

MAMMOTH LAKES RECREATION (MLR) Board Meeting
Tuesday, January 5, 2016 @ 5:00 p.m.
Town of Mammoth Lakes Town Council Chambers Suite Z
Minaret Village Mall
437 Old Mammoth Road, Mammoth Lakes, CA 93546

www.mammothlakesrecreation.org

NOTE: In compliance with the American with Disabilities Act, if you need special assistance to participate in this meeting, please call (760) 709-0620. Notification 48 hours prior to the meeting will enable MLR to make reasonable arrangements to ensure accessibility to this meeting. (28CFR 35.102-35.104 ADA Title II)

NOTE: All comments will be limited by the President to a speaking time of five minutes.

(4pm) Roll Call - Executive Committee Meeting (Danna Stroud, Tom Johnson and Brent Truax)

1. PUBLIC COMMENTS (On Items not on the Agenda)
2. Approval of Agenda
3. Approval of Executive Committee minutes of December 1, 2015
4. Review Proposed MLR Strategy Outline
5. Review Proposed "Program of Work" Outline for 2016
6. Financial Reports
7. Adjournment

(5pm) ROLL CALL

Board Members: Colin Fernie, Tom Johnson, Gary Morgan, David Page, Drea Perry, Teri Stehlik, Danna Stroud and Brent Truax.

(5:05pm) PUBLIC COMMENTS (On Items not on the Agenda)

(5:10pm) ADMINISTRATIVE ITEMS

1. Approval of Agenda
2. Approve minutes of December 1, 2015 MLR Board Meeting
3. (20 min) "Framework for Sustainable Recreation" presented by Eastern Sierra Recreation Collaborative
4. (30 min) "Priority Project" Next Steps and Project Development
 - a. Review and consider taking action on recommending allocating \$145,000 of Measure R funds to complete Trails End Park
5. (10 min) Promotion and Acknowledgment of Measure R & U Funding
 - a. Review and consider taking action on the development of a Measure U project or program funding logo
6. (20 min) Review Outline for Development of a Five Year Strategic Plan
7. (20 min) Review Proposed Program of Work Outline for 2016

8. (20 min) Review and provide recommendations to the updated TOML/NGO Strategic Planning document

9. Financial Reports

- a. TOML Report of November Expenditures
- b. MLR Invoice to TOML for Monthly Payment per MLR Contract
- c. MLR Budget vs Actuals YTD
- d. MLR Balance Sheet

10. (54 minutes) Committee Updates – Status and Next Meeting Date

- a. Development / Fundraising : Focus on raising funds
 - i. (15 min) Committee Presentation
- b. Allocation : Implementation of the Measure R & U funding cycle
 - i. (3 min) Update by Chair Stehlik
- c. Communications : Develop of communication strategy and outreach plan
 - i. (10 min) Update by Chair Johnson
- d. Mammoth Trails : Represent MLR on the committee and oversee the annual MLTS budget
 - i. (5 min) Update by Chair Stroud
- e. Performing Arts AdHoc : Working with the Mammoth Arts and Culture committee
 - i. (5 min) Update by Chair Page
- f. Reconciliation : Annual review of allocation funding to ensure accountability
 - i. (5 min) Update by Chair Stehlik
- g. Strategy : All members of the Board are members of this committee
 - i. 01.05.16 MLR Board Meeting – Develop a 5 Year Plan
- h. Nominating Committee : Annually recruit members for board positions
 - i. (1 min) Update by Chair Truax
- i. Outdoor Event Venue
 - i. (10 min) Update by Chair Morgan

11. Board Member Reports

12. Executive Director Report

- a. Review of the TOML / MLR Deliverables – End of the Year Status Report

REQUEST FOR FUTURE AGENDA ITEMS:

ADJOURNMENT

To the next meeting of the MLR Special Board Meeting on 02.02.16 which will held in the Town of Mammoth Lakes Council Chambers, Suite Z.

I hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted on the Mammoth Lakes Tourism & Recreation Building outside door not less than 72 hours prior to the meeting dated December 22, 2015.

Rich Boccia; MLR Executive Director

**Mammoth Lakes Recreation
December 1, 2015, Board Meeting Minutes
Town of Mammoth Lakes Town Council Chambers Suite Z
Minaret Village Mall, 437 Old Mammoth Road, Mammoth Lakes, CA 93546**

ROLL CALL

President Stroud called the meeting to order at 5:06 p.m. at the Town of Mammoth Lakes Town Council Chambers Suite Z, Minaret Village Mall, 437 Old Mammoth Road, Mammoth Lakes, CA 93546.

Present: Gary Morgan, David Page, Drea Perry, Danna Stroud, Teri Stehlik, and Brent Truax (returned at 5:27p.m.).

PUBLIC COMMENT

None.

ADMINISTRATIVE ITEMS

1. Approval of the Agenda
2. Motion to approve the minutes from November 16, 2015 (M Stehlik, S Page, 5-0)
3. Consideration on the logo design. David Page gave a brief overview of the most recent revisions and the committee's agreement that Concept 1 is the preferred logo design. Motion to approve logo concept number one (M Stehlik, S Perry, 5-0).
 - a. Page asked if the budget includes business cards and other printing work, and if an RFQ is needed for that work. Stehlik and Stroud said that the line items in the budget regarding office supplies and promotional material already covers and approves of this work.
4. Review of the Measure U and R agenda bill being presented to Town Council Wednesday, December 2, 2015, was given by Rich Boccia.
 - a. Only two complaints have been made. One regarding the process that was used and another regarding the amount of funding they were allocated.
 - b. Gary Morgan requested information regarding how the process will unfold next year, and when will the strategy begin to develop for next year.
 - i. Why we are funding, how it benefits the community, and other questions in regards to defining and articulating the purpose and importance of funding than solely focus on the process of how groups receive those funds.
5. Finalize Top Tier Project Matrix
 - a. Rich Boccia reviewed the Recreation Commissions' remarks on the top tier project. (Brent Truax returned at 5:27 p.m.)
 - b. High-Altitude Training was discussed in regards to if it's an actual project of a larger branch. It was taken off the list.
 - c. Inclusive Playground was also discussed in regards to why it is on the top tier phase list.
 - i. It is considered part of the bundle of with Multi-Use Facility and Community Center
 - d. The word "finish" was added to Trails End Park to clarify that the pursuit is to finish projects.
 - e. Trails was changed to "Mammoth Lakes Trails System program and work."
 - f. Outdoor Events Center was discussed, because it is not as defined as clearly as the other projects on the list, but was agreed is a priority in order to get ahead of the future demand for a location.
 - g. Phase one name changed to "Priority Phase."
 - h. Betsy Truax, Recreation Commissioner, made a comment regarding what was discussed at the Commission meeting this morning. Betsy Truax discussed the Recreation Commissions' Agenda Bill regarding the roles that RC and Town play into the process of each project.
 - i. A third category ("Parking Lot") was created that includes moved projects that are outside the realm of "Development" phase.
 - j. Ralph Lockhart suggested that "Field House" being changed to "Sporting Complex"

**Mammoth Lakes Recreation
December 1, 2015, Board Meeting Minutes
Town of Mammoth Lakes Town Council Chambers Suite Z
Minaret Village Mall, 437 Old Mammoth Road, Mammoth Lakes, CA 93546**

- k. Motion to recommend the matrix as discussed (M Page, S Morgan, 6-0)
6. Trails Coordinator Joel Rathje reviewed the consideration by the Trails Committee to re-allocate portions of the Trails budget in order to proceed with a trails maintenance program being proposed to the Forest Service as part of the Cost Share Agreement.
 - a. Motion to approve the committee's recommendation to re-allocate funds for the Cost Share Agreement (M , S Page, 6-0)
7. Motion to approve the Employee Handbook as presented (M Stehlik, S Page, 5-0, Perry out of the room).
8. Employee Benefits Plan: Motion to approve a stipend for the Executive Assistant's health insurance (package 3a in the Board packet Insurance Matrix). (M Truax, S Stroud, 6-0)
9. Motion to approve to continue to provide a stipend for the Executive Director (package 3b in the Insurance Matrix in the Board packet) (M Truax, S Morgan, 6-0).
10. Review and provide recommendations to the updated TOML-NGO strategic planning document.
 - a. Comments from the Board:
 - i. Recommended priority projects should be included in the document. Also the "In development" projects.
 - ii. Inclusion in the "You can live here" (Enhancing community amenities), what is under "memorable experience" could be put in that section. Split the Community Center to YCLH section and leave MACC in the "Memorable Experience" section. Trails maintenance also here. Completion of park projects here.
 - iii. "Natural Active Place" to include high altitude training.
 - iv. "Memorable Experience" to include cohesive outdoor events strategy for 16/17.
 - v. 2025 goals: In development projects put in the Recreation, Arts Culture Infrastructure (and Facilities) ← add facilities.
 - vi. Grady added a comment that the category isn't as important as including what is an important goal.
 - vii. Call out in the Parking section completing the MUP/bike paths. Improve "feet first" infrastructure. Under E.d. add A.e (on page 7).
 - viii. "We are all in this together" add comprehensive communications plan, which includes website information/google search and on the ground efforts., and who's managing it.
11. Financial Reports.
 - a. Stroud reviewed the Executive Committee's decision on invoicing.
 - b. Motion to approve the letter of engagement with the new accounting service, Frostad and Ward. (M Truax, S Page, 6-0).
12. Committee Updates:
 - a. Development and Fundraising: First meeting will occur next week.
 - i. 1% Campaign: Gary Morgan says that Mammoth as a whole could possibly be entered into the organization. Also suggestion of starting our own "1% for Mammoth" campaign with local businesses.
 - b. Allocations:
 - i. Wait for current process to finish before holding another meeting to begin strategy process.
 - c. Communications:
 - i. Next Steps: Meeting scheduled for December 14, to develop a comprehensive communications plan, that includes even a community-wide communications plan.
 - d. Mammoth Trails:

**Mammoth Lakes Recreation
December 1, 2015, Board Meeting Minutes
Town of Mammoth Lakes Town Council Chambers Suite Z
Minaret Village Mall, 437 Old Mammoth Road, Mammoth Lakes, CA 93546**

- i. Update on the recent meetings that have occurring. FOI has been engaged in a contract to groom Shady Rest. LABSS trails meeting occurring on Thursday. Full Committee meeting next week.
 - ii. Defining other snow area was discussed as an important issue to alleviate traffic in the Lakes Basin Area.
 - e. Performing Arts AdHoc: Rich Boccia says he is in discussion with Evan Russell.
 - f. Reconciliation: Meeting with Dan Holler needs to be scheduled.
 - g. Strategy: To be discussed in January meeting.
 - h. Nominating Committee: begin recruiting for final Board member.
13. Board Member Reports:
- a. Teri addressed the Rec Commission documents, which includes MUF programming and CIP maintenance review.
14. Executive Director Report: Spoke about MailChimp stats. Lesley-Anne Hoxie spoke about the Facebook analytics, and how the human element is the biggest driver. Rich also showed the possible Infographic options that will be used for year review.

