



**Mammoth Lakes Recreation 1.0 Document Inventory
Townie Effort
Compiled by MLTPA on July 2, 2013**

1. Townie Effort

a. Townie Documents

- i. **TOML Recreation Strategic Plan - 09/11/18**
 1. *TOML Rec Strategic Plan Final Draft_091118*
- ii. **TOML Recreation Strategic Plan - 09/12/18**
 1. *TOML Rec Strategic Plan Final Draft_091218*
- iii. **TOML Recreation Plan - Adopted - 10/01/20**
 1. *TOMLRecPlan_TC_ADOPTED_1-20-2010*
- iv. **TOML Recreation Plan - Agenda Bill for Adoption - 10/01/20**
 1. *TOML_TC_Agenda_Bill_File_100_20_100120*
- v. **Townie Core Services Sorted - 10/03/02**
 1. *Townies Core Svcs Sorted 3.2.10DFS*

Town of Mammoth Lakes Recreation Plan

We recognize recreation is critical to our year-round economic health and our quality of life.

Defining recreation is vital as the new Destination Marketing Organization (DMO) prepares to take responsibility for the community's tourism industry functions. The strategies and goals in this Recreation Plan will serve as a guide for a new recreation entity to emerge from this evolution, keeping in mind the possibility of a regional organization.

To retain context and perspective, non-recreation programs and activities that were previously part of the integrated Tourism and Recreation Department are listed in Attachment A at the end of this document.

Development Team:

Jo Bacon, Council Member

Tony Colasardo, Tourism and Recreation Vice Chair

Bill Sauser, Tourism and Recreation Chair

Teri Stehlik, Tourism and Recreation Vice Chair

Danna Stroud, Tourism and Recreation Department Director

Wendy Sugimura, Council Member

VISION – To Be Determined

Proposed: To be recognized as the Eastern Sierra's center of recreational activity and programming.

MISSION – To Be Determined

STRATEGIES

1. **Provide Diverse Recreation Programming:** Offer a variety of recreation activities that serve both residents and visitors of all ages.
2. **Engage in Recreation Planning:** Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.
3. **Foster Communication and Participation:** Promote recreation activities and collaborate with user groups and public/private partners.
4. **Coordinate Facility Maintenance:** Ensure facilities are appropriately maintained for programming needs through cooperation and communication.
5. **Ensure Responsible Recreation Management:** Manage recreation projects to deliver results and ensure accountability.

Strategy 1: Provide Diverse Recreation Programming

Purpose: Offer a variety of recreation activities that serve both residents and visitors of all ages.

GOALS:

1. Provide indoor and outdoor recreation programs.
2. Provide holiday events.
3. Facilitate, support and/or collaborate on other recreation-related events.

Goal 1 – Provide indoor and outdoor recreation programs.

Programs:

- Provide recreation programs and activities:
 - Swimming pool operations and programs, including lessons, lap swim, free swim and swim team;
 - Youth summer camps, such as wilderness camps, skate camps, etc;
 - Recreation Guide classes and lessons for all seasons;
 - Softball league and tournament;
 - Youth theater;
 - Indoor soccer through collaboration;
 - Arts and crafts;
 - Ice rink operations and programs; and
 - Develop interpretive programs, possibly through collaboration.
- Develop new recreation programming.
- Provide registration and other administrative capacity for programs and activities.

Goal 2 – Provide holiday events.

Programs:

- Provide holiday programs such as Easter, Halloween, winter, Christmas tree lighting, July 4th weekend, etc.

Goal 3 – Facilitate, support and/or collaborate on other recreation-related events.

Programs:

- Process special event permits.
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down, road closures, etc.).
- Assist with event equipment, such as barricades, cones, etc.

Strategy 2: Engage in Recreation Planning

Purpose: Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.

GOALS:

1. Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.
2. Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

Goal 1 - Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.

Programs:

- Adopt the Parks and Recreation Master Plan.
- Adopt the Trails System Master Plan.
- Integrate future facility needs identified in plans into the Capital Facilities Plan and determine funding sources.
- Incorporate research and development of emerging recreation trends.

Goal 2 – Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

Programs:

- Develop an integrated signage and wayfinding program.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
 - ❑ Sherwin Area Recreation Plan (SHARP), in collaboration with the US Forest Service (USFS), Mammoth Lakes Trails and Public Access (MLTPA) and Friends of the Inyo (FOI);
 - ❑ Shady Rest Recreation Study, in collaboration with the USFS, MLTPA and Ormat / Mammoth Pacific; and
 - ❑ Lakes Basin Travel Management and Recreation Study, in collaboration with the USFS, MLTPA and FOI.
- Develop regional project plans in collaboration with agency and non-profit partners.

Strategy 3: Foster Communication and Participation

Purpose: Promote recreation activities and collaborate with user groups and public/private partners.

Goals:

1. Disseminate information about recreation opportunities.
2. Engage with recreation stakeholders and interested parties to increase collaboration and participation.
3. Engage the tourism industry in pursuit of economic sustainability.

Goal 1 – Disseminate information about recreation opportunities.

Programs:

- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to communicate programs, activities and other recreation opportunities.
- Enhance public relations and outreach efforts.

Goal 2 – Engage with recreation stakeholders and interested parties to increase collaboration and participation.

Programs:

- Liaison with recreation user groups.
- Develop partnerships with public and private entities.

Goal 3 – Engage the tourism industry in pursuit of economic sustainability.

Programs:

- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns.
 - Provide the tourism industry with comprehensive recreation information.
- Collaborate and partner with the tourism industry to facilitate recreation events and opportunities.

Strategy 4: Coordinate Facility Maintenance

Purpose: Ensure facilities are appropriately maintained for programming needs through cooperation and communication.

Goals:

1. Ensure effective internal communication with Public Works to maintain facilities.
2. Ensure effective external communication and cooperation with community groups and other agencies.

Goal 1 – Ensure effective internal communication with Public Works to maintain facilities.

Programs:

- Remove snow for safety, circulation and facility use according to the approved priority list.
- Maintain the Park and Ride lot for a potential Yosemite Area Regional Transportation System (YARTS) stop and special events.
- Maintain Town parks and communicate specific maintenance needs for programs and activities.
- Maintain Town trail system infrastructure.

Goal 2 – Ensure effective external communication and cooperation with community groups and other agencies.

Programs:

- Maintain Whitmore Park and Pool in cooperation Mono County.
- Cooperate with community groups providing trails maintenance through the Adopt-A-Trail program.
- Comply with USFS requirements on special use permits.
- Provide administrative oversight of leases, contracts and permits held by the Town for the use and management of facilities owned by other entities, for example, the USFS and Los Angeles Department of Water and Power.

Strategy 5: Ensure Responsible Recreation Management

Purpose: Manage recreation projects to deliver results and ensure accountability.

