

# **Mammoth Lakes Parks and Recreation Commission Staff Report**

**Commission Meeting Date:** April 2, 2024

**Date Prepared:** March 27, 2024

**Prepared by:** Stuart Brown, Parks and Recreation Director

**Title:** 2012 Parks and Recreation Master Plan Overview and Outcomes

**Agenda:** Discussion Item

## **RECOMMENDED MOTION:**

Receive report and provide consensus comments or direction to Town staff.

## **BACKGROUND INFORMATION:**

The Parks and Recreation Master Plan was published in 2008 and adopted by Town Council on February 1, 2012. Resolution 12-08 approved a General Plan amendment adopting the Parks and Recreation Master Plan and amending the Parks, Recreation, and Open Space Element. The Plan outlines the vision, goals, and tasks for enhancing parks and recreation for Mammoth Lakes through 2025.

The plan provides the foundation to promote personal health and well-being, foster community interaction, promote connectivity within and beyond the Town, nurture collaborative partnerships, and encourages appreciation of the Town's spectacular natural environment.

The recommendations for parks and recreation elements outlined in the Master Plan are based on the results of field analysis, inventories, demand analysis, workshop planning sessions, and survey results from residents and second households.

## **ANALYSIS AND DISCUSSION:**

The Parks and Recreation Master Plan (PRMP) outlined a vision for the community that included six goals, provided specific level of service recommendations, and identified five primary tasks.

**Vision:** The Town of Mammoth Lakes parks and recreation vision is to provide multipurpose, year-round, indoor and outdoor recreation opportunities accessible to all residents and visitors.

## **Parks and recreation facilities in Mammoth Lakes should advance the following six goals:**

1. Maintain parks and open space **within and adjacent to town for outdoor recreation and contemplation.**
2. Provide **additional parks** within town.
3. Create a Master Plan for an integrated **trail system** that will maintain and enhance convenient public access to public lands from town.
4. Provide and encourage a wide variety of **outdoor and indoor recreation readily accessible to residents and visitors of all ages.**
5. **Link parks and open space with a well-designed year-round network of public corridors and trails within and surrounding Mammoth Lakes.**
6. Provide **parks and recreational facilities and programs** that foster a sense of community and nurture the emotional connection people have with each other and Mammoth Lakes.

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## **Recommended Tasks**

To meet the recreation needs of residents and visitors into the future, the Town of Mammoth Lakes will need to:

### **1. Maintain and upgrade existing parks and recreation facilities to improve accessibility, usability, and service capacity.**

- Outcomes:
  - 2017 – 2023: Town Council allocated over \$1.29 Million in deferred maintenance funds to address deficiencies and improve accessibility, usability, and service capacity.

<b>Parks and Recreation Department - Deferred Maintenance Expenditures by Park</b>		
<b>Park</b>	<b>Expense</b>	<b>Percentage</b>
Whitmore Recreation Area	\$ 446,966.55	34.53%
Shady Rest Park	\$ 282,897.94	21.85%
Whitmore Pool	\$ 158,697.64	12.26%
Community Center	\$ 117,685.00	9.09%
Community Center Tennis Courts	\$ 246,689.57	19.06%
Trails End Park	\$ 17,138.42	1.32%
Multi-Use Paths	\$ 13,432.00	1.04%
Mammoth Creek Park	\$ 10,000.00	0.77%
Community Center Park	\$ 963.13	0.07%
	<b>\$1,294,470.25</b>	<b>100.00%</b>

- Annual: Conduct annual project CIP/maintenance analysis and provide recommendations for scheduling, funding, and implementation of projects.
- 2023: Invested \$175,000 on a new Sport Court surface on Tennis courts 5 & 6. Included painted lines for 2 pickleball courts and an all-weather basketball backboard.
- 2023: Invested over \$100,000 to convert the old ice rink to a new 6 court Pickleball Complex.