REQUEST FOR FUTURE AGENDA ITEMS

- Strategy Discussion
- Report from Town Council Action

ADJOURNMENT

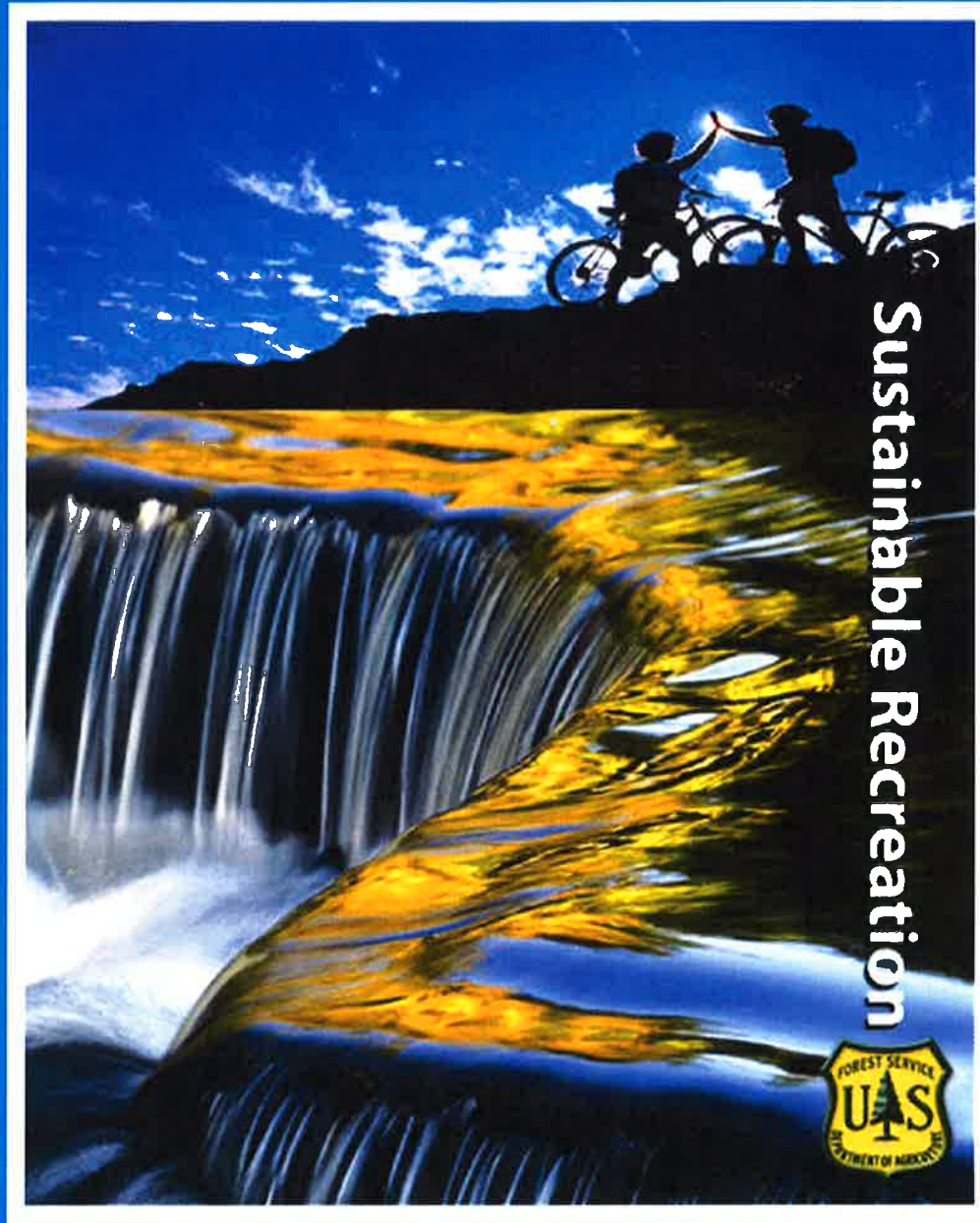
There being no further business to come before the Board of Directors, the meeting was adjourned in memory of Tom Johnson's dad at 8:00 p.m.

Respectfully submitted,

Lesley-Anne Hoxie
Executive Assistant
Mammoth Lakes Recreation

Connecting People with America's Great Outdoors:

A Framework for Sustainable Recreation



*United States Forest Service, USDA
Recreation, Heritage and Volunteer Resources*

June 25, 2010

Connecting People with America's Great Outdoors: A Framework for Sustainable Recreation

"Renewing Body and Spirit, Inspiring Passion for the Land"

"Perhaps the rebuilding of the body and spirit is the greatest service derivable from our forests, for what worth are material things if we lose the character and quality of people that are the soul of America."

Arthur Carhart

The National Forests and Grasslands provide the greatest diversity of outdoor recreation opportunities in the world, connecting people with nature in an unmatched variety of settings, activities and traditional beliefs. People hike, bike, ride horses, and drive off-highway vehicles. They picnic, camp, hunt, fish, enjoy recreational shooting and navigate waterways. They view wildlife and scenery, and explore historic places. They glide through powder at world class alpine resorts and challenge themselves on primitive cross-country ski or snowmobile routes.

Outdoor recreation is fun -- and so much more. It provides physical challenge, requires development of life-long skills, provokes interest and inquiry, and inspires wonder, respect and awe of the natural world. Recreation thereby contributes greatly to the physical, mental, and spiritual health of individuals, bonds family and friends, instills pride in their heritage, and provides economic benefits to communities, regions, and the nation. Indeed, outdoor recreation has become an essential part of American culture.

Outdoor recreation activities occur in many places across the American landscape, outside of the National Forest System. They take place in neighborhoods, undeveloped woodlots and streams, city parks, county open spaces, state lands, Indian Country and a vast array of federal lands. For many, unstructured play in such places is their introduction to the natural world, a beginning point for engaging in a healthy outdoor lifestyle.

In the same way, participation in recreational activities is the way that most Americans come to know their National Forests and Grasslands, making it an important portal for understanding their meaning, history, and relevance, and that of public lands as a whole.

A History of Innovation and Growth

In 1919, the Forest Service employed its first recreation professional, Arthur Carhart, a landscape architect. He was a true pioneer, contributing greatly to the development of the concepts or idea of wilderness and developing the first planned recreation facility through a partnership with the City of Pueblo, Colorado.

Since that time, Forest Service employees, guided by recreation professionals and researchers, have continued to advance the science and practice of outdoor recreation and land management with such innovations as the Scenery Management System, the Recreation Opportunity Spectrum, the National Forest Scenic Byway system, and the Limits of Acceptable Change management system.

Recently, the agency has developed more refined business practices to promote accountability and the optimal use of operations funding, capital investment, and partners' contributions. These have included Infra, Meaningful Measures, the National Visitor Use Monitoring system, and Recreation Facility Analysis. Additionally, the Built Environment Image Guide, accessibility guides, and new travel management regulations have been developed to improve the quality of settings and the range of opportunities for all Americans, and to respond to the threat of unmanaged recreation.

The last 90 years have prepared us well to respond to the challenges of today and the future ... but only if we continue the tradition of adapting, changing, and innovating. The coming decade leading to the centennial of Arthur Carhart's employment gives us an opportunity to build on that legacy as a foundation for the next century of excellence in Forest Service recreation management. We must now begin with a strong sense of urgency and a single minded determination to embrace the needed changes to achieve our mission.

Recreation Challenges Today

The **benefits** to American society that outdoor recreation provides **are needed more today than ever** before:

- America spends \$2 trillion dollars on crisis medical health care. Overweight, obesity, and physical inactivity are major risk factors for chronic diseases such as diabetes, cardiovascular disease, and cancer. ***Physical activity is an integral part of a healthy lifestyle, and outdoor recreation is the natural solution – a disease prevention solution – and part of the nation's existing wellness infrastructure.***
- The economic base of many communities is shifting as industries consolidate and relocate, and service and experience businesses rely on outdoor recreation for their customers and as quality of life attractions for employees.
- Population growth and land development demand more environmental services from a decreasing and fragmented land base, yet people become less familiar with, and respectful of, natural landscapes and historic sites every year.
- The increasingly urbanized and technology focused American population, including children, is losing touch with the contributions of public lands to the basic resources that affect their lives. Americans sense of place and national identity can be enhanced by experiencing historic sites and landscapes that represent the abundant natural and cultural heritage of the nation.

At the same time, there are **unprecedented challenges** to providing quality recreation:

- Demographic shifts and lifestyle changes have greatly affected demand for recreation on National Forests and Grasslands. With 80% of our population living in cities, our country is the most urban it has ever been. For many, the only exposure to the natural environment is what they see on television and computer screens. Others find our existing recreation facilities and programs not in line with their cultural traditions.
- Growth of retiree communities and other population shifts have created population centers close to many public lands. This has resulted in many of our forests being

enjoyed as regional and municipal parks adding additional strain on visitor facilities, services, and natural settings.

