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Town of Mammoth Lakes  
RECREATION DEPARTMENT

## 2012 MEASURE U SPRING "TEST" APPLICATION FORM

### PROJECT SUMMARY

Name of Project: **Cultural & Sporting Events Market and Feasibility Study**

Project Category: **Recreation / Arts & Culture**

Project Type: **Planning**

Measure U Funds Requested: **\$ 60,000**

### APPLICANT INFORMATION

#### Organization

Name of Organization: **Town of Mammoth Lakes**

Type of Organization (non-profit, HOA, Govt.): **Local Government**

Organization's Address: **P.O. Box 1609, Mammoth Lakes**

State / Zip: **CA, 93546**

Office Phone Number: **(760) 934-8989 ext. 222**

Email Address: **sbrown@ci.mammoth-lakes.ca.us**

Internet Address: **www.ci.mammoth-lakes.ca.us**

#### Project Contact Person

Name: **Stuart Brown**

Mailing Address: **As above....**

State/Zip:

Home / Business Phone Number:

Cell Phone Number:

Email Address:

## SECTION A – PRELIMINARY QUALIFICATIONS

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

This application is consistent with the Community Vision of the Town of Mammoth Lakes as stated on page 7 of the **2007 General Plan**. The study substantiates the community vision of "Being a great place to live and work: Our strong, diverse yet cohesive, small town community supports families and individuals by providing a stable economy, high quality educational facilities and programs, a broad range of community services and a participatory Town government."

The study also seeks to support: "A premier, year-round resort community based on diverse outdoor recreation, multi-day events and an ambiance that attracts visitors."

Adopted in 2009, the **Destination Resort Community and Economic Development Strategy (DRCEDS)** is a 3-year strategic and operational plan intended to clearly establish a short-term direction for the community and dedicate the resources to achieve them. DRCEDS includes the ideas of partnership, people, place and positioning. The Plan is intended to improve our overall quality of life: increase opportunity, spur investment, encourage local enterprise, serve the needs of local residents, workers and businesses, promote stable employment, reduce poverty, offer family and neighborhood life, maintain our natural environment, conserve natural resources and be both inclusive and sustainable.

Key Result Area (KRA) 1.0 is to Achieve Economic and Fiscal Stability. The following disciplines will be applied:

- We will base our decisions on achieving the triple bottom line: one that considers economic development, land use planning, mobility, community design and place-making to achieve a thriving local economy.
- We will prioritize the allocation of resources and decision-making to provide activities, programs, services, and facilities that lead to higher visitation first.
- We will partner with the private sector and fellow public agencies to leverage visitor serving activities, programs, services, and facilities with new development.
- We will build partnerships with members of our community to increase opportunity, spur investment, encourage local enterprises, and serve the needs of local residents, workers and businesses.

#### Goals

- Goal 1.1 Annually increase Town visitation and occupancy rates.
- Goal 1.2 Stabilize and strengthen local businesses.
- Goal 1.3 Annually increase municipal revenues and their reliability.

Please see Attachment A for additional references to the **2007 Town of Mammoth Lakes General Plan**, and references to the **Parks and Recreation Master Plan**, **RecStrats**, and the **Destination Resort Community and Economic Development Strategy (DRCEDS)**.

## 2. How does the project/program align with goals and priorities established by the Town?

In addition to aligning with the adopted Town plans and documents as identified in Question 1, Staff believes that this application aligns with 4 of 5 of the Town goals and priorities established by the Town Council for this spring "test" award on March 21, 2012.

### a) Economic Stimulus

Special Events have been a part of, and an attraction to Mammoth Lakes for many years, and we all agree that events and festivals are a significant contributor to the local economy. The opportunity exists to strengthen summer, mid-week and shoulder-season (white space) visitation and increase TOT/sales tax revenue, by implementing a number of key strategies identified from the feasibility study. In a 2011 survey of event producers, it was estimated that the major special events in Mammoth Lakes generate just under \$3 million in annual revenue from approximately 61,000 attendees.