### **2. Complete construction of recreation-related projects already underway.**

- Outcome:
  - Trails End Park
    - 2004 – Trails End Park project planning began and was completed in October 2016 for a total cost of \$2.5 Million. Trails End Park is a 4.1-acre park that features the world-renowned 42,000 sq. ft. Volcom Brothers and Little Brothers Skate Park including an enhanced complementary community park, themed playground, restroom and pavilion.
    - 2007 – Awarded California Park and Recreation Society (CPRS) District 7: Outstanding Facility Award

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### **3. Expand partnerships with public agencies, private organizations, and businesses to share resources in providing facilities and programs.**

- Outcome:
  - 2012 – Executed a 30-year lease agreement with the LADWP (#1423) for the Whitmore Recreation Area (track and sports field)
  - 2016 – Executed a new Joint Use Agreement (JUA) for facilities with the Mammoth Unified School District
  - 2023 – Executed a new 5-year lease with the Mammoth Unified School District for the use of the Pickleball Complex
  - 2024 – Town Council approved a revised Whitmore Recreation Area Operations and Maintenance Agreement with Mono County. This agreement still needs to be ratified by Mono County.

### **4. Design additional park improvements and recreation facilities to meet recreation needs in all seasons. These facilities include (in alphabetical order):**

- Outcome:
  - *Aquatic Center*
    - 2016: Formed the Aquatic Center Ad-Hoc Committee to explore the development of an aquatic facility and agreed that professional expertise was needed to determine the feasibility of constructing and operating an aquatics facility in Mammoth Lakes, particularly a facility designed for community-wide access and financial sustainability.
    - 2017: Hosted a custom *Build a Pool Workshop* with USA Swimming Facilities Development Staff. The custom workshop was designed to help project advocates identify options for the size and type of facility and the associated programming needs and scope for budget. It also identified industry experts and professionals for feasibility, design, construction, operations and maintenance of aquatic facilities.
    - Annual - Collated published aquatic facility plans and proformas.
  - *Dog park*
    - 2021: Town receives a \$50,000 T-Mobile Hometown Grant to construct a community Dog Park in Mammoth Lakes.
    - 2023: Town Council awarded the Dog Park and Infrastructure bid to DG Construction. Work began on October 2 and is expected to take 6-8 weeks till completion. The project is fully funded and will be completed in summer, 2024.
    - 2023: Town submits a Use Permit Modification with Mono County to permit the construction and operation of a dog park at the Whitmore Recreation Area.
  - *Event and performance venues*
    - 2013: HVS publishes an Entertainment and Cultural Event Facilities Study. The report assessed the events market,

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analyzed potential sites for the proposed facilities, and project future demand in Mammoth Lakes.

- 2016: Town publishes an economic development strategy for special events.
- 2016: MLR forms an Outdoor Performing Arts Center steering Committee to analyze the HVS Study results to determine a venue to construct and operate an Outdoor Performing Arts Venue.

- *Picnic/Park Areas*

- Park at the Parcel
  - 2023: Park at the Parcel approved by Town Council. This project will build a play area for childcare operations and a public park for the residents and neighbors of The Parcel.
- Mammoth Creek Park
  - 2023: Town Council allocates \$500,000 for the rehabilitation of Mammoth Creek Park west. Will include a new picnic pavilion/small amphitheater, natural grass, picnic tables/benches and a natural and prefabricated bouldering area.