Goals:

1. Implement approved plans and processes to ensure project delivery on scope, on time and on budget.
2. Align recreation opportunities with strategic business partners to enhance and develop economic viability.
3. Develop a strong organization and fiscal stability

Goal 1 – Implement approved plans and processes to ensure project delivery on scope, on time and on budget.

Programs:

- Implement Town-wide plans with the appropriate partners, including the USFS, Community Development Department (CDD), Public Works, tourism entities (Destination Marketing Organization and/or Tourism Department), and private development.
 - Parks & Recreation Master Plan, and
 - Trails System Master Plan.
- Collaborate with the CDD and tourism industry to implement the Destination Resort Community Economic Development Strategy (DRCEDS).
- Implement the Measure R award process.
 - Establish Measure R priorities.
- Manage Measure R projects in cooperation with the Finance Department and Public Works, including
 - Cultivating grantee relationships,
 - Auditing project financials,
 - Providing program oversight, and
 - Requiring timely reporting.

Goal 2 – Align recreation opportunities with strategic business partners to enhance and develop economic viability.

Programs:

- Recognize, nurture and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

Goal 3 – Develop a strong organization and fiscal stability

Programs:

- Develop adequate staffing and resources to deliver defined programs and projects

Town of Mammoth Lakes Recreation Plan

VISION

Recreation is critical to our year-round economic health and our quality of life.

MISSION

For Mammoth Lakes to be recognized as the Eastern Sierra's center of recreational activity and programming.

STRATEGIES

1. **Provide Diverse Recreation Programming:** Offer a variety of recreation activities that serve both residents and visitors of all ages.
2. **Engage in Recreation Planning:** Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.
3. **Foster Communication and Participation:** Promote recreation activities and collaborate with user groups and public/private partners.
4. **Coordinate Facility Maintenance:** Ensure facilities are appropriately maintained for programming needs through cooperation and communication.
5. **Ensure Responsible Recreation Management:** Manage recreation projects to deliver results and ensure accountability.

The strategies and goals in this Recreation Plan will serve as a guide for a new recreation entity to emerge from this evolution, keeping in mind the possibility of a regional organization.

Development Team:

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Tony Colasardo, Tourism and Recreation Vice Chair
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Wendy Sugimura, Council Member

DRAFT

Strategy 1: Provide Diverse Recreation Programming

Purpose: Offer a variety of recreation activities that serve both residents and visitors of all ages.

GOALS:

1. Provide indoor and outdoor recreation programs.
2. Provide holiday events.
3. Facilitate, support and/or collaborate on other activities/events.

Goal 1 – Provide indoor and outdoor recreation programs.

Programs:

- Provide recreation programs and activities:
 - Swimming pool operations and programs, including lessons, lap swim, free swim and swim team;
 - Youth summer camps, such as wilderness camps, skate camps, etc;
 - Recreation Guide classes and lessons for all seasons;
 - Softball league and tournament;
 - Youth theater;
 - Indoor soccer through collaboration;
 - Arts and crafts; and
 - Ice rink operations and programs;
- Develop interpretive program through collaboration.
- Develop new recreation programming.
- Provide registration and other administrative capacity for programs and activities.

Goal 2 – Provide holiday events.

Programs:

- Provide holiday programs such as Easter, Halloween, Christmas tree lighting, and July 4th weekend.

Goal 3 – Facilitate, support and/or collaborate on other activities/events.

Programs:

- Process special event permits.
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down, and road closures.).
- Assist with event equipment, such as barricades, cones, etc.

Strategy 2: Engage in Recreation Planning

Purpose: Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.

GOALS:

1. Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.
2. Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

Goal 1 - Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.

Programs:

- Ensure adoption of the Parks and Recreation Master Plan.
- Ensure adoption of the Trails System Master Plan.
- Integrate future facility needs identified in plans into the Capital Facilities Plan and determine funding sources.
- Incorporate research and development of emerging recreation trends.

Goal 2 – Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

Programs:

- Develop an integrated signage, wayfinding, and interpretive program.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
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- Develop regional project plans in collaboration with agency and non-profit partners.

Strategy 3: Foster Communication and Participation

Purpose: Promote recreation activities and collaborate with user groups and public/private partners.

Goals:

1. Disseminate information about recreation opportunities.
2. Engage with recreation stakeholders and interested parties to increase collaboration and participation.
3. Engage the tourism industry in pursuit of economic sustainability.

Goal 1 – Disseminate information about recreation opportunities.

Programs:

- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote programs, activities, events and other recreation opportunities.
- Enhance public relations and outreach efforts.

Goal 2 – Engage with recreation stakeholders and interested parties to increase collaboration and participation.

Programs:

- Liaison with recreation user groups.
- Develop partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services.

Goal 3 – Engage the tourism industry in pursuit of economic sustainability.

Programs:

- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns.
 - Provide the tourism industry with comprehensive recreation information.
- Collaborate and partner with the tourism industry to facilitate recreation events and opportunities.

Strategy 4: Coordinate Facility Maintenance

Purpose: Ensure facilities are appropriately maintained for programming needs through cooperation and communication.

Goals:

1. Ensure effective internal communication with Public Works to maintain facilities.
2. Ensure effective external communication and cooperation with community groups and other agencies.

Goal 1 – Ensure effective internal communication with Public Works to maintain facilities.

Programs:

- Remove snow for safety, circulation and facility use according to the approved priority list.
- Maintain the Park and Ride lot for a potential Yosemite Area Regional Transportation System (YARTS) stop and special events.
- Maintain Town parks and communicate specific maintenance needs for programs and activities.
- Maintain Town trail system infrastructure year-round.

Goal 2 – Ensure effective external communication and cooperation with community groups and other agencies.

Programs:

- Maintain Whitmore Park and Pool in cooperation Mono County.
- Cooperate with community groups providing trails maintenance through the Adopt-A-Trail program.
- Comply with USFS requirements on special use permits.
- Provide administrative oversight of leases, contracts and permits held by the Town for the use and management of facilities owned by other entities, for example, the USFS and Los Angeles Department of Water and Power.

Strategy 5: Ensure Responsible Recreation Management

Purpose: Manage recreation projects to deliver results and ensure accountability.

Goals:

1. Implement approved plans and processes to ensure project delivery on scope, on time and on budget.
2. Align recreation opportunities with strategic business partners to enhance and develop economic viability.
3. Develop a strong organization and fiscal stability

Goal 1 – Implement approved plans and processes to ensure project delivery on scope, on time and on budget.

