donations. There is a request to support the annual long-term operations of the performing arts center through Measure U funding. The final budget numbers for this project are still pending. Operations and maintenance costs need to be included in the project.

Funding Scenarios: Measure C, TOML, Measure U and Private Donations

Mammoth Arts & Culture

Context/History and Current Status: In Mammoth Lakes there are a variety of organizations that actively engage in arts and culture programming and activities. These groups include the Mono Council for the Arts, Sierra Summer Festival, Felici Trio, Southern Mono County Historical Society, Sierra Classic and Repertory Company. These groups represent diverse interests and opportunities for enhancing Mammoth's arts and culture offerings. MLR will collaborate with these and other groups to facilitate the development of a community-wide arts and culture strategy for groups to integrate into their respective efforts.

Location and Partnership Options:

- There is a need to collaborate with the Mono Arts Council to provide support to the larger arts coalition as outlined in the elements of their strategic planning document and their associated business plan.\
- There is a need to partner with the Southern Mono County Historical Society as they pursue their work with the establishment of a historic district and the concept of cultural tourism.
- There is a need to partner with the respective performing arts groups to establish a master calendar of programming opportunities

Cost Estimates & Case Studies: In previous Measure U funding cycles, a variety of programming activities and events were funded as requested by the respective organizations. Moving forward, and with a strategic plan in

place, MLR will work with the identified organizations to establish a funding program for arts and culture programming and events on a multi-year schedule to ensure the growth of these programs. MLR will be identifying samples of other community's arts & culture strategies to help shape one for Mammoth.

An Outdoor Event Site

Context/History & Current Status: The 2012 draft of the "Mammoth Lakes Parks and Rec Master Plan" says there is the potential for up to 16 acres built by 2025. Recreation Facilities Planning Priorities Grid (created by Recreation Commission) defines this as a space that includes amphitheater, equipment, picnic, venue space, and sporting and trail access. The document calls for a smaller outdoor "event areas" and plazas for outdoor recreation, multi-day events and general ambiance. The document notes that this is a feasible mid to long-term project, mentioned in RECSTRATS, Parks & Rec Master Plan, DRCEDS, CIP and General Plan documents. The Recreation Facilities Planning Scoring Matrix (6/18/13) says this would be used for sports and culture, within an adopted plan, visitor driving and would enhance quality of life. The Recreation Facilities & Program Ranking Sheet ranks this as 4 out of 9.

Vision for the Facility: Mammoth Lakes Foundation (MLF) has partnered with the Kern County Community College District to create a Mammoth Arts and Culture Center on the Mammoth Lakes Cerro Coso Community College District Campus. The CEO of the Mammoth Lakes Foundation, Evan Russell, has created a business plan that includes a 300 seat indoor facility, and a 500-800 outdoor facility which would be configured as a bowl next to the newly constructed indoor facility which would help protect the site from wind and weather issues, along with an even larger outside amphitheater that could seat 5000.

Location & Partnership Options:

- The proposed performing arts center, Blue Sky Bowl amphitheater, is located on the Mammoth Lakes Community Foundation property. The MLF has partnered with the Kern County Community College District and the Town of Mammoth Lakes to create elements of the business plan.
- There is currently the "Wood Site" which is private land that is being scheduled for numerous events and festivals through negotiations with the landowner and the perspective event producer.
- There is also the USFS parcel on the south side of 203 between the RV Park and Commerce that has been identified as a potential land site for an outdoor venue.

Cost Estimates & Case Studies: The estimated cost for the completion of the complex is approximately \$7 million. Funding to support the construction of the project has been identified from Measure C and private donations. There is a request to support the annual long-term operations of the performing arts center through Measure U funding. The final budget numbers for this project are still pending. Operations and maintenance costs need to be included in the project.

Funding Scenarios: Measure C, TOML, Measure U and Private Donations

Incomplete Projects

Context/History & Current Status: There was consistent language throughout the variety of plans that emphasized the need to complete already in-progress projects prior to the start of any new programs and projects. The goal in these cases is to complete the project.

Vision for these Projects:

- Trails End Park is located on Meridian Boulevard approximately ¼ mile south of Main Street and is open until November 1 (weather permitting). Trails End Park is open sunrise to sunset, offers new playground equipment, limited parking, and seasonal restrooms. The 40,000 square foot Volcom Brothers Skateboard Park offers terrain for all levels of skateboarders. The construction of the Little Brothers Skate Park began August of 2013, which is terrain for the beginning skateboarders. The Recreation Commission has created a work plan that would complete this last phase of the project.

- The Whitmore Track and Sports Field is an all-weather, 9-lane polyurethane running track, with a full-size synthetic turf infield striped for soccer and football that includes goals, terrace seating, restrooms, a concession stand and ample parking.