- *Multi-use recreational/cultural facility*

- Mammoth Lakes Arts and Cultural Center (MACC)
  - 2022: Town Council approved an agreement with the Mammoth Lakes Foundation for the Parks and Recreation Department to operate the Edison Hall & Theatre. Town Council also approved an agreement that outlines a planning effort on property owned by the Mammoth Lakes Foundation. The planning agreement includes an expanded theatre facility, childcare site, a temporary dog park and future housing site, parking and summer amphitheater site.
  - 2023: Town Council allocated \$300,000 for the design of the outdoor amphitheater on the Mammoth Lakes Foundation site.
  - 2024: Town Council adopted a Resolution approving the acquisition of certain land and improvements with the Mammoth Lakes Foundation for approx. 9 acres of land.
  - 2024: Mammoth Lakes Recreation considered the allocation of Measure U Funds to contribute to the construction of the new Mammoth Lakes Arts and Cultural Center (MACC), funds for operation funding (Endowment) and funds to support the debt service, for 13 years.
- Community Recreation Center (CRC)
  - 2021: Town Council awards contract to Hamel Contracting Inc. for the construction of the CRC.
  - 2021: Groundbreaking (April)
  - 2023: Ribbon Cutting Ceremony (November)

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- The Community Recreation Center (CRC) is a Sprung Performance Arena enclosing an Olympic size ice rink (LA Kings Ice at Mammoth Lakes) that will operate in the winter and in the summer, sport tiles will cover the rink creating a 20,000 sq. foot Mammoth RecZone.
  - *Snow and winter play areas*
    - Outcome:
      - Shady Rest Park paved staging area and winter play area.
  - *Sports fields and courts*
    - Outcome:
      - Bell Shaped Parcel
        - 2010: Amendment 4 - Ordinance 10-07 approving a General Plan amendment resulting in a change of the land use designation for the Bell-Shaped parcel (16.7 acres) from Resort (R) to Open Space (OS) (DZA 10-001).
      - Whitmore Track and Sports Field
        - 2012: The Whitmore Track and Sports Field was completed. The facility is an all-weather, 9-lane polyurethane running track, with a full-size synthetic turf infield that will serve to enhance Mammoth Lakes' reputation as the premier high-altitude training destination for a multitude of endurance sports and recreation.
        - At a cost of \$2.3 Million, construction began for Phase I of this facility on July 9, 2012, and was completed on November 17, 2012.
        - Phase 2 includes the construction of a sports building, paved parking lot, field lighting, a decomposed granite path with fitness stations around the track, an open-air picnic pavilion and an entry sign.
      - Whitmore Recreation Area and Pool
        - 2022: Town submitted a request to the LADWP for a new 50-year lease agreement for expanded ball fields that incorporates the expired Whitmore Pool lease. The new lease will be approximately 112 acres that would meet the defined LOS standards for additional park acreage of 28 acres.
  - *Other*
    - 2019: Installed 18-hole Shady Rest DiscGolf Park
- 5. Ensure that the Town's parks and recreation facilities will become part of an integrated system that encompasses parks, activity centers, trails, and access to public lands around Mammoth Lakes.**
- Outcome:
    - *Lake Mary Bike Path*

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- 2008: The 5.3 mile Lake Mary Road Bike Path project was completed.
- *Trail System Master Plan<sup>1</sup>*
  - The Trail System Master Plan (TSMP) was adopted by the Mammoth Lakes Town Council on October 19, 2011, along with the certification of its EIR.
  - The TSMP is a comprehensive trails and public access plan that updates the Town's 1991 Trails System Plan. The TSMP will integrate and adopt the Sherwins Area Recreation Plan (SHARP) as a component of the TSMP, which includes proposals for trails, public access, and recreation facilities within the Sherwins area, south of the Town's urbanized area.

### Parks and Recreation Facilities

The Town of Mammoth Lakes owns and/or operates six public parks that contain recreation facilities for public use. The table below summarizes the parks and recreation facilities currently owned or operated by the Town of Mammoth Lakes.

