

RESOLUTION NO. 09-34

**RESOLUTION OF THE TOWN COUNCIL
OF THE TOWN OF MAMMOTH LAKES, STATE OF CALIFORNIA, ADOPTING
THE PROJECT IMPACT EVALUATION CRITERIA POLICIES RELATED TO THE
PAOT AND IMPACT ASSESSMENT POLICY AS ADOPTED ON APRIL 15, 2009.**

WHEREAS, on August 15, 2007 the Town Council adopted the General Plan Update, including policies related to growth management, buildout, and Population at One Time (PAOT); and

WHEREAS, on November 19, 2008 the Town Council directed that an Ad Hoc Committee be formed to address issues regarding the Town's projected buildout PAOT, including issues related to tracking and modeling of PAOT, and considerations of an impact-oriented approach to assessing and evaluating permit applications; and

WHEREAS, the Ad Hoc Committee duly held a series of eight meetings to discuss these issues and fulfill its accepted Statement of Purpose "To make policy recommendations, for adoption by Town Council, about how to evaluate land use decisions using PAOT, and how to consider associated impacts in order to achieve General Plan goals and the 'triple bottom line.'"

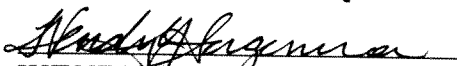
WHEREAS, the Town Council adopted the PAOT/Impact Assessment Policy on April 15, 2009, which included direction to "(s)hift from PAOT-based project evaluation to impact-based evaluation and mitigation" and to develop "Project Impact Evaluation Criteria ...that allow simple, but precise, summary evaluation of the impacts that are important to the community."

WHEREAS, the Town Council directed the PAOT Ad Hoc Committee to complete additional work to develop more specific criteria for the Impact Assessment portion of the policy, including the "Project Impact Evaluation Criteria."

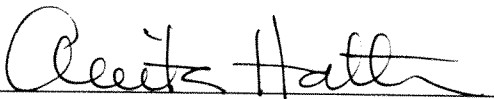
WHEREAS, the PAOT Ad Hoc Committee duly held three additional meetings to further refine and articulate the rationale, application, and method of an impact-based project evaluation approach.

NOW, THEREFORE, BE IT RESOLVED that the Town Council of Mammoth Lakes does hereby adopt the attached Project Impact Evaluation Criteria Policy Recommendations of the Ad Hoc Committee, and direct the Town Manager and Planning Commission to evaluate permit applications in accordance with the adopted policy, and to undertake the recommended work program items to further implement these recommendations, including continuation of the work of the Ad Hoc Committee as needed.

APPROVED AND ADOPTED THIS 17th day of June, 2009.


WENDY SUGIMURA, Mayor

ATTEST:


ANITA HATTER, Town Clerk

Project Impact Evaluation Criteria (PIEC) Framework Policy Recommendations

The following policy recommendations were developed as a related component of the Population at One Time (PAOT)/Impact Assessment Policies adopted by the Town Council on April 15, 2009. They provide additional articulation of the framework and method by which the "Impact Assessment" portion of the PAOT/Impact Assessment will be implemented, in the form of a Project Impact Evaluation Criteria (PIEC) Framework.

Among other aspects, the PIEC Framework is grounded in guiding principles that define the relationship between growth, density, PAOT and achievement of community-wide objectives for a balanced economic, environmental, and social "Triple Bottom Line," as expressed in the 2007 General Plan. These principles reflect the idea that a project's location and attributes can either mitigate or worsen the effects of new development, and that any level of PAOT, whether more or less than 52,000, would be undesirable if it diminishes quality of life and community character, exceeds acceptable environmental thresholds, or is economically unsustainable. Using a numeric reporting of PAOT as the only means to assess project approvals is therefore insufficient, because it does not indicate whether the community has achieved its desired outcomes. Based on these principles, the PIEC framework is modeled after "smart growth" and sustainable design scorecards from other communities that incorporate a similar outcomes-oriented approach, tailored to Mammoth Lakes' unique context and issues.