- The condition of our recreation and heritage assets has steadily diminished, resulting in a ballooning backlog of maintenance needs for recreation facilities, trails, and roads.
- Unmanaged recreation has contributed to degraded recreation settings, damaged heritage sites, unacceptable resource impacts, and conflicts between users.
- National economic conditions and mounting financial demands underscore the inadequacy of traditional funding sources to meet growing needs, yet user fees and private sector involvement to deliver services remain controversial to some.

~~~~~

## A Framework for Sustainable Recreation

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. We can no longer manage as we have in the past. Any course we choose cannot depend solely on appropriated funding to meet our constituents' needs.

The strategy presented below will help us unite diverse interests, create and strengthen partnerships, focus scarce resources on mission-driven priorities, connect recreation benefits to communities, provide for changing urban populations, and most importantly, sustain and expand the benefits to America that quality recreation opportunities provide.

**The USDA Forest Service Mission:** *“To sustain the health, diversity, and productivity of the Nation’s forests and grasslands to meet the needs of present and future generations.”*

The agency mission, one of sustainability, provides the foundation for the Recreation, Heritage, and Volunteer programs.

### **Our Vision ... “Renewing Body and Spirit, Inspiring Passion for the Land”**

*We provide recreation on treasured lands that brings health and vitality to individuals and communities and showcases our country’s natural abundance. Recreation on the National Forests and Grasslands invokes feelings of connection to the natural world and inspires responsibility to care for it.*

### **Guiding Principles for our mission and vision:**

- **Connecting people with their natural and cultural heritage** is a vital thread in the fabric of society. It contributes to the American identity and reminds people of the resources that sustain life – water, soil, food, and fiber. Moreover, **recreation is the portal** for understanding and caring for natural resources and public lands. It provides opportunities and motivation to advance from fun and attraction, through awareness, education and understanding, to a role of citizen stewardship – one of “giving back” and supporting sustained management of natural resources.

- **Recreational activity in the great outdoors promotes healthy lifestyles.** Combined with good nutrition, it contributes to improved physical, mental, and spiritual health, and a shift away from treating illness toward creating wellness.
- **Sustainability underlies all program decisions.** In order to sustain the benefits of outdoor recreation for present and future generations, the recreation program must address and work toward a sustainable balance among the three spheres of environmental, social, and economic conditions.
- **Community engagement is essential** for creating a sustainable recreation program. Our role is to serve as planners, facilitators, conveners, and collaborators, tapping the enormous energy and creativity of people in communities that care for and benefit from public lands, including both the private and public sectors.
- **National Forests and Grasslands are part of a larger landscape** that includes: other public lands; open spaces at the local, state, and federal level; tribal lands; working farms and ranches, and; towns and cities. Respecting and cultivating the relationships across all lands and communities is necessary to strengthen the health and vitality of each.
- **The Recreation program is integrated into the larger agency mission.** By working together with other program areas to integrate program goals and service delivery, we maximize our contribution by connecting programs, people, and landscapes. .

## Our Goals

Building on the foundation of the Mission, Vision, and Guiding Principles, we will strive to:

- **Provide** a diverse range of quality natural and cultural resource based recreation opportunities in partnership with people and communities.
- **Protect** the natural, cultural, and scenic environment for present and future generations to enjoy.
- **Partner** with public and private recreation benefit providers that together we meet public needs and expectations.
- **Perform** and plan by implementing systems and processes to ensure: effective decisions, sound investments, and accountability; collaborative approaches to integrated solutions across the landscape; and enhanced professionalism of our workforce.

## Our Areas of Focus

***“The vast possibilities of our great future will become realities only if we make ourselves responsible for that future.” Gifford Pinchot***

By **focusing on the three spheres that frame sustainability** - environmental, social, and economic – the recreation program can significantly contribute to the agency’s overall mission. **In the most profound sense, we will not achieve the agency’s mission without sustainable recreation and tourism.** The following ten focus areas comprise high leverage actions that will help us achieve sustainable recreation programs on every national forest and grassland by 2019, the centennial of managed recreation in the Forest Service.

## **I. Restore and Adapt Recreation Settings**

- Through integrated research, analysis, planning, and quality design, we will restore the condition and function of our recreation facilities and settings, expanding and adapting them to reflect the diversity of cultures, abilities, family structure, and activities in our ever-changing society.
- Recreation settings that have been impacted by declining ecosystem health, wildfire, and inappropriate use will be restored to improve the quality of outdoor experiences. Unmanaged recreation will be resolved through a planned and properly designed network of roads, trails, and facilities, combined with educated citizen stewardship and partnerships, as well as field presence to provide quality recreation experiences while reducing the impacts of visitor use on the landscape.
- Focused acquisition of rights-of-way and conservation easements will enhance access to recreation settings while protecting the scenery and sense of place that make each recreation setting special.

## **II. Implement “Green” Operations**

- The recreation and tourism program will reduce its environmental footprint and serve as a model for our visitors and other providers by incorporating sustainable travel industry best practices; “green technology” for facility and trail construction; and environmental management systems in all aspects of our operations.
- We will interpret the connection between our agency mission and our green operations, as well as citizens’ roles in sustainability.
- We will share knowledge, skills, and best management practices among a broad network of practitioners, educators, and partners.

## **III. Enhance Communities**

We will develop and implement, a place-based recreation planning model using collaborative processes to work with communities and other outdoor recreation and tourism providers within our regional destination areas.

- Together with our communities and stakeholders, we will develop a common vision and define potential roles to sustain the economic and quality of life benefits of recreation and tourism assets within these destinations.
- Included will be shared infrastructure development, delivery of information, and provision of recreation services that addresses connections of urban areas and rural communities to the scenic attractions, historic places, and recreation opportunities of the National Forests and Grasslands.
- Community and state parks, other federal and tribal lands, and local open space lands will be evaluated for connections with National Forest System lands as well as for their own contributions, existing and potential, for meeting the outdoor recreation and tourism demands for the area.

Along with the communities and stakeholders, we will jointly identify economic development and investment options to carry out the common vision.

#### **IV. Invest in Special Places**

The National Forest System designations include: 6 National Monuments, 19 National Recreation Areas, 11 National Scenic Areas, 6 National Scenic and Historic Trails, Grey Towers National Historic Site, and 22 National Historic Landmarks. These areas were designated by Congress to recognize their unique natural, scenic, or cultural resources and their outstanding opportunities for outdoor recreation.

- We will make strategic investments and leverage existing and future external partnerships for additional resources and funding to help sustain and feature these high value treasured landscapes and sites.
- We will showcase these special places in multiple media (including our national reservation service) by emphasizing their recreational, educational, and tourism benefits to demonstrate premier natural resource based tourism and recreation management.
- We will evaluate other areas within the National Forest System that have outstanding recreational, scenic, historic, or other values of high attractiveness for designation and management as special areas.

#### **V. Forge Strategic Partnerships**

Strategic partnerships are vital to providing sustainable recreation experiences.

- We will cultivate coalitions of recreation interest groups that will help provide recreational experiences, service activities, and environmental education for youth and adults that promote fitness, appreciation of nature and history, and citizen stewardship.
- We will seek opportunities to expand the demographic diversity of our recreation visitors by strengthening relationships with new partners and non-traditional users.
- We will streamline our partnership processes and increase our capacity to engage and support partners. These actions will contribute to the long term sustainability and relevance to society of natural and cultural landscapes.

#### **VI. Promote Citizen Stewardship**

With over 173.4 million visitors to National Forests and Grasslands each year and an additional 300 million driving through, recreation provides an exceptional conduit not just for connecting people to nature – but for enhancing their understanding of their natural and cultural environment and catalyzing their participation in caring for it.

- We will cultivate the energy, enthusiasm, and skills of private and nonprofit sector partners and volunteers to provide services and connect people to the land.

We will inspire passion for the land and develop a lifelong commitment to caring for it through interpretive services programs and exhibits, conservation education, and outdoor ethics programs that strive to make personal connections to our resources resulting in stewardship.

#### **VII. Know Our Visitors, Community Stakeholders, and Other Recreation Providers**

Increased recreation use and interest in history and the natural world demand that managers know their current and potential visitors to anticipate demand, foresee impacts, and take proactive management actions that create inviting recreation environments that instill respect for natural and cultural resources. To effectively position our recreation program within our market destination areas, we will need to utilize market research, visitor use information from a variety of sources, and continuous engagement of community stakeholders and regional recreation providers.

- We will continuously adapt our visitor use monitoring system and work closely with Research and Development to stay current with demographic shifts, changing values and demands, data sources, new technologies, and management tools.
- We will continuously seek to improve our community participation and collaboration skills using the latest research to build long lasting partnerships and working relationships to move together toward sustainable conditions.

### **VIII. Provide the Right Information**

Today, people expect credible, accurate, and effective information in seconds.

- We will invest in consolidating and improving our external recreation information systems with an emphasis on quality, consistency, accessibility and convenience.
- We will improve our capacity to use emerging social media technology to better connect with diverse users and cultures.
- An internal recreation managers' web toolbox will be developed and maintained as a first level resource for policy and process guidance. This toolbox will be designed for the employee to get current and specific information about all recreation programs to assist in day-to-day work.

### **IX. Develop a Sustainable Financial Foundation**

The Recreation program cannot deliver sustainable environmental, social, and economic conditions if it is not built upon a sustainable financial foundation. It is unlikely that appropriated funds will ever meet the total program need for providing excellent recreation opportunities while protecting the land. Program delivery will be balanced on a base of appropriated funds through expanded capacity by utilizing user fees, volunteers, private providers, and partners in the nonprofit sector.

- We will develop a holistic program analysis model to evaluate our infrastructure investments and program costs. Those costs will be considered alongside available resources such as appropriations, fee revenue, partnerships, volunteers, and other service provider options to seek a sustainable and integrated base for the program.
- Proposed new development investments and program improvements will be evaluated along with the capacity to sustain existing ones. The gap between program needs and available resources will be identified along with options for closing the gap.
- We will seek opportunities for further integration of programs, databases, processes, and funding with other associated resource staff areas such as: Heritage; Wilderness

and Wild & Scenic Rivers; Watershed, Fish, & Wildlife; Engineering; Conservation Education; and information management; among others.

## **X. Develop Our Workforce**

Our current organization, both in numbers and in expertise, is not well positioned to address this strategy. Capacity to respond to numerous partnership opportunities is limited, and field presence is minimal.

- In addition to the need to replenish, train, and develop the existing array of skills in our workforce, employee skills are needed to engage in collaborative planning processes with communities as well as to better build and administer partnerships and business relationships.
- We will recruit, retain, train, and develop needed skills and leverage our talented employees across the organization, transcending program and geographic boundaries.
- Our workforce will better represent the populations we serve.

## **Conclusion**

Despite changes in population and fluctuations in visitor patterns, it is obvious that outdoor recreation on the National Forests and Grasslands is a traditional part of the American way of life, and will remain so in the years ahead. There are numerous challenges to providing quality recreation experiences and tourism opportunities while protecting the land. But, through the strength of our partnerships and increased performance of all our employees and systems, we can meet these challenges of a sustainable future for the benefit of American society. The actions spelled out here will move us toward that meaningful goal, so please join us in:

***“Renewing Body & Spirit, Inspiring Passion for the Land”***

Town of Mammoth Lakes  
Mammoth Lakes Recreation Agenda Bill  
Mammoth Lakes Recreation Board of Directors Meeting

**Meeting Date:** January 5, 2016

**Date Prepared:** December 17, 2015

**Prepared by:** Rich Boccia; Executive Director  
Mammoth Lakes Recreation

**Title:** Funding the Completion of Trails End Park

**Agenda Item # 4**

**Recommended Action:**

*It is recommended that the Mammoth Lakes Recreation (MLR) Board of Directors take action to approve a recommendation to the Town Council to allocate \$145,000 of Measure R funds to complete the final phase of Trails End Park. As one of the items on the prioritized listing of primary amenities that was approved by the Mammoth Lakes Town Council on December 16, 2015 through financial support with Measure R and U funds.*

**Background Information:**

The MLR Board of Directors has prepared and provided to the Mammoth Lakes Town Council an MLR strategy with a prioritized list of primary amenities recommended to be supported with Measure R and U funds on December 16, 2015. One of the priorities was to complete the Trails End Park. Based on the Town Council's approval of the priority list, it is requested that MLR recommend to the Town Council the allocation of \$145,000 from Measure R to complete the park. The Ordinance implementing Measure R requires that MLR, as the designated body provide a recommendation to the Town Council on the use of the funds after taking public comment. Public comment will be taken as part of the noticed MLR Board meeting regarding the recommendation on the use of the Measure R funds for completing improvements at Trails End Park.

The Mammoth Lakes Town Council took action on MLR's recommended list of priorities at the December 16, 2015 Council meeting. The list of priorities is aligned with the TOML / NGO Priority Alignment and Integrated 2025 Major Goals that were outlined at the December 15, 2015 Town Council / NGO Strategic Planning Workshop.

The Town of Mammoth Lakes has established a goal of creating sustainable economic security for the community. There are four strategic priorities as aligned with that goal:

1. Enhance Our Recreation Based Economy
2. Develop a Comprehensive Community Plan
3. Enhanced Amenities Serving Residents and Visitors
4. Effective Municipal Services

The Town of Mammoth Lakes also crafted nine objectives to support these strategic priorities with objective #8 aligning with the work of Mammoth Lakes Recreation *to integrate sustainable recreation through expanded and enhanced facilities and programs.*

The following is the list of priority projects as presented to and approved by Town Council:

| Implementation Phase                                                                                                                                       | Priority Phase | Development Phase                               | Sideline                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-------------------------------------------------|-------------------------------------|
| Community Complex <ul style="list-style-type: none"> <li>**Ice Rink /Multi-Use Facility</li> <li>Community Center</li> <li>Inclusive Playground</li> </ul> |                | **Aquatic Center / Whitmore & Snowcreek         | “Other” Park or Playground Projects |
| Complete Trails End Park                                                                                                                                   |                | Hayden Cabin Historical & Interpretive District | Municipal Wayfinding & Signage      |
| Mammoth Arts & Culture Center                                                                                                                              |                | **Field House / Indoor Sports Complex           |                                     |
| Mammoth Lakes Trail System Master Plan Implementation                                                                                                      |                | **Biathlon Center                               |                                     |
| Outdoor Events Site                                                                                                                                        |                | **The Whitmore Complex / Track & Fields         |                                     |

**Funds Available: Measures R**

**Account #:** Fund 216 – Measure R Sales Tax

The action by Town Council on December 16, 2016 requires the MLR Board of Directors to take action as aligned with budget allocations for specific projects. The table above highlights the projects by category. The action by the Town Council transitioned projects from the Priority Phase to the Implementation Phase, which will now require action by the MLR Board for a budget allocation. The recommended action for the Board is to recommend the allocation of \$145,000 of Measure R funds for the completion of Trails End Park. Attached is an overview of the proposed project. The budget is an estimate and actual costs will depend on final bids for the work. The project will be scaled or additional funds from the Town will be provided to complete the project within budget. Any unused funds will be returned to the Measure R Fund.

The MLR Board approval of this recommendation for funding will be presented to the Town Council on January 20, 2016, which will encumber funds for town staff to move this project forward for final completion.

**Reviewed by:**

  **x**   Board President      **x**   MLR Executive Director       MLR Legal Counsel



Town of Mammoth Lakes  
2016 Trails End Park Improvements  
Report presented by Grady Dutton

FYI, to make the best use of funds, and consistent with your staff report, should Town Council approve the \$145,000 Budget we will:

- Prepare a preliminary site plan to show each proposed item and proposed locations along with any required site work or appurtenances.
- Prepare an updated cost estimate.
- Present that site plan and estimate to the Recreation Commission for review, comment and approval.
- Prepare bid documents (some parts may be a construction contract, some may be a simple purchase). Bid documents will include deductive and additive alternates – based on the bids received, we can then adjust the award to meet the budget.
- Advertise, award, construct, ..... play.

We will of course see that you receive regular updates as we progress.

### Cost Estimate for the Completion of Trails End Park

The following estimates are complete and in place costs.

| Item                                  | Cost Estimate    |
|---------------------------------------|------------------|
| 3,300 square feet of Concrete         | \$33,000         |
| 1 ADA Picnic Table                    | \$1,850          |
| 4 Non-ADA Picnic Tables               | \$7,400          |
| 3 Shade Structures Over Picnic Tables | \$19,500         |
| Pavilion                              | \$83,250         |
| <b>TOTAL</b>                          | <b>\$145,000</b> |

- The 3,300 sf of concrete is located around the playground and includes the base areas below the picnic tables and structures.
- The picnic tables costs are based on 6' long Thermoplastic Coated Rectangular Picnic Tables.
- The picnic shade structure price is based on a 10' x 10' Outdoor Mini-Shelter Shade Structure.
- The pavilion will match the style of the picnic shade structures. Lights may or may not be added to the pavilion depending upon budget.

**FIRST DRAFT / 09.22.15**  
**Mammoth Lakes Recreation**  
**Five Year Strategic Plan**  
**July 1, 2015 through June 30, 2020**

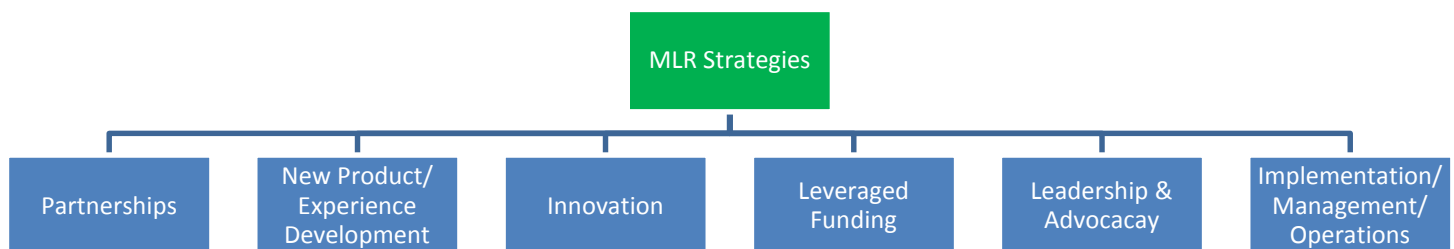
Our **Vision** is to be the best alpine recreation community in the country.

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 to be used as overarching guidelines to support a long term and sustainable vision when new ideas, strategies, investments, and priorities are being 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 affect the desirability of Mammoth Lakes as a place to live, work, invest and do business.



**Strategy 1: Partnerships**

Purpose: Develop partnerships both within the community and outside the community that further support the vision.

Goals:

- a. Identify and engage with entities to create alliances
- b. Enter into short and long term agreements with agencies, business and non-profits to maximize resources
- c. Create Ad Hoc Committees based on specific projects to increase organic ownership and ambassadorships

## **Strategy 2: New Product Development / Experience Development**

Purpose: Develop new capital projects and experiences that appeal to both local residents and visitors, that enhance their overall experience and their quality of life.

- a. Partner in the planning and completion of capital projects to include not but limited to the Multi-Use Facility, the Community Center, the Mammoth Arts and Culture Center, the Mammoth Lakes Trail System, an Outdoor Event Venue, an Aquatic Center, High Altitude Regional Training, Shane's Inspiration Inclusive Playground and assorted niche projects.
- b. Identify and engage with recreation trends and industry leaders to position Mammoth Lakes as a model community for recreation experiences

## **Strategy 3: Innovation**

Purpose: Innovate existing programs in an effort to develop improved experiences and efficiencies.

- a. Encourage change in the community to sustain our economy
- b. Challenge the status quo – be disruptive
- c. Create “think tanks” with diverse stakeholders to imagine the future
- d. Partner with outdoor industry leaders

## **Strategy 4: Leveraged Funding**

Purpose: Develop additional funding for both capital and non-capital projects and programs. This should include diversifying prospective revenue streams associated with utilization of recreation assets.

- a. To support funding projects that are aligned with the mission of the organization
- b. Develop and sustain resources for capital projects and programming
- c. Ensure effective Measure R & U expenditures
- d. Craft working business plans with our partners to secure additional funding sources for projects
- e. Identify and engage potential sponsorships, granting opportunities and strategic alliances

## **Strategy 5: Provide Leadership & Advocacy**

Purpose: Compliment Mammoth Recreation and provide leadership in developing destination and recreation.

- a. Participate in public policy formation
- b. Promote recreation, arts and culture and their related programming
- c. Advocate at the local, state and federal levels
- d. Develop and operate a communication strategy utilizing multiple channels to maximize community engagement, fundraising and to support the mission of the organization and advance our vision

## **Strategy 6: Implementation / Management / Operations**

Purpose: Focus on new product, experiences, and execution

- a. Ensure continued compliance as a California public benefit corporation with 501(c)(3) tax-exempt status
- b. Implement an effective governance system that engages the community through an effective board of directors
- c. Develop and sustain organizational resources and capacity necessary to achieve the mission

**recreation = renewal of strength and spirit**

**Original TOML/NGO Priority Alignment and Integrated 2025 Major Goals – Color Coded**

Define and activate a strategy driven process that clearly aligns and integrates the NGO’s (e.g. MLT, MLR, and MLH) with the TOML to achieve **sustainable economic security for the community.**

| TOML Strategic Priorities                             | TOML 2015-2017 Commitments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | TOML MLR MLT MLH ESTA | 2025 Major Goals – TOML & NGO Partners                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>1. Enhance Our Recreation Based Economy</b></p> | <ul style="list-style-type: none"> <li>a. Update and implement Economic Vitality Plan and Strategy</li> <li>b. Prepare a community economic baseline model updated on a regular basis</li> <li>c. Build out a stable business environment with focus on growing shoulder months to \$1 million in TOT per month</li> <li>d. Financial plan for the terminal matching funds of \$5 million in place</li> <li>e. Enhanced air service providing 30,000 enplanements with plan for growth being developed</li> <li>f. Enhanced broadband opportunities for visitors, residents and business</li> </ul> |                       | <ul style="list-style-type: none"> <li>Goal 1: 10 months with \$1 million plus in TOT revenues</li> <li>Goal 2: Expanded job base</li> <li>Goal 3: Expanded air service to 50,000 enplanements based on demand and new terminal capacity</li> <li>Goal 4: Broadband utilization is fully integrated into public and private sector operations</li> <li>Goal 5: \$1 billion in new capital investment</li> </ul> |
| <p><b>2. Develop Comprehensive Community Plan</b></p> | <ul style="list-style-type: none"> <li>a. Develop and maintain a Community “Story Map” to communicate shared vision</li> <li>b. Actively engage with developers and financiers to secure new investment</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                  |                       | <ul style="list-style-type: none"> <li>Goal 6: Story Map in use and utilized to sell Mammoth Lakes as a place to live, work, recreate, and invest</li> <li>Goal 7: Expanded housing options meet demand</li> </ul>                                                                                                                                                                                              |

| TOML Strategic Priorities                                          | TOML 2015-2017 Commitments                                                                                                                                                                                                                                                                                                                                                                                  | TOML MLR MLT MLH ESTA | 2025 Major Goals – TOML & NGO Partners                                                                                             |
|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------|
|                                                                    | <ul style="list-style-type: none"> <li>c. Provide economically and demographically diverse housing opportunities with a focus on the creative and innovative use of existing housing inventory</li> <li>d. Short-term parking solution for the Village implemented. Long-term, town wide parking solutions are planned with our recreation based culture including parking, mobility and transit</li> </ul> |                       |                                                                                                                                    |
| <p><b>3. Enhanced Amenities Serving Residents and Visitors</b></p> | <ul style="list-style-type: none"> <li>a. Siting of new trail(s) and new community amenity(s)</li> <li>b. Implement strategic plan for investment of Measures U and R revenues</li> <li>c. Mammoth Lakes Interests are reflected in the Inyo National Forest Plan Revision</li> <li>d. Participate in the creation of a sustainable recreation program with the Inyo National Forest</li> </ul>             |                       | <p>Goal 8: Integrated sustainable recreation through expanded and enhanced facilities and programs</p>                             |
