

## **THE VISION AND STRATEGIC DIRECTION FOR COMMUNITY RECREATION IN MAMMOTH LAKES**

### **Recreation Department Vision:**

*“To be the best alpine recreation community in the country”*

### **Recreation Department Mission:**

“To provide multi-purpose, year-round, indoor and outdoor recreation opportunities accessible to all residents and visitors”

### **Recreation Department Values:**

#### **People / Parks / Programs**

##### **1. People:**

- a. Recruit, retain and promote the best recreation professionals
- b. Promote life-long values in our youth
- c. Deliver exceptional customer service

##### **2. Parks:**

- a. Enhance existing parkland, support securing additional parkland, and maintain fields and facilities to accommodate community needs.

##### **3. Programs:**

- a. Provide diverse community-centric recreation programming that encourages opportunities for lifelong play, creativity, learning and discovery.

### **The Value of Community Recreation**

The fundamental purpose of the Recreation Department is to deliver local residents and visitors with high-quality recreation facilities and diverse programming that promotes a degree of excitement, individual expression, exploration, pleasure, challenge and accomplishment that can lead to an improved quality of life.

The benefits of these programs are immeasurable in an economic or return on investment context, but are clearly recognizable and treasured in a social setting. Just look at the size of the grins on our youth when they catch a fish, swim the length of the pool for the first time or score a goal!

Bringing people together to share an enjoyable experience, like AYSO soccer, our signature Wilderness Camp or Youtheatre is one of the best ways to break down demographic barriers,



develop new friendships, and create a strong and resilient community. Similarly, helping participants connect with other people who share their common interests can be a catalyst to developing life-long friendships.

By providing opportunities for these interactions and connections to occur, the Recreation Department is directly contributing to the development of strong families, social equity, an enriched quality of life and most importantly, a healthy and vibrant community.

## **Recreation Plan**

In 2010, the Mammoth Lakes Town Council approved the Recreation Plan providing focused direction and measurable deliverables for the Recreation Department.

- Strategy 1: Provide Diverse Recreation Programming**
- Strategy 2: Engage in Recreation Planning**
- Strategy 3: Foster Communication and Participation**
- Strategy 4: Coordinate Facility Maintenance**
- Strategy 5: Ensure Responsible Recreation Management**

In 2014 and beyond, the Recreation Department will continue to evolve into a valuable, community-centric, innovative and responsive organization focused on delivering recreation products, activities and services for all Mammoth Lakes residents in an efficient and effective manner. The Department will accomplish this goal by continuing to implement the existing goals identified in the 2010 Recreation Plan, but more specifically, deliver the following strategies and associated tactics.

## **CORE RECREATION DEPARTMENT STRATEGIES**

### **A. Refocus the Work Program of the Recreation Commission**

- i. Empower the Recreation Commission to provide strong, informed and effective advocacy for the Recreation Department. This includes the programming, operations, maintenance and promotion of recreation products, amenities and services, encompassing performing arts and cultural activities. With MLR providing funding recommendations for Measure R and U, and taking on other duties, the Recreation Commission can direct more of its time to the powers and duties as specified in Chapter 2.40.040 of the Municipal Code directed towards implementing a diverse, effective, and quality municipal recreation program.
- ii. As the Council's appointed recreational advisory body the Recreation Commission will continue to connect with and engage the community, with the purpose of providing direction to the Recreation Department and input to Town Council regarding recreational programs, parks, facilities, events and activities,

- including the need for recreational related amenities and enhancements to existing facilities.
- iii. The Commission will continue to look for innovate ways to aid and participate in the advancement and coordination of recreation services in the Town and region through partner organizations, civic groups, volunteers and youth sports programs, other governments and the private sector.
  - iv. The Commission will have a liaison relationship with Mammoth Lakes Recreation (MLR) providing input related to the Town’s recreational programs, parks, facilities and activities, including recommendations for the development, funding (Measure R/U) and implementation of priority recreational related amenities.

## **B. Maintain and Enhance the Town’s Existing Recreation Infrastructure**

- v. Support efforts to complete existing park facilities and infrastructure to better serve the needs of the community.
- vi. Continue to coordinate with Parks Maintenance to ensure existing facilities are appropriately maintained.
- vii. Support efforts to plan, construct, program, and operate an indoor multi-use, high-altitude training facility as recommended by the Parks and Recreation Plan and RecStrats II<sup>1</sup>.
- viii. Support efforts to plan, construct, program and operate other recreational amenities within Mammoth Lakes.

## **C. Deliver Innovative, Expanded and Affordable Community-Centric Recreation Programming**

- i. Provide enhanced and innovative product offerings that promote ‘healthy and active’ lifestyles by partnering with local organizations, jurisdictions or developing new programs in-house to specific market segments identified below:
  - Infants/children: 1-5
  - Youth: 6-12
  - Teens: 13-17
  - Adults: 18-64
  - Seniors: 65+

*See attached Programming Delivery Matrix (Exhibit D) that identifies both the age groups and scope of opportunities for our facilities, programs, youth camps, community events and community partnerships.*

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<sup>1</sup> In the RecStrats Final Consolidated Element Project List, a “Field House/Recreation facility/Community Recreation Center” (multi-use, flexible programming, versatile, assorted sport-focus) rated the highest at 10.9, above “Adopt and implement Trail System Master Plan” at 10.8, along with the “Coordination of operations & marketing of recreation and arts experience with 10.5.

- ii. Coordinate with South County recreational efforts: This region including CSA#1, Hot Creek, Sunnyslopes is a significant component of the Mammoth Lakes community. Currently, the county reimburses operating costs (50%) for the Whitmore Recreation Area, however, there are additional partnership opportunities that could mutually benefit both agencies and the public.
- iii. Partner with local organizations, businesses, and youth sporting groups (facilitate Youth Sports Funding process with Recreation Commission) to provide enhanced recreation services to local communities that have a need and desire for valued recreation products.
- iv. Collaborate with user groups, recreation stakeholders, and jurisdictional partners, such as the Mammoth Unified School District, Mono County Office of Education, Mammoth Trails, Eastern Sierra Recreation Collaborative, and Mammoth Lakes Recreation (MLR) to increase participation and to ensure a seamless recreation experience.
- v. Effectively disseminate information about 'core' community recreation programs and facilities.
- vi. Continue to implement the customer survey to capture community input and insight.
- vii. Broaden public relation and community recreation outreach efforts such as "Recreation This Week," Friday Media Announcements, social media channels, Recreation brochures and paid advertising efforts to promote recreation community products and services.

#### **D. Strengthen Organizational Systems and Structures**

- i. Provide and encourage use of web-based software (ActiveNet) and other digital tools to maximize staff efficiency, reporting, accounting and operational processes.
- ii. Identify and incorporate best practices or programs utilized by similar-sized Parks and Recreation Departments and sporting organizations.
- iii. Develop recreation program evaluation criteria measurable outcomes (Cost recovery, utilization, penetration, etc.) with the goal of maximizing resources.
- iv. Annually evaluate fees, policies and procedures.

#### **E. Develop Team Capacity and Organizational Culture**

- i. Strengthen the Recreation Department by investing in staff, enhanced infrastructure, and incorporating improved processes and procedures.
- ii. Incentivize and recognize employee performance.
- iii. Strategically recruit, retain and promote departmental staff to complement the needs of the community and to provide enhanced customer service.
- iv. Provide additional job-specific education, training and certification opportunities (webinar/conferences).