As required in the April 15, 2009 policy, the PIEC provides a simple, clear, and concise "snapshot" assessment of a project, using a set of direct and measurable performance measures that address aspects of the Triple Bottom line most important to the community. The PIEC Framework assessment seeks to draw from existing analyses and information that is prepared for a typical project review, resulting in a concise, simple summary that pulls together critical information from the overall project assessment into a single format, focused on the most important community issues and objectives. Therefore, the use of the PIEC Framework will not result in additional processing time or expense for an applicant.

Policy Intent and Guiding Principles

1. It is the intent of the Project Impact Evaluation Criteria (PIEC) framework policies to:

Implement the 2007 General Plan and Community Vision, and related goals and policies related to district and community character; triple bottom line considerations for environmentally, economically and socially sustainable patterns of growth and development; and smart growth principles.

Further articulate the PAOT/Impact Assessment Policy points A.1.a. and A.1.b. adopted by the Town Council on April 15, 2009, by developing a more refined project impact assessment framework that can assess the impacts associated with new development and PAOT. The PAOT/Impact Assessment Policy points A.1.a. and A.1.b. adopted April 15, 2009 are as follows:

- "A.1. Shift from PAOT-based project evaluation to impact based evaluation and mitigation, reflecting and including the following:*
 - a. Project Impact Evaluation Criteria should be developed that allow simple, but precise, summary evaluation of the impacts that are important to the community.*
 - b. The impacts in the 2007 General Plan FEIR Alternative 3: Reduced Development Alternative corresponding to 52,000 PAOT should be used as benchmarks and standards in evaluating projects and planning documents against acceptable impact levels."*

Provide, as directed in the April 15 policy, a simple, but precise summary evaluation of those impacts that incorporates, among other aspects, the levels of impact analyzed for 52,000 PAOT, town-wide, in the 2007 General Plan Final Program EIR.

Provide a supporting framework, in conjunction with completion of town-wide Neighborhood District Plans (NDPs), for assessing appropriate locations for density as specified in the "Locations for Height and Density Policy Recommendations."

Support the place-based planning recommendations and strategies of the 2007 General Plan and Destination Resort/Community and Economic Development Strategy (DRCEDS), as further articulated through completion of NDPs town-wide.

The following policy principles, which support Item A.1 of the adopted PAOT/ Impact Assessment Policies to "shift from PAOT-based project evaluation to impact-based evaluation and mitigation," are also supported by the PIEC Framework:

- a. The impact of one person at one time in one location is not always equal to one person at one time in a different location. Policy principle a. articulates the idea that "place matters," or in other words, that the location of development is one of the most important factors in determining how much impact a unit of development will have, particularly in regard to environmental effects. For example, a residential unit built within walking distance of shopping, services, and employment, or with easy access to transit, will require its occupants to drive less, with resultant decreases in traffic congestion, air pollution, and noise. A unit built in a distant location, where almost every daily need requires a car journey, will have greater impacts on traffic, air quality and noise.
- b. PAOT as a number by itself does not indicate whether a project is "good" or "bad," nor does strict adherence to a specific population limit necessarily mean that the community's desired objectives will have been met at buildout.
- c. The status quo method of evaluating projects and planning documents is not sufficient to accomplish Community Vision, goals, and objectives. Existing outdated Municipal Code standards do not adequately reflect the 2007 General Plan and should be updated to be consistent with the General Plan, to support its implementation.
- d. PAOT should not be used as a "growth cap," and instead should be used alongside impact assessment as a tool to manage growth towards achieving the Community Vision.
- e. The existing General Plan Policy L.1.A (setting the peak population at 52,000 PAOT) does not adequately encapsulate the above points, and may therefore require amendment.

PIEC Framework Outline

The PIEC Framework, as developed at the time of adoption of this policy, is included as Exhibit 1. The PIEC Framework as attached is intended as a "bridge" evaluation framework, to be applied to all pending project applications and plan documents. The framework may be

subsequently updated or refined based on the outcomes of new and updated study, analysis and information, at the direction of Town Council. (Also see C.6, below)

The PIEC Framework is intended to provide a summary “roll-up” evaluation in each topic area, from the triple bottom line perspective, and not an exhaustive analysis of all project issues. The framework is intended to stand alongside, not to substitute or replace the other evaluations completed as part of a typical project review, including but not limited to CEQA, design review, or General Plan and Zoning conformance review.