| <p><b>4. Effective Municipal Services</b></p>                      | <ul style="list-style-type: none"> <li>a. Financial stability:                             <ul style="list-style-type: none"> <li>• Increased reserves</li> <li>• Growing stable revenue and services</li> </ul> </li> </ul>                                                                                                                                                                                |                       | <p>Goal 9: Enhanced municipal assets, financial resources, and capabilities deliver effective government with service partners</p> |

| TOML Strategic Priorities | TOML 2015-2017 Commitments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | TOML MLR MLT MLH ESTA | 2025 Major Goals – TOML & NGO Partners |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------|
|                           | <ul style="list-style-type: none"> <li>• Hire finance director</li> <li>• Improved credit rating</li> <li>• Evaluate new financing tools</li> </ul> <p>b. Recognized as a responsive and efficient local government with improved services such as:</p> <ul style="list-style-type: none"> <li>• Police service</li> <li>• Public works services</li> <li>• Infrastructure</li> <li>• Streamline permitting</li> <li>• Improved TOT/TBID/Business License compliance</li> </ul> <p>c. Town Council is committed to effectively integrating with and is utilizing expanded capacities offered by MLR, MLT, MLH, and ESTA in provision of services and use of Synergy Summits</p> <p>d. Regional solid waste plan in place</p> |                       |                                        |

| <b>Mammoth Lakes Recreation</b>                                |                                     |  |  |  |
|----------------------------------------------------------------|-------------------------------------|--|--|--|
| <b>Report of Expenditures - November 2015</b>                  |                                     |  |  |  |
| Income                                                         |                                     |  |  |  |
| \$68,599.93                                                    | Balance Forward                     |  |  |  |
| \$25,000.00                                                    | November 2015 Contract Payment      |  |  |  |
| \$93,599.93                                                    | Total Revenues                      |  |  |  |
| Expenditures                                                   |                                     |  |  |  |
|                                                                |                                     |  |  |  |
|                                                                |                                     |  |  |  |
| (\$20.00)                                                      | Filing Fees                         |  |  |  |
| \$45.00                                                        | Website Development and Maintenance |  |  |  |
| \$79.44                                                        | Telecommunications                  |  |  |  |
| \$14.95                                                        | Technology Support                  |  |  |  |
| \$69.33                                                        | D&O Insurance                       |  |  |  |
| \$83.67                                                        | Liability Insurance                 |  |  |  |
| \$165.58                                                       | Workers' Compensation Insurance     |  |  |  |
| \$9,619.74                                                     | Salaries                            |  |  |  |
| \$506.52                                                       | Benefits                            |  |  |  |
| \$797.49                                                       | Payroll Taxes                       |  |  |  |
| \$2.90                                                         | Payroll Processing                  |  |  |  |
| \$190.00                                                       | Reimbursement                       |  |  |  |
|                                                                |                                     |  |  |  |
| \$11,554.62                                                    | Total Expenditures                  |  |  |  |
|                                                                |                                     |  |  |  |
| \$82,045.31                                                    | Balance Available                   |  |  |  |
|                                                                |                                     |  |  |  |
| <b>Expenditures by Project FY 2015-16 as of September 2015</b> |                                     |  |  |  |
| <b>TOML Contract</b>                                           |                                     |  |  |  |
| Allocation                                                     | \$2,792.55                          |  |  |  |
| Leverage                                                       | \$678.61                            |  |  |  |
| MLTS                                                           | \$975.67                            |  |  |  |
| Organization                                                   | (\$20.00)                           |  |  |  |
| Strategy                                                       | \$2,731.75                          |  |  |  |
| Support                                                        | \$4,396.04                          |  |  |  |
| Contract Subtotal                                              | \$11,554.62                         |  |  |  |
|                                                                |                                     |  |  |  |
| <b>TOML General Fund</b>                                       |                                     |  |  |  |
| Performing Arts                                                | \$0.00                              |  |  |  |
| TOML                                                           | \$0.00                              |  |  |  |
|                                                                |                                     |  |  |  |
| <b>Unrestricted Funds</b>                                      |                                     |  |  |  |
| Board                                                          | \$0.00                              |  |  |  |
|                                                                |                                     |  |  |  |
| TOTAL Expenditures                                             | \$11,554.62                         |  |  |  |

Mammoth Lakes Recreation

PO Box 8562

Mammoth Lakes, CA 93546

# Invoice

| Date      | Invoice # |
|-----------|-----------|
| 11/1/2015 | 1001      |

| Bill To                                                         |
|-----------------------------------------------------------------|
| Town of Mammoth Lakes<br>PO Box 1609<br>Mammoth Lakes, CA 93546 |

| Description                                                              | Amount             |
|--------------------------------------------------------------------------|--------------------|
| Monthly Payment to Mammoth Lakes Recreation per Contract - November 2015 | 25,000.00          |
| <b>Total</b>                                                             | <b>\$25,000.00</b> |



**Mammoth Lakes Recreation**  
**Profit Loss Budget vs. Actual**  
**July through November 2015**

|                                |                                            | Jul - Nov 15      | Budget            | \$ Over Budget   | % of Budget   |
|--------------------------------|--------------------------------------------|-------------------|-------------------|------------------|---------------|
| <b>Ordinary Income/Expense</b> |                                            |                   |                   |                  |               |
| <b>Income</b>                  |                                            |                   |                   |                  |               |
|                                | 40200 · Government Grants                  | 25,000.00         | 125,000.00        | -100,000.00      | 20.0%         |
|                                | <b>Total Income</b>                        | 25,000.00         | 125,000.00        | -100,000.00      | 20.0%         |
| <b>Expense</b>                 |                                            |                   |                   |                  |               |
|                                | 60100 · Business Expenses                  |                   |                   |                  |               |
|                                | 60120 · Filing Fees                        | 60.00             | 200.00            | -140.00          | 30.0%         |
|                                | <b>Total 60100 · Business Expenses</b>     | 60.00             | 200.00            | -140.00          | 30.0%         |
|                                | 60200 · Contract Services                  |                   |                   |                  |               |
|                                | 60210 · Accounting Fees                    | 2,491.05          | 1,669.00          | 822.05           | 149.25%       |
|                                | 60220 · Legal Fees                         | 0.00              | 2,500.00          | -2,500.00        | 0.0%          |
|                                | 60230 · MLR Website Develop./Maint.        | 45.00             | 15,000.00         | -14,955.00       | 0.3%          |
|                                | 60240 · Graphic Design                     | 2,000.00          | 15,000.00         | -13,000.00       | 13.33%        |
|                                | <b>Total 60200 · Contract Services</b>     | 4,536.05          | 34,169.00         | -29,632.95       | 13.28%        |
|                                | 60300 · Office                             |                   |                   |                  |               |
|                                | 60305 · Office Supplies                    | 413.34            | 1,044.00          | -630.66          | 39.59%        |
|                                | 60310 · Postage                            | 0.00              | 500.00            | -500.00          | 0.0%          |
|                                | 60315 · Promotional Materials              | 300.24            | 3,125.00          | -2,824.76        | 9.61%         |
|                                | 60320 · Services Agreement                 | 450.00            | 750.00            | -300.00          | 60.0%         |
|                                | 60330 · Printing                           | 393.80            |                   |                  |               |
|                                | 60340 · Telecommunications                 | 381.26            | 775.00            | -393.74          | 49.2%         |
|                                | 60345 · Computer Hardware                  | 144.95            | 145.00            | -0.05            | 99.97%        |
|                                | 60350 · Computer Software                  | 12.99             | 831.00            | -818.01          | 1.56%         |
|                                | 60355 · Technology Support (IT Serv.)      | 333.85            | 1,044.00          | -710.15          | 31.98%        |
|                                | <b>Total 60300 · Office</b>                | 2,430.43          | 8,214.00          | -5,783.57        | 29.59%        |
|                                | 60400 · Insurance                          |                   |                   |                  |               |
|                                | 60410 · D&O Insurance                      | 69.33             | 419.00            | -349.67          | 16.55%        |
|                                | 60420 · Liability Insurance                | 83.67             | 349.00            | -265.33          | 23.97%        |
|                                | 60430 · Worker's Compensation              | 827.92            | 3,331.00          | -2,503.08        | 24.86%        |
|                                | <b>Total 60400 · Insurance</b>             | 980.92            | 4,099.00          | -3,118.08        | 23.93%        |
|                                | 60500 · Payroll Expenses                   |                   |                   |                  |               |
|                                | 60510 · Salaries                           | 49,336.28         | 51,100.00         | -1,763.72        | 96.55%        |
|                                | 60520 · Benefits                           | 10,847.62         | 3,575.00          | 7,272.62         | 303.43%       |
|                                | 60530 · Payroll Taxes                      | 4,610.45          | 5,110.00          | -499.55          | 90.22%        |
|                                | 60540 · Payroll Processing Fees            | 11.42             | 0.00              | 11.42            | 100.0%        |
|                                | <b>Total 60500 · Payroll Expenses</b>      | 64,805.77         | 59,785.00         | 5,020.77         | 108.4%        |
|                                | 60600 · Organizational Growth              |                   |                   |                  |               |
|                                | 60610 · Conferences                        | 200.00            | 419.00            | -219.00          | 47.73%        |
|                                | 60620 · Professional Memberships           | 125.00            | 625.00            | -500.00          | 20.0%         |
|                                | <b>Total 60600 · Organizational Growth</b> | 325.00            | 1,044.00          | -719.00          | 31.13%        |
|                                | 69100 · Contingency                        | 0.00              | 41,675.00         | -41,675.00       | 0.0%          |
|                                | 69200 · Reserve                            | 190.00            | 45,000.00         | -44,810.00       | 0.42%         |
|                                | <b>Total Expense</b>                       | 73,328.17         | 194,186.00        | -120,857.83      | 37.76%        |
|                                | <b>Net Ordinary Income</b>                 | -48,328.17        | -69,186.00        | 20,857.83        | 69.85%        |
|                                | <b>Net Income</b>                          | <b>-48,328.17</b> | <b>-69,186.00</b> | <b>20,857.83</b> | <b>69.85%</b> |

# Mammoth Lakes Recreation Balance Sheet

As of November 30, 2015

|                                                  |         |                               | Nov 30, 15       |
|--------------------------------------------------|---------|-------------------------------|------------------|
| <b>ASSETS</b>                                    |         |                               |                  |