Programs:

- Implement Town-wide plans with the appropriate partners, including the USFS, Community Development Department (CDD), Public Works, tourism entities (Destination Marketing Organization and/or Tourism Department), and private development, including
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- Collaborate with the CDD and tourism industry to implement the Destination Resort Community Economic Development Strategy (DRCEDS).
- Implement the Measure R award process.
 - Establish Measure R priorities.
- Manage Measure R projects in cooperation with the Finance Department and Public Works, including
 - Cultivating grantee relationships,
 - Auditing project financials,
 - Providing program oversight, and
 - Requiring timely reporting.

Goal 2 – Align recreation opportunities with strategic business partners to enhance and develop economic viability.

Programs:

- Recognize, nurture and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

Goal 3 – Develop a strong organization and fiscal stability

Programs:

- Develop adequate staffing and resources to deliver defined programs and projects

Town of Mammoth Lakes Recreation Plan

VISION

Recreation is critical to our year-round economic health
and our quality of life.

MISSION

To deliver seamless recreation in the Eastern High Sierra where collaboration ensures
quality life experiences for generations.

Adventure Thrives Herel

STRATEGIES

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Goal 2 – Provide holiday events.

Programs:

- Provide holiday programs such as Easter, Halloween, Christmas tree lighting, and July 4th weekend.

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Strategy 5: Ensure Responsible Recreation Management

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Goals:

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Goal 2 – Develop a strong organization and fiscal stability

Programs:

- Develop adequate staffing and resources to deliver defined programs and projects

AGENDA BILL

Subject: Tourism and Recreation Reorganization

Initiated by: Robert Clark, Town Manager



BACKGROUND:

The purpose of this agenda bill is to update the Town Council on the status of the restructuring of the Tourism and Recreation functions and to recommend next steps. In the past several months there have been two major efforts underway:

- A DMO Transition Board has been working with staff and a consultant to create a new non-governmental marketing organization which is modeled after those in place in most of our peer resorts. They are planning to make a presentation on their strategic plan to a joint meeting of the Town Council and Tourism and Recreation Commission in the next couple of months.
- The Mammoth Region Recreation Council (MRRC), a group of stakeholders including councilmembers Bacon and Sugimura, has developed a recreation plan and made recommendations about how to structure the recreation functions. Their report is attached to this agenda bill.

These two efforts have proceeded independently of each other and have addressed a portion of what is currently done by the Tourism and Recreation Department. The next step should be to build on these efforts and look at the entire scope of activity within the Tourism and Recreation Department and its interactions with other departments.

This report recommends that the Town Council direct the Town Manager to work with representatives of the two groups to develop options and address the issues described below. These will be brought back to the Town Council at a subsequent meeting. Councilmember Sugimura has volunteered to facilitate this discussion.

ANALYSIS/DISCUSSION:

Some of the key issues that need to be considered by the Town Council in making decisions on the reorganization are described below:

Timing and Phasing

The reorganization effort should not be considered a one time action. In order to smoothly move from the current model to a better model, the reorganization program should be phased. Some changes will be recommended for implementation in FY 2010-11. If these are successful, further steps will be proposed in subsequent years. The reorganization plan will need to identify the long term goal as well as the initial steps.

Although some jobs are likely to be eliminated in the initial phases, other jobs may be transitioned later, and some may stay permanently with the Town. There is a need to provide greater certainty to all impacted employees as soon as possible. Decisions about employment should not be made as last minute budget actions, if at all possible.

There are ten Town employees funded all or in part by Measure "A" marketing funds. They work in specialized areas and do an excellent job. Establishing a well thought out and well organized transition to the DMO which does not disrupt ongoing activities is important. For example, the sales and marketing staff is currently developing the marketing plan for summer 2010, which will be reviewed by the DMO Board, and will make commitments that the DMO will need to honor to implement.

Expanded Role for MLTPA

The MRRC has recommended an expanded role for MLTPA (and suggested that it be renamed Mammoth Lakes Recreation.) MLTPA has demonstrated its ability to secure funding and to develop consensus for planning efforts. Staff supports the recommendations of MRRC related to this expanded role. In addition, there is a need to better integrate the efforts of MLTPA with the other departments of the Town, including Public Works, Community Development and the Recreation functions that remain with the Town. MLTPA has been included on the recently formed Mobility Working Group for that reason. There will be an ongoing need for MLTPA, Public Works, Community Development, Recreation and other Town departments to work in a coordinated manner, if the Town Council approves this recommendation.

The MMRC recognizes that more work is needed to address potential staffing and funding. The committee recommends that the new Mammoth Lakes Recreation organization be funded by memberships, grants, sponsors and Measure R. Further discussions are needed to sort out the staffing and funding transition.

Town Parks and Recreation Expenditures

In 2004, the Town merged the Parks and Recreation Department and Tourism Department into one department with one department head. This was done in order to exploit synergies that benefit both operations. There is a misunderstanding about how this impacted the amount of general fund money provided to Parks and Recreation. The money that was saved by reducing the amount of upper management was invested in greater programming. In fact the amount of Town funds spent on parks and recreation operations has increased from \$821,000 the year before the merger, to \$1.4 million in the current budget. The MRRC is recommending that these activities continue to be performed by the Town.

Initial DMO Scope of Work

The goals outlined for the DMO when the transition board was established in April of 2009 were:

- To increase participation by Mammoth Lakes businesses in the community marketing plans: Business participation under the current governmental structure is limited, whereas the non-governmental structure found in our peer resorts engenders greater direct participation.
- To leverage Measure "A" marketing funds: While most resort communities contribute tax funding to the local marketing organizations, those organizations bring other funds to the table to leverage those dollars. Mammoth has limited its marketing by its sole dependence on tax dollars.
- To establish an entrepreneurial model: It was felt that non-governmental organization will have fewer restrictions and will be more nimble in responding to changing needs.

There is no guarantee that this model will succeed. Therefore, staff has proposed that the DMO and Town enter into a contract under which the Town provides funding and the DMO agrees to perform certain functions (primarily external marketing). The DMO will need to demonstrate success in performing these duties, building membership, and expanding financial resources. These criteria will then be considered as contracts

are developed for future years, which could include expansion to other functions.

Need for a Special Events Strategy

One of the best opportunities the community has to increase occupancy is through special events. This function has not been included in either the DMO or the MRRC recommendations. It is understood that this may not be the sole responsibility of the Town or any other entity. However, while the DMO is building its membership and leveraging its capacity for external marketing, efforts to continue the Welcome Center and special events/local programming must continue. The Town could take a leadership role in pulling together all the parties involved in events and developing a special events strategy to increase the number and size of events, package and market the special events promotions, and coordinate the various events are scheduled.

With that in mind, staff recommends that the Town form a "Resort Programming Division" which encompasses special events, visitor services, and core recreation programs. This division would be headed by a Resort Programming Manager or Director that reports directly to the Town Manager. Its primary mission would be to facilitate occupancy driving special events and activities and to promote an exceptional visitor experience. In doing this they will collaborate with many other groups and organizations within the community.