### b) High Impact

Several existing special events (both music and cultural) currently create high public visibility, brand awareness, advertising/promotional value, and enhance the Triple Bottom Line (social, environmental and financial performance) for Mammoth Lakes.

### c) Leverage

All special events are reliant upon considerable resources (time, money, volunteers and equipment) contributing to synergistic relationships. This study will provide several strategic / organizational recommendations, including preferred structures, roles and responsibilities.

### d) Plan for the Future

This feasibility study will provide a number of outcomes and strategies that will help the organizations plan for the future. For example, the study will determine programming and locational criteria for venues, identify and develop recommendations to improve organization structures, and specific strategic actions for the Town to attract, retain and grow target events.

## 3. Describe the project's/program's conceptual plan including the size, scope, type, design specifications, use, and budget. (This should be an attachment to the application titled: "Project Concept Plan")

In October 2012, the Town Council accepted the scope of work of the Economic Development Program which includes an update of the "Destination Resort Community and Economic Development Strategy (DRCEDS).

Based on work with the Economic Stimulus Council and Mammoth Lakes Events Coalition, the Planning Commission has drafted one new strategy, and related objectives for DRCEDS.

**Strategy:** Promote Mammoth Lakes' economic recovery through the creation of jobs; attraction and retention of new business; and stimulation of economic activity and investment.

**Objective:** Become a branded high altitude sports and cultural destination known for its innovation.

Key tactics that can implement this objective are:

- A. Complete a cultural and events market feasibility and site evaluation study to recommend permanent event sites.
- B. Complete a collaborative inter-agency and community-based south gateway neighborhood district plan study.
- C. Dedicate resources to attract, support and coordinate the production of town-wide events and major new festivals.

**Study Purpose:**

The purpose of this study is to implement DRCEDS strategies and objectives focused on economic recovery.

**Study Goals/Outcomes:**

- Complete a survey scan of cultural and sporting/athletic events;
- Determine the competitive market for cultural and sporting/athletic events in Mammoth Lakes;
- Determine target events type(s) and size(s), and develop information on logistics, costs and revenues typically associated with target events, and attracting and hosting such events;
- Identify programming and locational criteria for venues necessary to host target events;
- Identify and develop recommendations to improve organizational structures and coordination to support special events;
- Develop specific strategic actions for the Town to attract, retain and grow target events.

Please refer to *Attachment B* for a detailed outlined scope of work.

**4. Is this project/program a:**

One year of funding for a one year project/program.

**5. Identify all principles involved in this project/program and their responsibilities.**

**a. Applicant**

The Town of Mammoth Lakes is the applicant. The Town will distribute an RFQ, subsequent RFP upon funding approval, and be the project manager for the study.

**b. Affiliated parties/agencies**

The Town received extensive support from various Commissions, committees and ad-hoc groups in the development of this application. These include the Recreation Commission (Commissioner's Stehlik & Turner), Planning Commission (Commissioner's Duggan & Brown), the Economic Stimulus Council, and Mammoth Lakes Events Coalition.

**c. Consultant or other support**

The Town will make a consultant recommendation for this study upon receipt of the RFQ's and RFP's.

## SECTION B – PROJECT DESCRIPTION

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### 1. Project Location

- A. If your project/program is Development, Implementation, Maintenance or Acquisition what is the location of your project/program?**

This application is a planning / feasibility study. Recommendations from the study will identify programming and locational criteria for venues in and around Mammoth Lakes necessary to host target events.

### 2. Do you have owner and/or jurisdictional approval to use the location identified in the application?

If Yes, please provide documentation of approval.

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

Owner and/or jurisdictional approval will be secured if recommended by the study, and approved by Town Council.

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

- A. Ownership: TBD through completion of the study.
- B. Maintenance: TBD through completion of the study.
- C. Operation: TBD through completion of the study.
- D. Liability & Insurance: TBD through completion of the study.

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

If Yes, please describe what is required, when it's required, the timeline/schedule and cost.

Pre-development/planning priorities are included in the feasibility study. These include priority short/medium and long range and critical path actions.

### 5. Will any Implementation/Construction funds be required for your project/program?

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

The purchasing of equipment or construction is not a component of this project, or the subject of this Measure U application.