| <b>Current Assets</b>                            |         |                               |                  |
| <b>Checking/Savings</b>                          |         |                               |                  |
|                                                  | 10100   | · Checking - ESCB - 7911      | 53,896.06        |
| <b>Total Checking/Savings</b>                    |         |                               | 53,896.06        |
| <b>Accounts Receivable</b>                       |         |                               |                  |
|                                                  | 11000   | · Accounts Receivable         | 25,000.00        |
| <b>Total Accounts Receivable</b>                 |         |                               | 25,000.00        |
| <b>Other Current Assets</b>                      |         |                               |                  |
|                                                  | 12100   | · Prepaid Expenses            | 1,683.00         |
| <b>Total Other Current Assets</b>                |         |                               | 1,683.00         |
| <b>Total Current Assets</b>                      |         |                               | 80,579.06        |
| <b>Fixed Assets</b>                              |         |                               |                  |
|                                                  | 15200   | · Machinery and Equipment     | 1,877.78         |
|                                                  | 15300   | · Website                     | 1,800.00         |
|                                                  | 15999   | · Accumulated Depreciation    | -75.00           |
| <b>Total Fixed Assets</b>                        |         |                               | 3,602.78         |
| <b>TOTAL ASSETS</b>                              |         |                               | <b>84,181.84</b> |
| <b>LIABILITIES &amp; EQUITY</b>                  |         |                               |                  |
| <b>Liabilities</b>                               |         |                               |                  |
| <b>Current Liabilities</b>                       |         |                               |                  |
| <b>Accounts Payable</b>                          |         |                               |                  |
|                                                  | 20000   | · Accounts Payable            | 2,659.64         |
| <b>Total Accounts Payable</b>                    |         |                               | 2,659.64         |
| <b>Other Current Liabilities</b>                 |         |                               |                  |
|                                                  | 21100   | · Accrued Payroll             | 11,222.26        |
|                                                  | 21200   | · Accrued PTO                 | 6,321.80         |
| <b>Total Other Current Liabilities</b>           |         |                               | 17,544.06        |
| <b>Total Current Liabilities</b>                 |         |                               | 20,203.70        |
| <b>Total Liabilities</b>                         |         |                               | 20,203.70        |
| <b>Equity</b>                                    |         |                               |                  |
|                                                  | 31000   | · Unrestricted Net Assets     | 48,124.68        |
|                                                  | 32000   | · Temp. Restricted Net Assets |                  |
|                                                  | 32010   | · TOML Contract               | 47,854.31        |
|                                                  | 32020   | · TOML Gen Fund               | 13,827.32        |
|                                                  | 32030   | · Fundraising                 |                  |
|                                                  | 32030.1 | · Community Pool              | 2,500.00         |
| <b>Total 32030 · Fundraising</b>                 |         |                               | 2,500.00         |
| <b>Total 32000 · Temp. Restricted Net Assets</b> |         |                               | 64,181.63        |
| <b>Net Income</b>                                |         |                               | -48,328.17       |
| <b>Total Equity</b>                              |         |                               | 63,978.14        |
| <b>TOTAL LIABILITIES &amp; EQUITY</b>            |         |                               | <b>84,181.84</b> |

**Mammoth Lakes Recreation**  
**Outdoor Events Venue Constraints & Opportunities**  
**November 13, 2015 / December 6, 2015 / December 10, 2015**

The objective for this self-appointed misfits committee is to make a recommendation to Town Council about the best location for an outdoor events venue.

**Essential Questions:**

- What is the purpose of this venue?
- Are we building a year round venue?
- What is the “right” size of the venue?
- Do we need one large venue or a series of smaller venues?
- What are some of the specific examples of outdoor event sites in other towns that are comparable to what we want here?
- How often will this venue be used?
- Is this going to be permanent or portable?
- What type of infrastructure will be needed to support the venue? (parking, restrooms, camping, production access, etc.)
- How do we balance the needs of the community and the desire to attract a visitor base?
- How will this venue be self-sustaining and further generate a profit for entities?
- Where do we want this venue / venues to be located?
- What is our timeline?
- What are the potential public / private / non-profit partnerships for this venue?
- What else do we want to add to this list to frame the conversation?

An example: "The event organizers are looking for a 400-acre plot to accommodate parking, camping and festival grounds for the 65,000 visitors the event is expected to attract each day of its projected four-day length. Organizers are said to put a premium on natural spaces without city backdrops or man-made venues, but located within three hours of Denver International Airport and close to hotels. If Colorado is chosen as the home of the event, the festival would bring in an estimated \$90 million."

## Team thoughts:

- Who is the promoter and what are their needs – multiple smaller or one larger
- **Regional** venue – include the County
- Where does the **mountain** fit in this equation?
- What is the largest event size that we need? Is it acreages or is it based on people? What is the town capacity?
- It needs to be **scalable** up to 65,000
- Folks like the trees and the shade
- Parking and camping opportunities - RV
- Appropriate **housing** – hotels and condos
- **Transportation / parking**
- USFS block number one and other **partners / public or private**
- Venue will create demand – top 25 resorts in Snow Mag – less population than **Mammoth** – but had one big act
- 5000 to 7000 arena – 20 years from now when Burning Man is 350,000
- Scalable, trees and a venue that can work with our elements – the venue to maximize our views
- The need for **infrastructure** – hard for a producer to create the venue
- We need both an indoor and an outdoor event
- What is our priority – summer outdoor at this time
- Do we have an indoor multi-use facility that could be used in the winter?
- Our community is trained that our music is free – we need to think through **ticketed** events – need to invite Robert Richard
- Can we restrict **access** to allow for ticket sales? – defined by event
- **Food and beverage**
- Even at \$10 a head makes a difference in the ability make funds
- **USFS** has allocated funds to build an OSV staging center – add to the list
- Let's not have neighborhood conflicts with **camping** opportunities for later concerts
- How does this venue support the spring and fall events – at least a three season venue with some sheltered aspect – once again scalable
- Need to be realistic – phased construction over time
- Aspen X Games – people are outside year round – think we can have an **outdoor event in the winter**
- We are a winter destination – will need snow management and mitigate challenges
- Heating has to be on the stage
- Wonder Grass – other **promoters** – what would they need to come to Mammoth to sponsor events?
- Strength in numbers
- Acreage? **10 acres** to start with that could grow with potential for camping

- Wooley's Tub Park – Canyon Lodge – Eagle Lodge
- There is a need for the event sponsors to “win” which means making money ☺
- Develop a feasible operations plan – a coalition to manage this site?
- Elevation will bring colder summer weather
- Mission creep and being realistic looking to summer 2017
- Need to determine for the capacity for each potential site
- Create basic filter based on common themes
- Need a marketing campaign once we agree upon the recommended the parcel
- Do we have numbers to support the venue – 2016 budget was a million for Bluza
- Who else needs to be invited? Robert Richards, Bill Cockcroft, Alicia Vennos, Eric Forsell, Evan Russell, Chuck Lande, John Morris, Concert Promoters, . . . Sean and Michael to make contacts with promoters to ask what they would need? John to invite Mountain . . .

|   | Venue                   | Opportunities                                                                                                                                       | Constraints                                                                                                                          | Land Options / Acreage | Opposition                                                                | Notes                                                            |
|---|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------|------------------------------------------------------------------|
| 1 | Bell Shaped Parcel      | Natural setting<br>Centrally located<br>Access from trails and major roads<br>Native flora and fauna                                                | Known wetland issues have not been fully defined<br>Surrounded by housing<br>Needs parking<br>No infrastructure                      | Town Owned             | Likely opposition from neighbors to noise impact from concerts and events | Environmental study required to establish parameters of wetlands |
| 2 | Mammoth Creek Park East | Located in town<br>Existing recreation and park facilities<br>Existing restrooms<br>Adjacent to creek and trails<br>Access to public transportation | The parcel is not large enough to house an outdoor event center.<br>Windy?<br>Riparian impacts?<br>Minimal parking<br>Infrastructure | USFS                   | Likely opposition by the neighbors                                        | Appropriate for a smaller venue or perhaps a parking lot         |

|   |                         |                                                                                                                                                                                                |                                                                                                                                                                                                                              |            |                                                                                                                       |                                                                                                                                                                                                                    |
|---|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                         | Parking<br>Adjacent mixed uses                                                                                                                                                                 | Property to adjacent<br>to Mammoth Creek<br>Inn                                                                                                                                                                              |            |                                                                                                                       |                                                                                                                                                                                                                    |
| 3 | Mammoth Creek Park West | Located in town<br>Existing recreation<br>and park facilities<br>Existing restrooms<br>Adjacent to creek and<br>trails<br>Access to public<br>transportation<br>Parking<br>Adjacent mixed uses | Southern portion<br>owned by the Forest<br>Service<br><br>Proximity to<br>residential projects<br><br>Parking                                                                                                                | Town Owned | Likely opposition<br>from neighbors to<br>noise impact from<br>concerts and<br>events<br><br>Archeological<br>issues? | The property has<br>been identified for<br>the construction of<br>the complimentary<br>facilities: Multi-Use<br>Facility and the<br>Community Center                                                               |
| 4 | Snow Pit                | Dramatic views of the<br>Mountain ranges<br>The property is<br>already disturbed                                                                                                               | The forest service<br>uses parts of this<br>parcel for storage<br>The town uses the<br>property for snow<br>storage in the winter<br>No infrastructure<br>Distance from Town<br>Wind<br>Also a sheep grazing<br>staging area | USFS       |                                                                                                                       |                                                                                                                                                                                                                    |
| 5 | RV Park                 | Proximity to Town<br>On the existing trails<br>system<br>Camping adjacent<br>and across the street<br>Parking<br>Views<br>Shelter<br>Infrastructure                                            | Just renewed a multi-<br>year lease agreement<br>– need to confirm 20<br>or 30 years?                                                                                                                                        | USFS       |                                                                                                                       | There is a need to<br>have a conversation<br>with leaseholders and<br>the USFS with a smart<br>plan to re-negotiate<br>terms for this site<br>with an option to take<br>over the lease of RV<br>site for municipal |

|   |                       |                                                                                                           |                                                                                                                                         |                                                                                                                                 |                                                                                                                                                                             |                                                                                                                                                                                                           |