Table 1: Existing Town of Mammoth Lakes parks and recreation facilities

Facility	Size (acres) <sup>3</sup>	Playground	Tennis court	Ball field	Soccer field	Volleyball court	Basketball court	Skate park	Swimming pool	Picnic table	Picnic shelter	Restrooms	Other comments, including any changes since 1990 Parks and Recreation Element of the General Plan
Community Center and Park	5.18 of 5.18	1	6							2		1	Contains 2,550-s.f. Community Center with main room, kitchen, BBQ grill, storage, and restrooms. Building is used frequently for classes, meetings, and private gatherings. Building needs some maintenance; playground equipment needs updating for safety concerns; and tennis courts may need to be fully resurfaced. One outdoor horseshoe pit is available. Adjacent library building to be surplus. Over 25 parking spaces for Center; about 15 spaces for tennis courts.
Shady Rest Park <sup>1</sup>	12.52 of 12.52	2		3	2	2	1	1		30	1	2	Park has increased from 6 acres in 1990, with the addition of 2 ball fields, 1 soccer field, basketball court, small skate park, snack bar with cooking and cold food storage, and extra picnic tables. Park is well-used for team sports, programmed recreation activities, social gatherings, and as staging for access to National Forest trails nearby. There is parking for 200, plus additional unpaved parking.
Trails End Park	2.3 of 4.11							1				1	New facility since 1990. Large (40,000 s.f.) Volcom Brothers skate park. Paved bike trail system along edge of park. Parking currently for 26. Playground and picnic tables expected during Phase 2 improvements.
Mammoth Creek Park East <sup>1</sup>	3.5 of 9.01									6		1	Primarily used for passive recreation; Mammoth Creek also provides fishing opportunities. Paved trail along Mammoth Creek is an improvement since 1990.
Mammoth Creek Park West <sup>1</sup>	2.0 of 11.44	1								5		1	Park has been improved since 1990 with the addition of play equipment, landscaping, and restrooms. Paved parking for about 30 vehicles.
Whitmore Park <sup>2</sup>	10.0 of 32.64			3					1	2		1	Park is about 10 miles from Town. Pool includes 1 swimming pool and 1 wading pool, plus changing rooms with showers. One ball field has been added since 1990. Field lights do not work. One field is sized for regulation baseball, used for high school games. Other non-school sports teams and clubs also use the park, and the pool is programmed additionally for swimming lessons and lap and recreational swimming.
<b>Total</b>	<b>74.90</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>45</b>	<b>1</b>	<b>7</b>	

These Town facilities are on National Forest Land, covered by a Special Use Permit (see Appendix 3 for Permit).  
 Considered a regional park. Leased from the Los Angeles Department of Power and Water; operated and maintained by the Town of Mammoth Lakes (see Appendix 4 for lease).  
 Top number is developed park acreage; bottom number is total (gross) park acreage. Total local parkland, which excludes Whitmore Park, is 42.26 acres (28.47 developed acres).

<sup>1</sup> <https://www.ci.mammoth-lakes.ca.us/371/Trails-System-Master-Plan>

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### Summary of Public Involvement

Public input for the PRMP was provided in a series of meetings held specifically for developing this Master Plan, plus public comment relevant to parks and recreation from open meetings conducted for updating the Town's General Plan. In addition, members of the community were invited to participate in a survey about parks and recreation usage and needs. The table below summarizes major findings from a public meeting conducted for the Town General Plan update, plus a series of public meetings held specifically for the Parks and Recreation Master Plan.