### 6. Will this project involve the purchase of equipment?

If yes, who will own it? Who will be allowed to use it? Who will maintain it? How will it be stored?  
What is the estimated replacement timeline and cost?

The purchasing of equipment or construction is not a component of this project, or the subject of this Measure U application.

**7. Will any Maintenance funds be required for your project/program?**

If Yes, please describe what is required, when it's required, the timeline/schedule and cost.

Funding for maintenance is not a component of this project, or the subject of this Measure U application. Ultimately, funds will be needed to maintain a future special events venue(s) and/or programs. It is a component of this study to begin the process of identifying the cost estimates, including capital, operational and return on investment (ROI).

**8. Will any Operational funds be required for your project/program?**

If Yes, please describe what is required, when it's required, the timeline/schedule and cost.

Funding for operations is not a component of this project, or the subject of this Measure U application. Ultimately, funds will be needed to operate a future special events venue(s) and/or programs.

**9. Will any Replacement funds be required for your project/program?**

If Yes, please describe what is required, when it's required, the timeline/schedule and cost.

TBD through completion of the study.

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

If yes, please identify which task or phase, how many hours and the value of those hours.

Please see attached scope of work (Attachment B). It is expected that a majority of the Measure U request would be allocated to contractual services performed by a specialized consultant or consultants. Staff time has been included in the application to manage the project to its fulfillment.

**11. Will there be volunteer hours used for any phase of your project/program?**

If Yes, please identify which task or phase, how many hours and the value of those hours.

Members of the Mammoth Lakes Event Coalition and the Economic Stimulus Council, all of whom volunteer their time to those groups, would be requested to convene for one or more meetings to discuss elements of the feasibility study.

Assuming that there are a total of three meetings, each member of the group would be providing 6 to 8 hours of volunteer time to attend and participate. Depending on the degree of participation, this could represent anywhere from 80 to 150 hours of total volunteer time.

**12. Have any public (including Measure R and U) or private funds been previously committed, or is presently committed, to this project/program?**

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

This is a new initiative, so no Measure R or Measure U funds have been previously allocated to this project. (Other than in the broader development of RecStrats, which included some focus on special events).

Town General Funds supported staff work with the Mammoth Lakes Events Coalition and Economic Stimulus Council beginning in 2010 which included discussion of special events venues, as well as District Planning which also addressed potential special events venues. This amount is not quantified, because it was included as part of broader work efforts.

**13. Was public or private funding in place for this project/program before June 8, 2010?**

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

No, this is a new initiative.

**14. Is Measure U the only funding source for your project/program?**

If No, provide amount and source of additional funds (Note: proof of this funding will be required).

No. The Town is planning to submit the same application to the 2012 Measure R Spring funding process.

**15. Is your project/program going to have an impact (positive or negative) on existing use in the location you have identified? Please describe:**

This planning and feasibility study process will help to identify potential impacts of future special events on existing uses in or adjacent to those sites. New venue recommendations/requirements include:

- Number
- Type
- Size (capacity)
- Programming/facilities recommendations
- Locational criteria

## SECTION C – PROJECT BENEFITS

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

It is the intent of the work of the Economic Stimulus Council, Recreation/Planning Commission and the Mammoth Lakes Events Coalition to promote Mammoth Lakes' economic recovery through the creation of jobs; attraction and retention of new business; and stimulation of economic activity and investment.

This feasibility study would support and advance efforts to identify and secure special event venue(s) in Mammoth Lakes. Having such a venue or venues would provide the opportunity to host more special events, attract additional visitors, and increase incremental revenues from these visitors. This visitation could be measured by correlating occupancy and revenues (TOT, sales tax etc.) with the occurrence of new and expanded special events.

As stated, the goals/outcomes of the study are to:

- Complete a survey scan of cultural and sporting/athletic events;
- Determine the competitive market for cultural and sporting/athletic events in Mammoth Lakes;
- Determine target events type(s) and size(s), and develop information on logistics, costs and revenues typically associated with target events, and attracting and hosting such events;
- Identify programming and locational criteria for venues necessary to host target events;
- Identify and develop recommendations to improve organizational structures and coordination to support special events;
- Develop specific strategic actions for the Town to attract, retain and grow target events.