|---|-----------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                       |                                                                                                           |                                                                                                                                         |                                                                                                                                 |                                                                                                                                                                             | campground and events.<br>Change in use to include events is not simply a change in the current use permit and will have a different process which may require purchase of the site at fair market value. |
| 6 | RV Park Property East | In Town<br>On existing trails system<br>Proximity to camping<br>Sheltered from wind and sun<br>Views      | Proximity to the Trails Neighborhood<br>No infrastructure                                                                               | USFS                                                                                                                            | Likely opposition from neighbors to noise impact from concerts and events as this parcel does back up to the Trails neighborhood – could be limited based on final location |                                                                                                                                                                                                           |
| 7 | Cold Spring Parcel    |                                                                                                           | No infrastructure<br>May be too far out of town                                                                                         | USFS                                                                                                                            |                                                                                                                                                                             |                                                                                                                                                                                                           |
| 8 | Wood Site             | Has been used for years for events for a number of events<br>Shady area with trees<br>Protected from wind | The 4+ acre parcel is for sale<br>Bluzapalooza has outgrown the venue<br>Needs infrastructure<br>No parking<br>Residential neighborhood | Private Land<br>But to meet the larger events the adjacent parcel would need to be purchased as well to get 7+ usable acre site | Likely opposition from neighbors to noise impact from concerts and events as this parcel does back up to the neighborhood                                                   | There is a need for a larger outdoor event venue to host 5000 or more guests for multiple events<br><br>Purchase the property for short term solution while                                               |

|    |                            |                                                                                         |                                                                                                              |                     |                                                                                               |                                                                                                                                                                                                                         |
|----|----------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                            |                                                                                         |                                                                                                              |                     |                                                                                               | <p>exploring other options and then sell for the profit to be used for the new venue site</p> <p>Established trust that is earmarked for his children</p> <p>Current owner does not directly benefit for Woods site</p> |
| 9  | Old Elementary School Site | Outside of town<br>A large parcel                                                       | Outside of town<br>Possible earthquake fault<br>Wind issues                                                  | LADWP               | Possible opposition by the folks living at the hatchery and the FAA                           | 10.64 acres of land on LADWP property assessed at \$27,865. No recent appraisal                                                                                                                                         |
| 10 | Shady Rest Park            | In town but separated from the neighborhood<br>Easy access to camping<br>Infrastructure | Does not meet the NFS criteria as a recreation amenity – current forest service management will not consider | USFS                | USFS has indicated that this is not an option – does not meet their definition for recreation | Similar to Town Park in Telluride                                                                                                                                                                                       |
| 11 | Mammoth Lakes Foundation   | Foundation Property<br>Foundation is interested in exploring this option                | Wind<br>Limited on-site parking – would need                                                                 | Foundation Property |                                                                                               | Sale of property at market value                                                                                                                                                                                        |



|    |                                 |                                                                                                                                                   |                                                                                                                  |                                                                                                              |                                                 |                                                                                                                                 |
|----|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|
|    |                                 | Large enough for 7500 people with potential for expansion                                                                                         | to explore parking options with partners<br>Infrastructure                                                       |                                                                                                              |                                                 | Can we create a long term contract on leased land and who would the lease be with?<br><br>Similar obstacles with the ice rink   |
| 12 | Canyon Lodge                    | Infrastructure<br>In town<br>Gondola from village<br>Parking                                                                                      | Residential area<br>MMSA Managed<br>Aged infrastructure<br>Weather conditions – wind and temperature             | USFS                                                                                                         | Likely opposition will be from the home owners  | Is the mountain willing to give up total control?<br><br>Need to ensure that we have mountain representation at these meetings. |
| 13 | Eagle Lodge<br>Camp High Sierra | Infrastructure<br>In town<br>Parking<br>Camping adjacent<br>Natural amphitheater<br>Sun and views                                                 | Residential area<br>MMSA managed<br>Is it wider enough accommodate large crowds?                                 | MMSA/INF/LA Parks and Recreation<br><br>This type of use does not meet the conditions on the use of the land | Eagle would have greater challenges than Canyon | Is the mountain willing to give up total control?<br><br>Need to ensure that we have mountain representation at these meetings. |
| 14 | Whitmore Sports Complex         | Existing track & field, pool and lighted ball fields<br>Space for more facilities and parking<br>Clear of snow much more of the time than in town | 9 miles from town offices<br>Not accessible to the population without vehicles or enhanced public transportation | LADWP                                                                                                        | Possible opposition from the FAA                | Already invested funds to create the facility and will continue to invest funds in the future – why not add an event center?    |

|    |                                                                               |                                                             |                                                                                           |                                                                |                                                                           |                                                                                                                              |
|----|-------------------------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
|    |                                                                               | Camping possibilities<br>Already established infrastructure | Cost of travel and maintenance for Town<br>Wind<br>Visual and environmental impacts       |                                                                |                                                                           |                                                                                                                              |
| 15 | Mammoth HS Football Field                                                     | In town Infrastructure                                      | School property<br>Insurance challenges<br>Alcohol constraints<br>Availability            | MUSD                                                           | Possible opposition from the home owners – the trails                     | Could be a temporary solution<br><br>Would need to restore site after events and there could be conflicts with summer school |
| 16 | Civic Center                                                                  | The relationship with the RV park                           | Preplanned for government facilities<br>There would need to be infrastructure development | Town Owned<br>Limited in size – less than 6 acres              | Possible opposition by the hospital                                       | This property has been identified for the construction of a new police station and perhaps future town offices               |
| 17 | North Village<br>New Hotel Property                                           | New owners                                                  | Short term area – disappears with development                                             | New owner<br>Condo owners in the Village and the Knolls owners |                                                                           | The property was just purchased                                                                                              |
| 18 | Sherwin Bowl<br>Area between bottom of the mountains and the Chadmar property | Open area<br>Close to town                                  | No infrastructure<br>Wind                                                                 | USFS                                                           | Bluff's homeowners<br>Snowcreek V – Phase 1 and 2<br>Environmental Groups |                                                                                                                              |

|    |                                                                                  |                                                                                                                                                                                        |                                                                                                                                         |                 |                                                           |                                                                   |
|----|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------|-------------------------------------------------------------------|
| 19 | Kerry's Meadow                                                                   | Open area<br>Large natural bowl<br>Close to town                                                                                                                                       | No infrastructure<br>Wind                                                                                                               | USFS            | Environmental groups                                      | Undisturbed                                                       |
| 20 | Hidden Lakes<br>Is this the same as Sherwin Bowl?                                |                                                                                                                                                                                        |                                                                                                                                         | USFS            |                                                           | Under the Bluffs                                                  |
| 21 | White Stag Property<br>Whiskey Creek<br>Catholic Church<br>Old North Village Inn | Great site for short term small events                                                                                                                                                 | Residential neighborhood constraints<br>Far too hilly<br>Greater density of woods<br>Major parking issues                               | I Star Property | Local homeowners                                          | Limited in size – less than two acres                             |
| 22 | Shady Rest Parcel                                                                | Centrally located in the middle of town<br><br>Easy access from all areas of the town with paths and transportation<br><br>Easy access to multiple amenities such as food and beverage | Residential neighborhood constraints<br><br>Wetland issues similar to the Bell Shaped Parcel<br><br>No infrastructure<br><br>No parking | Conglomerate    | Opposition will be everybody living in the middle of town |                                                                   |