Funding Limitations

There is universal agreement that it would be highly desirable to increase the funding for both tourism and recreation. The internet survey of peer resorts conducted as part of the Restructuring Report showed that other resorts have much higher levels of recreation staffing than the Town of Mammoth Lakes. Recreational facilities and activities are one of the factors that drive occupancy, and cause visitors to make return trips. In addition, the company that is tracking occupancy for the Town, MTRiP, pointed out that peer resorts in the occupancy comparison they prepared for the Restructuring Report have secured much larger marketing budgets than the Town has secured.

Given the current financial situation, it is very unlikely that the amount of general fund money allocated to recreation will be able to be increased in FY 2010-11. It is also unlikely that TOT will increase significantly in the next fiscal year resulting in greater Measure "A" funds. Therefore, a strategic distribution of funds must be made so that current programs and services are not lost. There should be no expectation that activities

that have been funded with Measure “A” marketing funds in recent years can now be taken over by the General Fund at this time. How they are continued in the short term must be discussed in greater detail as the transition is developed. In the long run, however, as revenues increase, there will be greater flexibility.

One of the main goals of restructuring is to leverage Town tax dollars with other sources of funding:

- Destination marketing organizations in the peer resorts generally receive support from the municipalities, but also generate their own revenues through memberships, joint advertising campaigns, business assessment districts, advertising income, and other sources.
- MLTPA has already demonstrated its ability to acquire grants and donations to add to the local funds available for recreation and trails planning and facilities.

OPTIONS ANALYSIS

In order to provide clear direction for the reorganization and to address the full scope of functions currently managed by the Tourism and Recreation Department and its integration with other Town Departments:

- Option 1: Direct the Town Manager to work with representatives of the MRRC and DMO Transition Board to reconcile their individual recommendations and develop a plan for reorganization of the Tourism and Recreation Department as a whole.
- Option 2: Establish some other mechanism for developing a reorganization plan.
- Option 3: Defer action until the budget process or some other later date.

Option 1 is recommended because both groups have made significant progress within their individual areas of activity, and there is a need to provide more certainty at this time to ensure a smooth transition.

VISION CONSIDERATIONS:

External marketing and providing an exceptional resort experience are both required in order to be a successful year round resort.

STAFFING CONSIDERATIONS:

A reorganization plan is needed in order to assure the best use of Town staff and to transition their duties in an orderly manner.

FINANCIAL CONSIDERATIONS:

None

ENVIRONMENTAL CONSIDERATIONS:

None

LEGAL CONSIDERATIONS:

None

RECOMMENDATION:

Therefore, it is recommended that the Town Council approve: Option 1:

Direct the Town Manager to work with representatives of the MRRC and DMO Transition Board to reconcile their individual recommendations and develop a plan for reorganization of the Tourism and Recreation Department as a whole.

APPROVED ON: 1/20/10 BY
MAMMOTH LAKES TOWN COUNCIL
option 1
Jamie Gray
TOWN CLERK

Tourism and Recreation Reorganization

Tourism and Recreation Tourism and Recreation Commission			
Measure "A" TOT and Business License Tax			General Fund
Resort Marketing Destination Marketing Organization Contract		Resort Programming Town of Mammoth Lakes Direct Services	
Advertising	Air Subsidy	Welcome Center	Recreation Programs
Website	Research & Measurement	Special Events	
Sales		Local Program Funding	
Public Relations			Channel 51

Attachment A

Recreation, Trails and Parks Expenditures						
	Budget					
	FY 09-10	FY 08-09	FY 07-08	FY 06-07	FY 05-06	FY 04-05
Parks Planning	35,509.00	0.00	0.00	0.00	0.00	0.00
Promenade Maintenance	110,670.00	98,823.22	83,349.31	64,106.38	62,173.21	52,971.15
Parks Maintenance	583,154.00	494,016.90	624,232.89	682,573.42	459,327.96	334,975.25
Whitmore	207,513.00	208,711.79	210,341.68	207,916.94	190,288.61	184,968.75
Ice Rink	229,208.00	262,302.71	224,904.77	1,407.65	4,646.74	25,501.90
Recreation Programs	213,734.00	152,169.76	173,770.19	204,354.54	211,898.52	208,776.11
Trails Maintenance	48,089.00	14,319.50	25,983.36	27,027.16	17,540.15	13,391.53
Total Parks, Recreation & Trails Operations Cost	1,427,877.00	1,230,343.88	1,342,582.20	1,187,386.09	945,875.19	820,584.69

To: Town Council

From: Mammoth Region Recreation Council

Subject: Approval of Recreation Plan and Proposed Recreation Organization Structure

Prepared by: Danna Stroud, Tourism and Recreation Director

BACKGROUND:

As part of the Town's review of its FY 2009-10 budget constraints, a direction came from the Town Council to restructure its Tourism and Recreation Department. This recommendation materialized because of the process begun in early 2009 to transition the tourism and marketing responsibilities out of being a government responsibility into a non-governmental destination marketing organization (DMO), now named Mammoth Lakes Tourism. Because of the impending transition, funding gaps were identified in the current budget structure for the remaining parks and recreation division that would be difficult to fill without changing the structure of the Town's existing Tourism and Recreation Department.

Based upon existing conditions at the time the Town Council gave its direction, Town staff felt there would be a unique opportunity to explore the formation of a broader-based recreation organization. A group of stakeholders was convened by staff to begin exploring this concept, called the Mammoth Region Recreation Council (MRRC). Members of the MRRC included representatives from the Town (councilmembers Bacon and Sugimura + T&R commissioners Sauser, Colasardo and Stehlik), MMSA (Jim Smith), Mono County (Supervisor Hunt, CAO Wilbrecht, Economic Manager Lyster), USFS (District Ranger Reggelbrugge, Deputy DR Schlafmann, Rec Officer Peterson), MLTPA (John Wentworth), Friends of the Inyo (Paul McFarland). The MRRC was facilitated by an outside consultant, paid for by MLTPA through an existing grant from the Sierra Nevada Conservancy.

While the MRRC was beginning its process, a Recreation Reorganization Steering Committee, made up of the Town's representatives on the MRRC, began to meet separately in order to address the Town's specific recreation needs. This Recreation Reorganization Steering Committee

presented a “draft” Town of Mammoth Lakes Recreation Plan to the Town Council at its November 18, 2009 meeting.