**2. What is your target market - residents or visitors or both? What is the estimated number of users/participants/attendees?**

The feasibility study includes a Market/Situational Analysis that will provide characteristics and recommendations on the primary and secondary market(s), including market competitors. See below:

Market/Situational Analysis

- Demographic and socioeconomic characteristics
  - Primary Market
  - Secondary Market
- Geographic location and accessibility
- Market competitors (identify and assess degree of existing/potential competition)
- Other considerations (e.g. weather) affecting potential market
- SWOT Analysis



**3. Is the project/program a one-time or recurring activity?**

At this time, staff is anticipating a one-time cost for the feasibility study. Subsequent studies or planning documents may be required as per recommendations identified in the study.

**4. Please provide any additional information you would like the Measure U Committee to consider when reviewing your application.**

This application effectively leverages Measure U and potentially Measure R funding by applying it to a comprehensive cultural and sporting events market and feasibility study that seeks to promote Mammoth Lakes' economic recovery through the creation of jobs; attraction and retention of new business; and stimulation of economic activity and investment.

## SECTION D – PROJECT FEASIBILITY

Feasibility studies will be required for ‘top tier’ projects in order to clearly identify the level of funding required for the life of a project. It is in the best interest of the applicant to complete the feasibility section of the application. For any clarification regarding the questions or degree of detail that needs to be provided, please contact Town Staff.

### 1. Competitive Supply Analysis

- A. Provide a review of both direct and indirect competition and the strengths and weaknesses of the competition (SWOT) – identification of where the proposed project fits within the marketplace.**

This feasibility study includes a Market/Situational Analysis that will provide characteristics and recommendations on both the primary and secondary market(s), including market competitors, and an analysis of competitive locations/events. See below:

#### Market/Situational Analysis

- Demographic and socioeconomic characteristics
  - Primary Market
  - Secondary Market
- Geographic location and accessibility
- Market competitors (identify and assess degree of existing/potential competition)
- Other considerations (e.g. weather) affecting potential market
- SWOT Analysis

#### Analysis of Competitive Locations/Events

- Comparable destinations
  - Location/Basic Characteristics
  - Number and type of venues
  - Number and type of events hosted
  - Visitor trends

### 2. Identification of Market Opportunity

- A. Identify the long-term opportunity that the project/program presents.**

The long term opportunity that this feasibility study will provide is the opportunity for Mammoth Lakes to become a branded high altitude sports and cultural destination known for its innovation.

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

As stated in Question 2 of “Project Benefits,” this feasibility study includes a Market/Situational Analysis that will provide characteristics and recommendations on the primary and secondary market(s), including market competitors.

Data collected from the Mammoth Lakes Events Coalition estimates that over 60,000 annual participants enjoy the many special events hosted in Mammoth Lakes.

#### **4. Projected Multi-Year Demand Analysis**

##### **A. Provide the projected demand with assumptions.**

This feasibility study provides estimated demand and venue requirements. Please see below:

##### Estimated Demand and Venue Requirements

- Identify potential event types (e.g. touring concerts, local/community events, multi-day festivals/events, mass participant sporting events, professional/semi-professional sporting events), that Mammoth could attract.
- Estimate demand for identified events (event size and frequency)
- Identify existing facilities and “gaps”
- New Venue Recommendations/Requirements
  - Number
  - Type
  - Size (capacity)
  - Programming/facilities recommendations
  - Locational criteria

#### **5. Projected Multi-Year Revenue Projections**

##### **A. Projected revenue with pricing assumptions.**

This feasibility study provides financial analysis of recommended facilities/events program. Please see below:

##### Financial Analysis of Recommended Facilities/Events Program

For recommended facilities/events program, identify:

- Key assumptions
- Events scenarios (e.g. grow ‘x’ existing events; develop ‘y’ new events; of ‘z’ type, size and frequency, based on market and demand analysis)
- Estimated Revenues
- Estimated Expenses
- Order of magnitude cost estimates, including capital costs, operational costs/revenues, and return on investment