| 23 | Wooley's Tube Park                                                               | Great site for short term small events                                                                                                                                                 | Limited infrastructure<br>Altitude and weather<br>Slope that is contoured specifically for a tube park                                  | USFS            |                                                           | Would the mountain be willing to consider this site as an option? |
| 24 | Shady Rest Staging Area                                                          | Distance from town for noise mitigation                                                                                                                                                | Distance from town<br>No infrastructure                                                                                                 | USFS            |                                                           | OSV – OHV Staging Area                                            |

|    |                          |                                                                     |                                                                                                                                         |      |                                   |                                                                                                                                                                                                   |
|----|--------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                          | Exploring multi-use of property and potential partners              |                                                                                                                                         |      |                                   |                                                                                                                                                                                                   |
| 25 | Motocross                | Distance from town for noise mitigation                             | Deer migration area<br><br>Hillsides are sculpted for a motocross event – can you sculpt for an amphitheater?<br><br>Poor accessibility |      | The Environmental community       | Permitted by the USFS for one event per year                                                                                                                                                      |
| 26 | MP East - East           | Distance from town<br><br>Transportation modes – trolley and trails | Possible archeological issues<br><br>No infrastructure<br><br>Raw land                                                                  | USFS |                                   | Adjoining with the school district property -                                                                                                                                                     |
| 27 | Community Center Park    | In town parcel<br>Proximity to the Village                          | Size of lot is too small for an event venue                                                                                             | TOML | The Knolls and local condo owners | Potential for transit hub                                                                                                                                                                         |
| 28 | MUSD Property / Ice Rink |                                                                     |                                                                                                                                         |      |                                   | Unable to reach agreement with the schools for ice rink purchase, why would we think we could reach an agreement for an event center on this property other than a short term lease? Site is only |

|    |                                                                   |                                     |                                                                                                                                                                  |                                |                                      |                                                         |
|----|-------------------------------------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------|---------------------------------------------------------|
|    |                                                                   |                                     |                                                                                                                                                                  |                                |                                      | two acres and there are parking conflicts               |
| 29 | Historical Society                                                | Great place for a small event venue | No infrastructure                                                                                                                                                | USFS                           |                                      |                                                         |
| 30 | Town Movie Theaters<br>The Mall & Verucks Place                   | Potential small event venue         | Size<br>Acoustics                                                                                                                                                | Private Ownership              |                                      |                                                         |
| 31 | TOML parcel by The Ritz                                           | Close to the Village                | No infrastructure<br>Limited size of parcel – less than an acre usable<br>Potential short term possibility<br>Parking<br>Hillside parcel<br>Close to the Village | TOML                           | Likely opposition from the neighbors |                                                         |
| 32 | Gerberus Property<br>Back of the Old Catholic Church to Wood Site | In town                             | Small parcel<br>No parking<br>No infrastructure                                                                                                                  | Private ownership              | Likely opposition from the neighbors | 4 acres – currently used as an element of the Wood Site |
| 33 | Glass Creek Area<br>White Wing Fire Station                       | Distance from town                  | Distance from town<br>No infrastructure                                                                                                                          | USFS                           |                                      |                                                         |
| 34 | Eaton Property                                                    |                                     | Wetlands<br>No infrastructure<br>Distance from Town                                                                                                              | Private ownership and DWP land | Long Valley neighbors                |                                                         |
| 35 | Lower Sherwin Creek / Laurel Creek / Cold Springs Area            | Distance from town                  | Distance from town<br>Access to the site<br>No infrastructure<br>Wetlands                                                                                        | USFS                           | Environmental groups                 |                                                         |

|    |           |                    |                    |                    |                                         |                                    |
|----|-----------|--------------------|--------------------|--------------------|-----------------------------------------|------------------------------------|
| 36 | YMCA Camp | Distance from town | Distance from town | Who owns the land? | Summers family?<br>Environmental groups | Lease opportunities form the YMCA? |
| 37 | Other     |                    |                    |                    |                                         |                                    |

### 12.10.15 boccia

#### Next steps:

1. Create a filter based on the team input
2. Upgrade the inventory
3. Meet again on Thursday, January 7<sup>th</sup> @ 8am – Suite Z? – we need more room

Corporate / Private Event Venue

List of all events in town

Add sporting events

Mammoth Lakes Recreation  
 Deliverables Progress Report January 2016

|    | <b>Deliverable</b>                                                                                                                                                                                                                                                                              | <b>Progress Report</b> | <b>Next Steps</b>             |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------|
| 1  | Maintain Mammoth Lakes Recreation as an operating California public benefit corporation with <b>501(c)(3)</b> tax-exempt status which will enhance recreation in Mammoth Lakes.                                                                                                                 | Complete               | On-Going                      |
| 2  | Establish, update and maintain MLR online non-profit industry database and profile (example: Guidestar)                                                                                                                                                                                         | Complete               | On-Going                      |
| 3  | Prepare and provide to the Town a MLR Strategy and prioritized list of primary amenities recommended to be supported with Measure R and U funds by <b>December 2015</b> .                                                                                                                       | Complete               |                               |
| 4  | Actively engage with the Mammoth Lakes Foundation, Cerro Coso Community College and other partners on the proposed development of a <b>Performing Arts Center</b> , representing the interests of MLR and the Town in determining recommendations for proceeding with developing said facility. | In Progress            | Confirming Timeline & Budgets |
| 5  | Actively engage with <b>Mammoth Trails Committee</b> and Trails Coordinator to deliver MLTS projects as defined in MLR/Town Agreement deliverables and scope of services.                                                                                                                       | Complete               | On-Going                      |
| 6  | Leverage Measure R and U funds by <b>drafting a business development plan</b> for securing additional funding sources for projects and programs as defined in the MLR Strategy. This includes potential sponsorships and strategic alliances.                                                   | In Progress            | On-Going                      |
| 7  | Research and identify a minimum of <b>three (3) grant opportunities</b> for leveraged funding of Measure R and U. Apply for a minimum of one (1) grant by December 2015.                                                                                                                        | Complete               | On-Going                      |
| 8  | Prepare and deliver a <b>quarterly report</b> to the Town Council that will include updates on contract deliverables, MLTS project implementation, and Strategy projects status.                                                                                                                | Complete               | On-Going                      |
| 9  | Recruit qualified candidates for <b>board positions</b> to be appointed by the MLR Board at the October Annual Meeting.                                                                                                                                                                         | Complete               | As Appropriate                |
| 10 | Recruit and hire <b>MLR Executive Assistant</b> and develop deliverables for this position.                                                                                                                                                                                                     | Complete               |                               |
| 11 | Research and secure a <b>health care benefit program</b> for MLR that meets mandated Affordable Care Act and Board approval by <b>December 2015</b> .                                                                                                                                           | Complete               |                               |
| 12 | Identify and engage with entities to develop <b>partnerships</b> as identified in MLR Strategy.                                                                                                                                                                                                 | In Progress            | On-Going                      |

|    |                                                                                                                                                                                        |             |          |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------|
| 13 | Create and operate a <b>communication strategy</b> utilizing multiple channels and platforms to maximize community engagement, fundraising and to support MLR's mission.               | In-Progress | On-Going |
| 14 | Develop a <b>communication outreach plan</b> for relevant town, county, state and federal agencies, corporations and non-government organizations to advance MLR's goals and projects. | In-Progress | On-Going |
| 15 | Identify and engage with emerging recreation trends and industry leaders <b>to position</b> Mammoth Lakes as a model community for recreation experiences.                             | In Progress | On-Going |
| 16 | <b>Represent</b> MLR at meetings and events locally, regionally or nationally as needed.                                                                                               | Complete    | On-Going |
| 17 | <b>Manage</b> the operations, governance and functions of the MLR Board with timely communication and compliance with <b>Brown Act</b> meeting requirements.                           | Complete    | On-Going |
| 18 | Monitor all MLR agreements to <b>ensure deliverable</b> projects meet deliverable deadlines.                                                                                           | Complete    | On-Going |
| 19 | Develop MLR <b>Personnel Handbook</b> that is in compliance with state and federal laws and regulations by <b>December 2015</b> .                                                      | Complete    |          |
| 20 | Follow the general scope of work as outlined in the <b>Executive Director Job Description</b> (Exhibit B)                                                                              | Complete    | On-Going |

Boccia / 12.21.15