The MRRC and the Town’s Recreation Reorganization Steering Committee continued to meet throughout the fall and through the end of the year. A final draft recreation plan and organizational proposal was presented to the Tourism and Recreation Commission (TRC) at their January 7, 2009 meeting. The MRRC met for the final time on January 8, 2010 and received the same final draft and organizational proposal. Both groups provided feedback to integrate into the Recreation Plan and organizational proposals now being submitted to the Town Council

ANALYSIS/DISCUSSION:

During the MRRC process and discussion, it became clear there were two areas of interest beginning to materialize: 1) the need of the USFS to build capacity for its management of public lands and; 2) the need of the Town to deliver recreation services through effective engagement with the USFS. The desire to form a regional recreation organization that could address both of these needs simultaneously was mitigated by legal and jurisdictional constraints that could hinder the formation of such an organization.

However, the two areas of interest still needed to be addressed and are being presented as two separate organizational proposals. The first proposal identifies how the USFS might build capacity through the formation of a national forest association, a model consistently used by other national forests throughout the country. For purposes of this agenda bill, the Town Council is being advised that a working group made up of interested stakeholders throughout the region will be convened to explore how an association could be formed for the Inyo National Forest. This will be a separate effort and not directly dependent upon Town Council action at this time.

The second proposal has been developed as The Town of Mammoth Lakes Recreation Plan, and as presented to the Town Council, identifies five key strategies to build the Town’s recreation capacities and services. The strategies are intended to provide diverse programming, engage in recreation planning, foster communication and participation, coordinate facility maintenance and ensure responsible recreation management. The Recreation Plan also identified a list of skill sets needed to help deliver and implement the five strategies. Attachment A is the final draft of the Recreation Plan and includes the list of skill sets.

The Town of Mammoth Lakes Recreation Plan identifies how the Town can build recreation capacity and services through two key efforts: 1) Core Services and; 2) Interface and effective engagement with the public lands surrounding the Town through the formation of Mammoth Lakes Recreation. The Town has struggled with the desire to provide capacity to both segments at a time of dwindling funding streams. This proposal addresses how to deliver both segments.

1) Core Services: The Town has been providing core recreation facilities and services since its incorporation. The Town of Mammoth Lakes Recreation Plan recommends that the Town continue to focus on delivering those same core services – swim lessons, ice rink operations, softball leagues and tournaments and oversight of contractual services for lessons and camps of varying activities. The Recreation Plan identifies the desire to expand those offerings to address changing needs within the community. Existing core services could be expanded as funding levels begin to grow. Currently, the Town has a director with 50% time committed to recreation, one full-time recreation supervisor, one $\frac{3}{4}$ time recreation supervisor and one $\frac{7}{8}$ time recreation clerk. The Recreation Plan identifies skill sets needed to grow the core services, but does not specify staffing levels. Funding for delivering these Core Services would come from the General Fund, which is the current funding source. The level of funding and staffing levels would be established through a reconciliation and budget process.

2) Mammoth Lakes Recreation: The Town has struggled with how to interface and effectively engage with the USFS and the surrounding public lands. Through a variety of efforts over the course of time the Town has secured special use permits for parks and trails but as yet hasn't fully integrated access, programming, facilities and stewardship of the public lands that surround the Town into its recreation efforts. The formation of Mammoth Lakes Recreation (MLR) is intended to provide the Town with a focused and strategic organization to represent the Town's interface and engagement efforts with the USFS. An existing model to explore is Mammoth Lakes Housing (MLH). MLH is under contract with the Town to provide strategic direction for the development of affordable housing and to assist the Town with structuring and implementing housing policies. MLR could provide the identified services to the Town relative to recreation services and amenities.

Recognizing that the Town's residents and guests are here to access and recreate on the surrounding public lands, the formation of MLR would allow the Town to have an organization looking out for the best interests

of citizens and visitors alike by providing leadership, capacity and advocacy for the Town's interaction with public land agencies. The Town has an existing contract with a local organization, Mammoth Lakes Trails and Public Access (MLTPA), to provide a few of the interface responsibilities for the Town. This contract is funded by Measure R and does not come from the Town's General Fund. Potentially, MLTPA could be re-formed as Mammoth Lakes Recreation with funding coming from Measure R and other sources such as membership, corporate sponsorship and business development and participating agreements with the USFS.

The Town's two organizational proposals (Core Services and MLR) and the Town of Mammoth Lakes Recreation Plan were presented to both the TRC and MRRC. The TRC voted (5-0) to approve the draft Recreation Plan as presented and, through consensus, to support the two organizational proposals as presented. They also committed to participating in the next steps to define the roles and responsibilities of MLR and the Town's core services if such direction is supported by the Town Council. The MRRC also provided consensus support for the two organizational concepts and a desire by some to also participate in the next steps process for the Town's organization. Attachment B is a flow chart outlining the recreation organizational proposals.

Town Council is being asked to accept and approve the Mammoth Lakes Recreation Plan as presented. It is also being asked to approve the organizational proposals and provide direction to staff to work with identified stakeholders to define the roles and responsibilities of the Town's Core Services and Mammoth Lakes Recreation. As those roles and responsibilities are defined, the reconciliation between staffing needs and budget requirements will occur, in tandem with the reconciliation of Mammoth Lakes Tourism staffing and budget needs. A facilitated process for the formation of Mammoth Lakes Recreation would occur with participation from key stakeholders including TRC, MLTPA, USFS and others.

The defining of roles and responsibilities along with reconciliation among the Town's Core Services, Mammoth Lakes Recreation and Mammoth Lakes Tourism will establish the framework by which portions of the Town's FY 2010-11 budget will be formed. This reconciliation will also identify a strategy for re-building capacity as financial resources grow and priorities are identified. Options for funding recommendations for Core Services, Mammoth Lakes Recreation and Mammoth Lakes Tourism will be formalized and presented through the upcoming budget process.

OPTIONS ANALYSIS

Option 1, Approve and accept the Mammoth Lakes Recreation Plan as presented.

Option 2, Approve and accept the Mammoth Lakes Recreation Plan with Town Council recommended changes.

Option 3, Approve the organizational proposals, Core Services and Mammoth Lakes Recreation, as presented and direct staff to work with key stakeholders to define the roles and responsibilities, staffing and budget options in preparation for the Town's FY 2010-11 budget cycle.

Option 4, Approve the organizational proposals, Core Services and Mammoth Lakes Recreation, with Town Council recommended changes and direct staff to work with key stakeholders to define the roles and responsibilities, staffing and budget options in preparation for the Town's FY 2010-11 budget cycle.

Option 5, Do not approve and accept the Mammoth Lakes Recreation Plan as presented.

Option 6, Do not approve the organizational proposals, Core Services and Mammoth Lakes Recreation, as presented.

VISION CONSIDERATIONS:

The following is the Community Vision stated in the General Plan:
Surrounded by uniquely spectacular scenery and diverse four-season recreational opportunities, the community of Mammoth Lakes is committed to providing the very highest quality of life for our residents and the highest quality of experience for our visitors. To achieve this, Mammoth Lakes places a high value on being a premier, year-round resort community based on diverse outdoor recreation, multi-day events and an ambiance that attracts visitors.