#### **6. Cost Analysis – Provide the estimated one time or annual costs for each phase of your project/program (where applicable):**

1. Land acquisition costs: NA
2. Equipment acquisition: NA
3. Site preparation/demolition and site prep costs: NA
4. Entitlement costs: NA
5. Architect and planning costs: NA
6. Construction costs: NA

7. Operational costs: NA
8. Maintenance costs: NA
9. Programming costs: NA
10. Other:

## **Feasibility Analysis**

### **1. Project and Financial Assumptions**

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

Please see Question 5. Key assumptions are included in this feasibility study.

### **2. Multi-Scenario Pro Formas**

A. Provide one or two pro forma scenarios to understand the project's/program's financial feasibility. Within this element it is recommended that a 5-year operating budget be developed.

Please see Question 5. Event scenario's, along with estimated revenues and expenditures are included in this feasibility study.

### **3. Risk Analysis**

A. Identify project/program risks.

The proposed project(s) would support a more complete feasibility analysis of future event venue(s), which would include the analysis noted above.

### **4. Project Schedule**

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

- a) Acquire funding
- b) Solicit Requests for Qualifications (RFQ's)
- c) Distribute Request for Proposals (RFP's)
- d) Contract with Consultant
- e) Confirm scope of work, timelines, project needs, stakeholders, etc.
- f) Manage project
- g) Review, deliver and present completed feasibility study

**5. Quality of Life Analysis**

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

Staff believes that this feasibility study will enhance the Triple Bottom Line (social, environmental and financial performance) for Mammoth Lakes, along with the high value placed on the quality of life for our residents and the quality of experience for our visitors.

## ATTACHMENT A

### *Question 1 Supplemental Information*

#### *1. How does the project/program fit within the Town's adopted plans?*

#### **2007 General Plan**

##### Economy

*Page 13: Goal E.2. Sustainable Tourism – “Achieve sustainable tourism by building on the area’s natural beauty, recreational, cultural and historic assets.”*

Policy E.2.A: Support a range of outdoor and indoor events, facilities, and services that enhance the community’s resort economy.

##### Arts, Culture, Heritage and Natural History

*Page 14: Goal A.2. Rich Community Culture – “Be a vibrant cultural center by weaving arts and local heritage and the area’s unique natural history into everyday life.”*

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

#### **Parks & Recreation Master Plan**

##### *Page 40:*

- Policy 5G: Identify, zone and procure land for new and expanded parklands including...festival and special events areas.
  
- Goal 6, Policy 3: Offer and accommodate events and activities that foster community gathering and celebration.

##### *Page 46, Table 9: Level of Service Comparison and Recommendations*

Outdoor Events Venues (acres): Recommended standard of 1.34 acres/1,000 residents

##### *Page 47, Table 10: Recreation Facilities Needed to Meet Recommended LOS Standards*

Outdoor Events Venues (acres): Recommended additional 16 acres needed by 2025

##### *Page 53-55: New Facilities and Figure 7*

- Figure 7: Special events site shown as potential facility at Mammoth Creek Park.
- Page 55: Outlines criteria/design and siting considerations for one or more venues.

## **RecStrats Implementation Plan**

*Page 11. Part 3: Core Strategies.*

Special Events, and Art & Culture are listed as two of the seven core recreation strategies.

*Page 28. Part 6C: Project List/Final Consolidated Element Project List*

Facilities to support and accommodate special events/arts and culture are three of the 19 final listed project. All three are among the top six scoring projects listed, with average score of above 10)

- Field House/Community Recreation Center (Average Score 10.9)
- Multi-Use Outdoor Facility including large amphitheater with appropriate equipment, picnic benches and adequate venue space and parking (Average Score 10.4)
- Indoor performing arts center with appropriate acoustics/lighting, adequate venue, meeting and seating space and parking. (Score 10.2)

*Page 32. Part 7 Recommendations*

Undertaking feasibility studies for large capital projects is the second out of three recommendations made by RecStrats.