The PIEC Framework shall address the following nine topic areas, which have been determined to be the key issue areas of community importance in a triple bottom line assessment:

Traffic and Mobility

Water Supply and Capacity

Air Quality

Green Technology and Energy

Economic Stability

Social Capacity

Housing

Recreation and Leisure Capacity

Community Character and Aesthetics

Specific performance measures shall be specified for each of the subtopic “criteria” in B.3; to the extent possible these measures shall be quantifiable and directly measurable. It is expected that the measurements and indicators presented in the attached PIEC Framework will be refined or further quantified based on relevant regulatory documents, studies and reports, updates to such documents, and completion of NDPs, as specified in C.6, below.

Project performance against PIEC measures shall be based, to the extent possible, on other project analysis documents, including staff-level project evaluation, supporting technical analysis, and CEQA. Therefore, the use of the PIEC Framework will not result in additional processing time or expense for an applicant.

PIEC Framework Application

The PIEC Framework shall be applied as specified in the adopted PAOT/Impact Assessment policy for the PAOT Buildout Model: i.e. a PIEC assessment shall be required for any application for a major legislative amendment, (Zone Code Amendments, General Plan Amendments, Master Plans, Specific Plans, etc.) that proposes significant changes to existing development standards or policies, and/or that requests discretionary density increases as established through General Plan L.5.G., as well as Tentative Tract Map and Use Permit applications. Other projects may be subject to the PIEC assessment at the request of the Town Council.

The PIEC policy shall be applied to all pending applications. Such projects shall use the attached draft PIEC Framework table (Exhibit 1) for their assessment.

In all instances, staff shall be responsible for compiling and verifying the analysis in the PIEC Framework table, with suitable input from the applicant as needed.

The PIEC Framework is not intended to be applied as a tool to justify requests for discretionary density or other development concessions, or to justify or establish additional density for any particular site or project.

The fact that a project may be found to exceed or fail to achieve thresholds in one or more impact categories shall not be construed to imply that the Town cannot approve a project. However, the Planning Commission and Town Council shall consider such information in its deliberations, and weigh these in the context of the entire PIEC, the PAOT assessment, CEQA analysis and findings, and other relevant facts and information.

The basic components of the PIEC Framework (analysis topics and criteria) may be revised or updated at the request of the Town Council. Specific, quantifiable thresholds shall be based whenever possible on adopted studies, plans, and regulatory/policy documents. It is expected that the outcomes of current and future work efforts will be integrated into and reflected in the quantified measures and thresholds. These work efforts include, but are not limited to:

Update and adoption of revised CEQA thresholds.

Traffic Model Update (VMT and Level of Service Analysis).

Air Quality Management Plan Update.

Urban Water Management Plan Update.

Exhibit 1:
Project Impact Evaluation Criteria Table

Project Impact Evaluation Criteria

Traffic and Mobility - Project reduces transportation impacts through proximity to multi-modal transportation, employment, retail, and entertainment options and encourages the use of alternative transportation and "feet first" principles expressed in the General Plan and Community Vision.