The proposed Recreation Plan outlines five strategies for helping deliver the Town's vision for recreation. The two organizational proposals identify how the Town can begin implementation of the Recreation Plan.

FINANCIAL CONSIDERATIONS:

Through a definition of roles and responsibilities and a reconciliation of those roles among the Town’s Core Services, Mammoth Lakes Recreation and Mammoth Lakes Tourism options for funding will be presented as part of the upcoming FY 2010-11 budget cycle.

At this time, there is not a negative impact to the Town’s current FY 2009-10 budget.

STAFF CONSIDERATIONS:

The Town’s Tourism and Recreation staff has been providing staffing support for this reorganization effort through its existing workplan. If a facilitated effort is desired, outside funding sources through an existing contract with MLTPA could be secured to cover the cost of facilitation.

LEGAL CONSIDERATIONS:

If the formation of Mammoth Lakes Recreation moves forward a review of legal needs will occur by the Town’s Risk Manager and Attorney. The Mammoth Lakes Housing contract could serve as a template, as well as the Town’s existing contract with MLTPA.

RECOMMENDATION

Therefore, it is recommended that the Town Council approve:

Option 1, Approve and accept the Mammoth Lakes Recreation Plan as presented.

AND

Option 3, Approve the organizational proposals, Core Services and Mammoth Lakes Recreation, as presented and direct staff to work with key stakeholders to define the roles and responsibilities, staffing and budget options in preparation for the Town’s FY 2010-11 budget cycle.

Attachment A – Town of Mammoth Lakes Recreation Plan and Skill Sets

Attachment B – MRRC Organizational Flowchart

APPROVED ON: 1/20/10 BY
MAMMOTH LAKES TOWN COUNCIL
options 1 & 3
Jamie Gray
TOWN CLERK

Town of Mammoth Lakes Recreation Plan

VISION

Be the gateway for boundless adventure in the Eastern High Sierra that inspires, challenges and renews.

MISSION

To deliver seamless recreation in the Eastern High Sierra where collaboration ensures quality life experiences for generations.

Adventure Thrives Here!

STRATEGIES

1. **Provide Diverse Recreation Programming:** Offer a variety of recreation activities that serve both residents and visitors of all ages.
2. **Engage in Recreation Planning:** Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.
3. **Foster Communication and Participation:** Promote recreation activities and collaborate with user groups and public/private partners.
4. **Coordinate Facility Maintenance:** Ensure facilities are appropriately maintained for programming needs through cooperation and communication.
5. **Ensure Responsible Recreation Management:** Manage recreation projects to deliver results and ensure accountability.

Development Team:

Jo Bacon, Council Member
Tony Colasardo, Tourism and Recreation Vice Chair
Bill Sauser, Tourism and Recreation Chair
Teri Stehlik, Tourism and Recreation Vice Chair
Danna Stroud, Tourism and Recreation Department Director
Wendy Sugimura, Council Member

Strategy 1: Provide Diverse Recreation Programming

Purpose: Offer a variety of recreation activities that serve both residents and visitors of all ages.

GOALS:

1. Provide indoor and outdoor recreation programs.
2. Provide holiday events.
3. Facilitate, support and/or collaborate on other activities/events.

Goal 1 – Provide indoor and outdoor recreation programs.

Programs:

- Provide recreation programs and activities:
 - Swimming pool operations and programs, including lessons, lap swim, free swim and swim team;
 - Youth summer camps, such as wilderness camps, skate camps, etc;
 - Recreation Guide classes and lessons for all seasons;
 - Softball league and tournament;
 - Youth theater;
 - Indoor soccer through collaboration;
 - Arts and crafts; and
 - Ice rink operations and programs.
- Develop interpretive programs through collaboration.
- Develop new recreation programming.
- Provide registration and other administrative capacity for programs and activities.

Goal 2 – Provide holiday events.

Programs:

- Provide holiday programs such as Easter, Halloween, Christmas tree lighting, and July 4th weekend.

Goal 3 – Facilitate, support and/or collaborate on other activities/events.

Programs:

- Process special event permits.
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down and road closures.).
- Assist with event equipment, such as barricades, cones, etc.

Strategy 2: Engage in Recreation Planning

Purpose: Design a comprehensive and connected system of facilities and trails to meet the present and future recreation needs of the community.

GOALS:

1. Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.
2. Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

Goal 1 - Develop Town-wide recreation plans to foster opportunities, protect resources and increase capacity.

Programs:

- Ensure adoption of the Parks and Recreation Master Plan.
- Ensure adoption of the Trails System Master Plan.
- Integrate future facility needs identified in plans into the Capital Facilities Plan and determine funding sources.
- Incorporate research and development of emerging recreation trends.

Goal 2 – Develop plans with agency partners to ensure a seamless recreation experience and responsible use of public lands.

Programs:

- Develop an integrated signage, wayfinding, and interpretive program.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
 - Sherwin Area Recreation Plan (SHARP), in collaboration with the US Forest Service (USFS), Mammoth Lakes Trails and Public Access (MLTPA) and Friends of the Inyo (FOI);
 - Shady Rest Recreation Study, in collaboration with the USFS, MLTPA and Ormat / Mammoth Pacific; and
 - Lakes Basin Travel Management and Recreation Study, in collaboration with the USFS, MLTPA and FOI.
- Develop regional project plans in collaboration with agency and non-profit partners.

Strategy 3: Foster Communication and Participation

Purpose: Promote recreation activities and collaborate with user groups and public/private partners.

Goals:

1. Disseminate information about recreation opportunities.
2. Engage with recreation stakeholders and interested parties to increase collaboration and participation.
3. Engage the tourism industry in pursuit of economic sustainability.
4. Align recreation opportunities with strategic business partners to enhance and develop economic viability.

Goal 1 – Disseminate information about recreation opportunities.

Programs:

- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote programs, activities, events and other recreation opportunities.
- Enhance public relations and outreach efforts.

Goal 2 – Engage with recreation stakeholders and interested parties to increase collaboration and participation.

Programs:

- Liaison with recreation user groups.
- Develop partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services.

Goal 3 – Engage the tourism industry in pursuit of economic sustainability.

Programs:

- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns.
 - Provide the tourism industry with comprehensive recreation information.
- Collaborate and partner with the tourism industry to facilitate recreation events and opportunities.

Goal 4 – Align recreation opportunities with strategic business partners to enhance and develop economic viability.

Programs:

- Recognize, nurture and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

Strategy 4: Coordinate Facility Maintenance

Purpose: Ensure facilities are appropriately maintained for programming needs through cooperation and communication.