### *2. Undertake Project Feasibility*

*A second recommendation is the need for the (Recreation) Commission to require, and in some cases, fund feasibility studies for the proposed projects...Once the level of project feasibility is determined, the Commission can have a fuller, publicly vetted discussion of the merits of the project and make informed decisions about pursuing the development of a project."*

The proposed technical studies will lay important groundwork for understanding site constraints, risks and development costs, which are integral to understanding project feasibility.

*Page 33: Capital Projects*

- Field House/Community Recreation Center
- Multi-Use Outdoor Facility including large amphitheater with appropriate equipment, picnic benches and adequate venue space and parking
- Indoor performing arts center with appropriate acoustics/lighting, adequate venue, meeting and seating space and parking.

## **Destination Resort Community and Economic Development Strategy (DRCEDS)**

### *Page 5: Visitor Driving Activities, Programs, Services & Facilities*

Strategy 1.1.3 - Partner with the private sector to provide a variety and range of meeting and conference spaces, indoor and outdoor event venues and recreational facilities with new development that can be programmed to drive increased visitation.

Objective 1.3B - Develop a variety and range of indoor and outdoor event venues with future hotel development in general and in Mammoth Creek Park, North Village, Town Center and Main Street districts that target: a 45,000 square foot indoor events facility with a 2-3 acre joint sports field and events area, a 100-seat indoor town hall/ meeting/performance facility, and three to five smaller outdoor events areas and plazas.



## ATTACHMENT B



### **CULTURAL AND SPORTING EVENTS MARKET AND FEASIBILITY STUDY DRAFT SCOPE OF WORK**

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In October 2012, the Town Council accepted the scope of work of the Economic Development Program which includes an update of the "Destination Resort Community and Economic Development Strategy" (DRCEDS).

Based on work with the Economic Stimulus Council and Mammoth Lakes Events Coalition, the Planning Commission has drafted one new strategy, and related objectives for DRCEDS.

**Strategy:** Promote Mammoth Lakes' economic recovery through the creation of jobs; attraction and retention of new business; and stimulation of economic activity and investment."

**Objective:** Become a branded high altitude sports and cultural destination known for its innovation."

Key tactics that can implement this objective are:

- A. Complete a cultural and events market feasibility and site evaluation study to recommend permanent event sites.
- B. Complete a collaborative inter-agency and community-based south gateway neighborhood district plan study.
- C. Dedicate resources to attract, support and coordinate the production of town-wide events and major new festivals.

#### **Study Purpose:**

The purpose of this study is to implement DRCEDS strategies and objectives focused on economic recovery.

#### **Study Goals/Outcomes:**

- Complete a survey scan of cultural and sporting/athletic events;
- Determine the competitive market for cultural and sporting/athletic events in Mammoth Lakes;

- Determine target events type(s) and size(s), and develop information on logistics, costs and revenues typically associated with target events, and attracting and hosting such events;
- Identify programming and locational criteria for venues necessary to host target events;
- Identify and develop recommendations to improve organizational structures and coordination to support special events;
- Develop specific strategic actions for the Town to attract, retain and grow target events.

### **Outline Scope/Tasks:**

#### **A. Market/Situational Analysis**

- Demographic and socioeconomic characteristics
  - Primary Market
  - Secondary Market
- Geographic location and accessibility
- Market competitors (identify and assess degree of existing/potential competition)
- Other considerations (e.g. weather) affecting potential market
- SWOT Analysis

#### **B. Overview of Cultural and Sporting Event Industries**

- Cultural Events: Live Music
  - Characteristics and consumer spending for live music
  - Overview of live music business and economics
  - Revenue trends
- Other Cultural Events: Civic, Community and Commercial (e.g. festivals, markets, fairs)
  - Characteristics and types of civic, community, and cultural events and consumer spending
  - Overview of civic, community and commercial events business and economics
  - Revenue trends
- Sporting/Athletic Event Industries
  - Characteristics and consumer spending on sporting/athletic events (spectator and participant-based events)
  - Overview of sporting event business and economics
  - Revenue trends

#### **C. Analysis of Competitive Locations/Events**

- Comparable destinations
  - Location/Basic Characteristics