Cost Estimates & Case Studies:

- The cost to complete the Trails End Park Plan is approximately \$145,500, as outlined in the TOML CIP and Major Maintenance list dated July 1, 2015.
- The completion of the second phase of the Whitmore Track and Sports Field is approximately \$2.1 million. The recommended next step in this process is to develop a collaborative business plan with the user groups to support the growth, development and programming of this complex.

Funding Scenarios: A combination of Measure R funding and corporate sponsorships

Niche Projects

Context/History & Current Status: The 2011 RECSTRATS II document refers to “other” capital projects to include an urban park with winter snow play and sledding area. The 2012 Parks and Recreation Master Plan refers to designing additional park improvements and recreational facilities to meet the recreation needs in all seasons and then lists a number of projects as outlined above but also calls out for a dog park, Frisbee golf and a possible “bump to pump” track.

The PRMP dated February 2012, outlines some recreation needs both facility and programming, as captured from a needs assessment survey. MLR will continue to explore opportunities for engaging with emerging niche projects and exploring ways to integrate these projects into existing CIP and other lists for potential implementation and will develop criteria for evaluating feasibility of identified niche projects

Shane’s Inspiration/Inclusive Park

Context/History & Current Status: Shane’s Inspiration was established in 1998, dedicated to building playgrounds where children with and without disabilities can swing, slide and play together. Each playground is uniquely built for the community it serves. All playgrounds receive the Shane’s Inspiration Design Seal of Approval if they meet their criteria.

Vision for the Facility: Providing inclusive play opportunities for people of all ages and abilities is critical for promoting play, healthy physical activity, and learning

Location & Partnership/Agency Options:

- Mammoth Creek Park West: Recreation Commission’s Conceptual Park Master Plan (Aug. 5, 2014) shows an inclusive park added to the back corner of the property.
- Community Center Park: The Recreation Commission Minutes from June 10, 2014 indicate that there were comments shared about an inclusive park being built where the Community Center building is on Forest Trail and Berner Street. No plans have been generated but there was an expressed desire to incorporate accessible elements to the existing parks.
- The Wounded Warrior Center
- Mono County
- MCOE / MUSD

Cost Estimates & Case Studies: The organization’s architects and development team have built playgrounds that range between \$1 million/2-acre and \$65,000/60x70ft. Operations and maintenance costs need to be included in the project.

Funding Scenarios: The organization assists communities with fundraising, project management, grand opening and program development for the planning and construction of accessible play structures people of all ages and abilities.

Land Acquisition

Context/History & Current Status: Mammoth Lakes Parks and Rec MP (02/01/2012) recommends acquiring acres of developable land for active recreation. The document suggests expanding existing parks, and includes considerations such as acquiring or expanding Special Use Permits with the Inyo National Forest at Mammoth Creek Park West and East as well as acquiring USFS land adjacent to Community Center Park. It also recommends purchasing property from the USFS or private owners, or acquiring/improving additional acreage near Town.

Vision for the Acquisition: The acquisition of lands will provide opportunities to enhance regional recreational amenities as aligned with the vision of MLR.

Location & Partnership/Agency Options:

- MCPE/W / Shady Rest Tract / Other Forest Center Parcels / RV Park / Industrial Park / Other Private Land

Cost Estimates & Case Studies: There have been limited formal conversations with numerous entities in the area of land acquisition.

Funding Scenarios: Multiple Sources

A Conference and Event Center / Larger Indoor Conference Facility

Context/History & Current Status: The Recreation Facilities Planning Priorities Grid (created by Recreation Commission) envisions it as being a 45,000 square indoor conference and exhibit space.

Vision for the Facility: Convention centers typically offer sufficient floor area to accommodate several hundred attendees and have at least one auditorium and may contain a concern hall, lecture rooms, meeting and conference rooms, which may be inclusive of a hotel.

Location & Partnership/Agency Options:

- The TOML is exploring options as a municipality with the private business sector.

Cost Estimates & Case Studies: The TOML Planning department is currently working collaboratively with investors to determine the scope and financial base that would be required to approve and complete construction of a project. Operations and maintenance costs need to be included in the project.

Funding Scenarios: Private Funding (not R or U funding)

NEXT STEPS

- Create a filter that provides data about the readiness of a project to generate priority listings for programs and projects.
- Deliver a recommended final draft to the Town Council regarding those prioritized projects with locations and costs for their consideration as an element of a public hearing process.
- Develop conceptual plans, complete any required formal environmental reviews, determine the costs and secure funding for the project, both capital and M&O, and construct the project and program the facility.