Goals:

1. Ensure effective internal communication with Public Works to maintain facilities.
2. Ensure effective external communication and cooperation with community groups and other agencies.

Goal 1 – Ensure effective internal communication with Public Works to maintain facilities.

Programs:

- Remove snow for safety, circulation and facility use according to the approved priority list.
- Maintain the Park and Ride lot for a potential Yosemite Area Regional Transportation System (YARTS) stop and special events.
- Maintain Town parks and communicate specific maintenance needs for programs and activities.
- Maintain Town trail system infrastructure year-round.

Goal 2 – Ensure effective external communication and cooperation with community groups and other agencies.

Programs:

- Maintain Whitmore Park and Pool in cooperation Mono County.
- Cooperate with community groups providing trails maintenance through the Adopt-A-Trail program.
- Comply with USFS requirements on special use permits.
- Provide administrative oversight of leases, contracts and permits held by the Town for the use and management of facilities owned by other entities, for example, the USFS and Los Angeles Department of Water and Power.

Strategy 5: Ensure Responsible Recreation Management

Purpose: Manage recreation projects to deliver results and ensure accountability.

Goals:

1. Implement approved plans and processes to ensure project delivery on scope, on time and on budget.
2. Develop a strong organization and fiscal stability.

Goal 1 – Implement approved plans and processes to ensure project delivery on scope, on time and on budget.

Programs:

- Implement Town-wide plans with the appropriate partners, including the USFS, Community Development Department (CDD), Public Works, tourism entities (Destination Marketing Organization and/or Tourism Department), and private development, including
 - Parks & Recreation Master Plan
 - Trails System Master Plan.
- Collaborate with the CDD and tourism industry to implement the Destination Resort Community Economic Development Strategy (DRCEDS).
- Implement the Measure R award process.
 - Establish Measure R priorities.
- Manage Measure R projects in cooperation with the Finance Department and Public Works, including
 - Cultivating grantee relationships,
 - Auditing project financials,
 - Providing program oversight, and
 - Requiring timely reporting.

Goal 2 – Develop a strong organization and fiscal stability

Programs:

- Develop adequate staffing and resources to deliver defined programs and projects.

USFS (INF ASSOCIATION) - - - - - \$\$

MAMMOTH LAKES RECREATION

FUNDING

- MEMBERSHIP/BUSINESS DEVELOPMENT/ USFS
- GRANTS
- SPONSORS
- MEASURE R

PROJECTS (EXAMPLES INCLUDE)

- TOML INTERFACE WITH PUBLIC LANDS
- RECREATION PLANNING/ADVOCACY
- USE PERMITS, CAMPGROUNDS, ETC.
- LABSS, SHARP, SHADY REST WG
- MAMMOTH TRAILS

MRRC

TOML

MONO CO - - - - - \$\$ - - - - - REC DISTRICT - - - - - \$\$

CORE SERVICES

FUNDING

- General Fund

PROJECTS (EXAMPLES INCLUDE)

- POOL, PARKS, SERVICES, PROGRAMS (MUNICIPAL RECREATION & PARKS)

CPT

REGIONAL REC PLANNING

Attachment B

DRAFT Tasks by Skills Set

Leadership/Management

Develops adequate staffing and resources to deliver defined programs and projects.

Guides integration of future facility funding and resource needs.

Incorporates new recreation programming into the department's operations.

Sets the direction for the department and champions recreation.

Develops Town-wide recreation plans to foster opportunities, protect resources, and increase capacity.

Ensures adequate facilities are planned and are consistent with the goals and policies of the Recreation Plan, Parks and Recreation Master Plan and other pertinent documents.

Provides overall direction and vision for efforts such as:

- An integrated signage, wayfinding, and interpretive program
- Measure R process, including establishing priorities through the TRC
- Holiday programs
- Special event development

Collaborates with:

- Appropriate partners, including the USFS, Community Development Department (CDD), Public Works, tourism entities (Destination Marketing Organization and/or Tourism Department), and private development, on Town-wide recreation plans
- CDD and MLT to implement the Destination Resort Community Economic Development Strategy (DRCEDS)
- Agency and non-profit partners to develop local inter-jurisdictional recreation management plans
- Mammoth Lakes Tourism (MLT) to facilitate recreation events and opportunities
- Regional project plans with agency and non-profit partners

Brings forward to adoption and prioritizes Master Plans and other planning documents, such as

- Parks and Recreation Master Plan
- Trails System Master Plan

Negotiates, resolves conflicts, and confers with legal counsel on programs and projects such as:

- USFS and Los Angeles Department of Water and Power leases
- Special event permits

Approves special event permits and other administrative documents.

Develops partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services, including:

- Recognizes, nurtures, and invests in recreation trend-setters and high profile athletes and programs
- Aligns recreation opportunities with strategic business partners to enhance and develop economic viability and manages sponsorship agreements
- Positions Mammoth to act on emerging recreation trends
- Leverages future sponsorships with existing funding sources

Admin/Analyst

Confers with Clerical on special event permits requiring decisions or judgments.

Completes cost analyses for staffing and resources, and monitors departmental budgets.

Identifies costs for new programs and feasibility of delivering such programs.

Project Management

Manages individual projects and resources through hands-on review, setting timelines, and ensuring completion on-time and within budget.

Works with consultants, internal teams, and partners to develop an integrated signage, wayfinding, and interpretive program.

Collaborates with agency and non-profit partners on regional project plans to ensure later implementation considerations are studied.

Manages planning documents from draft to final adoption; ensuring all necessary steps are completed for timely adoption.

Provides administrative oversight of leases, contracts, and permits held by the Town for the use and management of facilities owned by other entities.

Implements Measure including

- Cultivating grantee relationships
- Auditing project financials
- Providing program oversight
- Requiring timely reporting

Facilitates coordination of Town services and procedures for projects such as:

- Special events (e.g. set up / tear down, and road closures)
- Maintaining Whitmore Park and Pool in cooperation Mono County
- Cooperating with community groups providing trails maintenance through the Adopt-A-Trail program.
- Ensuring that the Town complies with USFS requirements on special use permits

Operations Management

Identifies facility and equipment needs for new programming to ensure effective implementation of the new programs.

Sets the calendar, identifies program requirements, and determines costs and timelines for holiday events and other special events.

Manage facilities and equipment to support recreation programs and activities such as:

- Swimming pool operations
- Parks
- Ice rink operations

Recreation Planner

Identifies staffing and resource needs for new programs and projects.

Gathers and manages data, local user group input, and content management for future programs such as an integrated signage, wayfinding, and interpretive program.

Advises agency and non-profit partners on integrating long range regional project plans.

Advises on potential agreements with user groups for both facilities and programs.