Meeting	Major Values and Needs	
December 8, 2003: public workshop #2 for General Plan update—collective ranking of different facilities	<ol style="list-style-type: none"> <li>1. Performing arts center</li> <li>2. Recreation center</li> <li>3. Outdoor community venue</li> <li>4. More trails</li> <li>5. Youth center</li> <li>6. Indoor ice rink</li> </ol>	<ol style="list-style-type: none"> <li>7. Conference center</li> <li>8. Neighborhood parks</li> <li>9. Visual arts facility (museum)</li> <li>10. Competitive athletic training facility</li> <li>11. More sports fields</li> <li>12. Interpretive center</li> </ol>
March 5, 2007: public comments received for parks and recreation master plan	<ul style="list-style-type: none"> <li>• Locations &amp; sponsorship of festivals</li> <li>• Retain Bell-Shaped Parcel as primarily open space with some recreational improvements</li> <li>• Community Center: indoor tot play area; re-use adjacent library</li> </ul>	<ul style="list-style-type: none"> <li>• Need for a recreation center for indoor activities and programs (e.g., senior clubs)</li> <li>• Other: need dog park and dog training area; more informal turf/play areas; more sheltered picnic areas; indoor badminton</li> <li>• Explore variety of funding sources</li> </ul>
March 12, 2007: public comments received for parks and recreation master plan	<ul style="list-style-type: none"> <li>• Program needs: Nordic programs</li> <li>• Need for "quiet winter sports" &amp; trails</li> <li>• Integrate TOML parks with surrounding public lands; preserve National Forest access</li> </ul>	<ul style="list-style-type: none"> <li>• Winter considerations: use of paths on private golf courses</li> <li>• Need a multi-use recreation facility</li> <li>• Funding through yearly passes and visitor day passes</li> </ul>
March 26, 2007: public comments received for parks and recreation master plan	<ul style="list-style-type: none"> <li>• Program needs: better summer camps; teen programs &amp; center; adult classes; childcare</li> <li>• Winter considerations: indoor programs; indoor-outdoor play areas; family activities</li> <li>• Trails: improve trail connectivity; connect remote locations</li> </ul>	<ul style="list-style-type: none"> <li>• Community Center: re-use adjacent library; staff for daily use and activities; improve parking</li> <li>• Other: need places for dogs</li> <li>• Partnerships: coordinate with County for programming; use of school facilities; partner with Mammoth Nordic</li> </ul>
April 23, 2007: public comments received for parks and recreation master plan	<ul style="list-style-type: none"> <li>• Important for facilities to provide for multiple users and activities</li> <li>• Support for Town collaboration with other agencies to provide facilities and programs</li> <li>• Need parks and recreation to foster sense of community and connect people and the environment</li> </ul>	<ul style="list-style-type: none"> <li>• Parks and recreation goals should be relevant and current: Mammoth is not only a destination resort</li> <li>• Critical to have facilities available for year-round and evening use</li> <li>• Tailor level of service standards to Mammoth: its unique location, seasonality, and population</li> <li>• Trails &amp; trail access are very important</li> </ul>

### Parks and Recreation Needs Assessment Survey

The Town of Mammoth Lakes conducted a survey during March 2007 to evaluate usage of and needs for parks and recreation facilities and programs. Paper and online surveys were made available to residents of Mammoth Lakes, June Lake, Crowley Lake, as well as second homeowners.

- 12,940 surveys distributed – **580 surveys completed (4.5%)**

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Table 6: Top recreation needs (facility and program) resulting from Needs Assessment Survey

Facility Needs		Program Needs	
First Tier	Second Tier	First Tier	Second Tier
Performing arts center	Indoor running track	Hiking, backpacking, mountaineering, climbing	Bicycling programs
Dog park	New tennis courts	Fitness center & aerobics	Before & after school programs
Band shell	Senior facilities	Holiday/seasonal celebrations & fairs	Camps during school recess and vacation
New aquatic facilities	New picnic facilities	Yoga, meditation, stress relief	Senior programs
New open grass areas	Teen/youth club	Science & nature instruction	Pre-school care

### Key Takeaways:

- Mammoth Lakes is a physically active community.
- The vast majority of respondents (77%) indicated that physical fitness and health were the main benefits they sought from recreation.
- Facilities and programming should respond to the community's propensity for frequent, active recreation that promotes health and well-being.
- Many respondents commented on the importance of trails in their daily life and recreation activities.
- Parks should continue to offer features that accommodate passive outdoor recreation, active children, and social gatherings, and that trails are an important component of a parks and recreation system.