Attends, guides, and collaborates with agency and non-profit partners to develop local inter-jurisdictional recreation management plans.

Collaborates with the CDD and MLT to implement the Destination Resort Community Economic Development Strategy (DRCEDS).

Identifies emerging recreation trends through research and development; proposes programs and projects to address emerging recreation trends.

Develops interpretive programs through collaboration with appropriate agencies.

Recreation Supervisor

Creates agreements and ensures delivery of recreation programs with:

- recreation user groups
- outside contractors providing recreation programs such as youth theater; softball tournaments, indoor soccer, or arts and crafts

Implements new recreation programming.

Develops, schedules, oversees, and coordinates recreation programs and activities such as:

- Swimming pool programs
- Youth summer camps
- Recreation Guide classes and lessons for all seasons
- Softball league
- Ice rink programs
- Holiday events

Recreation Aide

Acts as day-to-day liaison with recreation user groups.

Delivers recreation programs and activities such as:

- Swimming pool lessons, lap swim, free swim and swim team
- Youth summer camps, such as wilderness or skate camps
- Recreation Guide classes and lessons for all seasons
- Softball league
- Ice rink programs

Clerical

Greets public at front counter and on telephone, provides general information as needed.

Processes special event permits forms, checking for accuracy and completion.

Provides registration and other administrative capacity for programs and activities.

Assists with event equipment reservations, such as barricades, signboards or cones

Facilities Management

Integrates future facility needs into the Capital Facilities Plan and determines potential funding sources.

Ensures facilities are in operating order to support recreation programs and activities such as Whitmore Pool, all parks, and the ice rink.

Ensures effective internal communication with Public Works to maintain facilities in support of recreation programs including.

- Removing snow for safety, circulation and facility use according to the approved priority list.
- Maintaining the Park and Ride lot for a potential Yosemite Area Regional Transportation System (YARTS) stop and special events.
- Maintaining Town parks and communicate specific maintenance needs for programs and activities.
- Maintaining Town trail system infrastructure year-round.

Promoter

Nurtures recreation trend-setters and high profile athletes and programs.

Produces and distributes promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote programs, activities, events and other recreation opportunities.

Enhances public relations and outreach efforts.

Liaises with MLT to integrate recreation opportunities into marketing campaigns.

Provides MLT with comprehensive recreation information.

Develops partnerships and advises on best ways to promote emerging recreation trends.

**Discussion Agenda: Item #2
Tourism and Recreation Reorganization**

1. **Wrap up recreation reorganization discussion**
 - a. **Discuss regional recreation structure proposal**
 - b. **Discuss next steps for forming Mammoth Lakes Recreation (MLR)**
 - c. **Explain the T&R Commission's work on Recreation Plan, and discuss the final plan**

2. **Reconciliation of DMO and recreation reorganization pieces**
 - a. **Update on DMO formation and strategic plan**
 - b. **Confirm or modify forming a discussion group to reconcile the pieces**
 - c. **Identify issues to be reconciled: 1) programs not included in either the DMO or recreation reorganization proposals, 2) staffing, 3) funding, 4) other?**

3. **Reconfirm Bacon and Sugimura's participation in the formation of MLR and the reconciliation of the DMO and recreation reorganization pieces.**

Town Parks & Recreation Core Services

Core Services:

- Provide diverse indoor and outdoor recreation programs, including delivering recreation classes and contracting for additional activities, and providing registration and other administrative capacity for programs and activities.
- Liaison with recreation user groups and other interested parties to increase collaboration and participation in core services and programs such as Adopt-A-Trail.
- Communicate effectively with Public Works to coordinate maintenance, including specific needs for programs and activities, for all Town Recreation facilities.
- Facilitate coordination of Town services and procedures for special events (e.g. set up / tear down and road closures.) and assist with event equipment, such as barricades, cones, etc..
- Process special event permits for events on Town property
- Provide administrative oversight of leases, contracts, and permits held by the Town for the use and management of facilities owned by other entities, such as the USFS and Los Angeles Department of Water and Power or Mono County for maintaining Whitmore Park.
- Participate in the development and implementation of relevant Town plans to ensure recreation needs are met including the Parks and Recreation Master Plan, Trails System Master Plan, and integrating recreation into neighborhood district plans and future facility needs.
- Implement recreation projects resulting from any Town plan, including all of the above and DRCEDS, with the appropriate Town departments and other partners.
- Produce and distribute promotional and informational collateral (e.g. brochures, recreation guides, e-news, etc.) to promote recreation programs, activities, events and other opportunities.
- Liaison with the tourism industry to integrate recreation opportunities into marketing campaigns and provide comprehensive recreation information and both collaborate and partner to facilitate recreation events and opportunities.
- Implement and maintain the integrity of the Measure R award process and establish Measure R priorities. Manage Measure R projects including cultivating grantee relationships, auditing project financials, providing program oversight, and requiring timely reporting.

- Manage TOML funds distributed to youth organizations

Core Services the Town provides because no one else will:

- Provide holiday programs such as Easter, Halloween, Christmas tree lighting, and July 4th weekend. (Assign this to Chamber as part of their contractual services)

Core Services to be provided when resources are available:

- Develop new recreation programming.
- Develop interpretive programs through collaboration.
- Recognize, nurture, and invest in recreation trend-setters, and high profile athletes and programs.
- Position Mammoth to act on emerging recreation trends identified through research and development.
- Leverage future sponsorships with existing funding sources.

Mammoth Lakes Recreation-Type Organization

- Engage the public in the development of Town-wide recreation plans.
- Research and bring forward opportunities related to emerging recreation trends.
- Collaborate with agency and non-profit partners to develop local inter-jurisdictional recreation management plans. Current projects include:
 - ❑ Sherwin Area Recreation Plan (SHARP), in collaboration with the US Forest Service (USFS), Mammoth Lakes Trails and Public Access (MLTPA) and Friends of the Inyo (FOI);
 - ❑ Shady Rest Recreation Study, in collaboration with the USFS, MLTPA and Ormat / Mammoth Pacific; and
 - ❑ Lakes Basin Travel Management and Recreation Study, in collaboration with the USFS, MLTPA and FOI.
- Develop regional project plans in collaboration with agency and non-profit partners.
- Enhance Town efforts to produce and distribute information about recreation programs, activities and opportunities.

Shared: Town and MLR

- Develop an integrated signage, wayfinding, and interpretive program.
- Comply with USFS requirements on special use permits.
- Develop partnerships with public and private entities to maximize the impact of recreational opportunities through a seamless alignment between event presenters and ancillary services.

Yellow – services/programs not required by and/or not necessary for the Town to manage

Blue – services/programs/responsibilities that must be managed by the Town

Purple – services/programs/responsibilities that can be shared by the Town with other entities

Gray – self explanatory