### Level of Service (LOS)

The PRMP for Mammoth Lakes adopted a tailored approach to recommending level of service (LOS) standards for parks and recreation facilities. This is primarily due to the Town's unique demographic and environmental characteristics. As Mammoth Lakes is a resort community containing year-round residents, second homeowners, and a seasonal workers, fluctuating population levels and different recreation needs among these groups make it challenging to assess the demand for and adequacy of parks and recreation facilities. In addition, the strong seasonal climate makes many parks and recreation facilities unavailable or unusable during winter; maintaining year-round levels of service is critical to providing year-round recreation opportunities. One of these unique characteristics is the fluctuating year-round population. Based on the 2020 Decennial Census<sup>2</sup>, the population of Mammoth Lakes is **7,191**. See Exhibit A for additional census information about Mammoth Lakes.

The following table provides estimates of the Town's recreation population from 2006 to 2025.

<sup>2</sup> [https://www.census.gov/search-results.html?q=mammoth+lakes%2C+ca&page=1&stateGeo=none&searchtype=web&cssp=SERP&\\_charset=UTF-8](https://www.census.gov/search-results.html?q=mammoth+lakes%2C+ca&page=1&stateGeo=none&searchtype=web&cssp=SERP&_charset=UTF-8)



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<b>Population Projections</b>	<b>2006</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>
TOML permanent resident	7,789	8,532	9,447	10,345	11,228
Equivalent of second homeowner impact	617	676	749	821	824
Recreation population	8,406	9,208	10,196	11,166	12,052

Table 10 below summarizes the present number of facilities, plus the additional amenities needed to meet the LOS recommendations for the 2006 population and in 2025. As noted, the LOS recommendations based on the recreation population listed in the table are difficult to quantify due to the declining resident population and the unique demographic and environmental characteristics of Mammoth Lakes.

Table 10: Recreation facilities needed to meet recommended LOS standards

<b>Park and Recreation Facility or Amenity</b>	<b>Recommended LOS standard for Mammoth Lakes<sup>a</sup></b>	<b>Existing number of facilities<sup>b</sup></b>	<b>Additional facilities to achieve LOS for 2006<sup>c</sup></b>	<b>Total additional facilities to achieve LOS by 2025<sup>d</sup></b>
<b>Local parkland acreage</b>	5.00	28.47 / 42.26	10.48	27.67
<b>Regional parkland acreage</b>	4.11	10 / 32.64	9.47	18.07
<b>facilities in TOML inventory</b>				
picnic tables	5.69	43	5	26
picnic shelters	0.56	1	4	6
playgrounds	0.36	3	0	1
park benches	1.78	15	0	7
tennis courts	0.86	6	1	4
(outdoor) basketball courts	0.12	1	0	0
(sand) volleyball courts	0.24	2	0	1
soccer/multiuse fields	0.50	2	2	4
ball fields (unspecified)	0.59	5	0	2
baseball fields (adult)	0.12	1	0	0
skateboard parks (small)	0.12	1	0	0
skateboard parks (large)	0.12	1	0	0
outdoor swimming pool (ea)	0.12	1	0	0
community center (ea)	0.12	1	0	0
paved multi-use trails (miles)	1.62	9	4.60	5.20 <sup>e</sup>
<b>potential TOML facilities</b>				
outdoor events venue (acres)	1.34	0	11	16
band shell/amphitheater (ea)	0.10	0	1	1
dog park (ea)	0.17	0	1	2
<b>potential partner facilities</b>				
recreation centers/gyms (ea)	0.10	0	1	1
recreation centers (sq ft)	2,000		16,812	24,104
ice hockey rink (ea)	0.10	0	1	1
running track (0.25 mile)	0.10	0	1	1
indoor swimming pool (ea)	0.05	0	0	1
swimming pool (sq ft)	1,000		8,406	12,052

<sup>a</sup> Standards expressed as number of units per 1,000 TOML residents (for park acreage) or 1,000 members of the "recreation population" (for other amenities). Estimates of TOML population are from *Report to The Town of Mammoth Lakes* (2006), by the UCSB Economic Forecast Project (Susan Dalluddung, Terri Swartz, and Bill Watkins), with assistance from Dan Hamilton and Mike Smith (Forecast Overview Tables, "Part 1."); recreation population includes an adjustment for second homeowners (see text for how this was derived, in "Parks and Recreation Standards" point #1).

<sup>b</sup> First number for local and regional park acreage is developed park acreage; second number is gross (developed plus undeveloped parkland in current inventory).

<sup>c</sup> Number needed in addition to current to meet LOS for 2006—for parkland, this is the number of additional developed acres, for a total of 38.95 acres local park and 19.47 acres regional park. 2006 recreation population of 8,406 has 7,789 residents plus 617 "equivalent" recreation impact of second homeowners.

<sup>d</sup> Number needed in addition to current to meet 2025 LOS—for parkland, this is a total of 56.14 acres developed local park and 28.07 acres developed regional park (would need to acquire additional 13.88 acres for local park development to meet 2025 LOS). 2025 recreation population of 12,052 has 11,228 residents plus 824 "equivalent" recreation impact of second homeowners.

<sup>e</sup> Note that 2025 trail miles include the Lake Mary Road bike path (5.3 miles, not in existing facility inventory)

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### **Additional Park Acreage**

To achieve the recommended levels of service for parks and recreation facilities by 2025, the Town required an additional 27.67 acres of developed park land for a total of 56.14 acres. This would necessitate acquiring an additional 13.88 acres for local parks by 2025, assuming that all of the existing undeveloped local parkland is also developed. In addition, 18.07 more acres of developed regional parkland should be available to Town residents by 2025 (for a total of 28.07 acres). Whitmore Recreation Area will accommodate the needed park land as the proposed new LADWP 50-year lease will provide approximately 112 acres of land suitable for park development.

### **Summary**

The Parks and Recreation Master Plan (PRMP) published in 2008 and adopted in 2012, is reaching the end of its relevancy and list of identified tasks and recommendations through 2025. Based on several public meetings, previous facility needs assessments (2001), and a comprehensive Parks and Recreation Needs Assessment Survey conducted in 2007, the plan presented six goals, provided specific level of service recommendations, and identified five primary tasks.

Tremendous progress on delivering the recreation needs and expectations of the community have been made these past 16 years as highlighted in this report. The majority of these goals and tasks have been completed, with some underway, and others that require further analysis, funding and appropriate sites for development.

In addition to delivering additional park improvements, new recreation facilities and elevated maintenance levels, the Town has significantly increased its resources and capacity to provide high-quality, innovative, and affordable recreation programming. The development and implementation of these programs has been the result of producing an annual Parks and Recreation Department Strategic Priorities and Key Objectives Statement aligned with the Town Council adopted strategic priorities. The strategic plan integrates and aligns with the PRMP by providing community-established high-level goals and measurable objectives for the department to achieve in a calendar year. It also provides distinct and unifying direction for staff in guiding day-to-day decisions with a goal of maximizing resources (time, money, staff) while minimizing or eliminating ambiguity. Strategic planning is a valuable tool for the department in evaluating progress and a critical step in the department's capacity and ability to meet the expanding recreation needs of the community as expressed in the PRMP.

Within the Strategic Plan are "Core Program Areas" that provide intentional focus for the department in developing and delivering scalable and sustainable recreation programs aligned with the resource capacity and capabilities of the Parks and Recreation Department. They are as follows: (1) Youth/Teen camps and programs, (2) CRC programs, (3) Adult activities, (4) Facility operations/maintenance, and (5) Community events.

The values expressed in the PRMP continue to be relevant, along with the vision and framework to serve the recreation needs of Mammoth Lakes' residents and visitors. However, the stated goals, level of service recommendations, and primary tasks need to be realigned and reimagined

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with the ever changing and evolving recreation needs and expectations of the community, second homeowners, seasonal workers, and visitors to Mammoth Lakes.

Staff is recommending the Town revise, amend or develop new Parks and Recreation Master Plan/Trail System Master Plans that include updated goals and policies, including an analysis of the supply, demand and needs for park and recreation facilities and services within and surrounding the Town of Mammoth Lakes.