Criteria	Rationale	Measurement		Response	Basis of Analysis
		TM1	TM2		
Vehicle Miles Traveled (VMT) and Level of Service (LOS)	Reducing project VMTs and trip generation decreases congestion, reduces Greenhouse Gas production, and improves air quality.	Project would not cause cumulative VMT at 52,000 PAOT (116,871 VMT) to be exceeded	Project produces less VMTs per unit (or other measure) than similar project	True False	CEQA
				True False	CEQA
			Intersection Level of Service impacts	LOS improved over existing condition No mitigation required Impact(s) mitigated Significant Impacts that Cannot Be Mitigated	CEQA
Geography / Location	A project's proximity to daily services and needs increases the likelihood of travel by non-vehicle modes, thereby reducing congestion and vehicle miles traveled.	TM4	Project is located proximate to gondola station/ski lift	Walk Transit Car	Project Evaluation
		TM5	Project is located proximate to concentration of major employment	Walk Transit Car	Project Evaluation
		TM6	Project is located proximate to concentration of retail/entertainment	Walk Transit Car	Project Evaluation
		TM7	Project is located within 1/4 mile of multiple existing (or planned future) transit lines	4 or more 3 2 1	Project Evaluation
Travel Demand Management Measures - Wayfinding, Parking, Bicycle, Pedestrian	Providing programs and measures that encourage travel by alternative modes reduces vehicle trips. Shared parking and other parking management strategies help to reduce the amount of parking built to preserve valuable land.	Project provides auto-trip reducing measures such as: - Transit information to visitors/guests/employees - Alternative transportation/carpooling incentive programs - Shared parking on-site and/or in a parking district - Preferred parking for fuel efficient and/or carpool - Bicycle facilities and storage exceeds requirements - Changing facilities and showers (for employees) - Shuttle(s) to airport and other destinations - Way-finding measures integrated with Town system		4 + 3 to 4 1 to 2 None or TBD	Project Evaluation
		TM9	Project provides enhanced mobility through: - Vehicle mid-block connectors/enhances street grid - Pedestrian mid-block connectors - Exceed sidewalk standards and requirements - Traffic calming measures - Superior delivery/service facilities/management	2 + 1 to 2 None or TBD	Project Evaluation
Circulation - Pedestrian, Bicycle, Transit	Providing enhanced multi-modal infrastructure and safety features encourages travel by alternative modes, which reduces vehicle trips and improves circulation.	TM10	Project adds or enhances transit infrastructure	True False NA or TBD	Project Evaluation

Project Impact Evaluation Criteria

Water Supply and Capacity - Project reduces impact to water supply through use of water efficient technology and other conservation measures. Project reduces impact to water quality, treatment systems, and stormwater facilities.

Criteria	Rationale	Measurement	Response	Basis of Analysis
Supply and Infrastructure Impacts	Projects that do not require new or expanded water supply or new infrastructure reduce impacts.	W1 Project water demand will not result in a net increase in the forecasted Town buildout water demands, and will not result in a net increase in forecasted deficits under the planning scenarios presented in the MCWD UWMP	☐ True ☐ False	CEQA
		W2 Water Infrastructure (Water Lines): - Project is located adjacent to <i>existing</i> water infrastructure with adequate capacity to serve the incremental increase in peak demand from the project, or - Project is located adjacent to <i>planned</i> water infrastructure that will result in adequate capacity to serve the incremental increase in peak demand from the project, or - Project is located in area <i>without existing or planned</i> water infrastructure with adequate capacity to serve the incremental increase in peak demand from the project	☐ True ☐ False ☐ NA ☐ True ☐ False ☐ NA ☐ True ☐ False ☐ NA	CEQA
		W3 Wastewater Infrastructure (Sewer Lines): - Project is located adjacent to existing wastewater infrastructure with adequate capacity to serve the incremental increase in peak demand from the project, or - Project is located adjacent to planned wastewater infrastructure that will result in adequate capacity to serve the incremental increase in peak demand from the project, or - Project is located in area without existing or planned wastewater infrastructure with adequate capacity to serve the incremental increase in peak demand from the project	☐ True ☐ False ☐ NA ☐ True ☐ False ☐ NA ☐ True ☐ False ☐ NA	CEQA
		W4 Project does not require new or expansion of stormwater drainage infrastructure	☐ True ☐ False	CEQA
		W5 The project is committed to using state-of-art water saving fixtures and appliances to reduce potable water use	☐ True ☐ False ☐ TBD	CEQA
		W6 Project exceeds the Town Water-Efficient Landscape regulations, or alternate equivalent standard, through state of the art irrigation systems and native/water-saving landscaping	Project Not Irrigated Exceeds Minimum Meets Minimum Does Not Meet Minimum TBD	Project Evaluation
Conservation - Landscape and Building Fixtures	Water efficient landscaping, irrigation systems, and water-saving fixtures reduces impacts to the available water supply.			

Project Impact Evaluation Criteria

Air Quality - Project furthers Town compliance with State and Federal PM10 Air Quality Standards, which improves public health.

Criteria	Rationale	Measurement		Response	Basis of Analysis
State and Federal PM10 Compliance	Reduction of vehicle trips and elimination of solid fuel burning appliances improves air quality, thereby improving public health.	A1	Project does not cause cumulative PM10 level to exceed State and Federal standards per the adopted AQMP	☐ ☐	CEQA
		A2	Project does not use solid fuel burning appliances	☐ ☐	Project Evaluation
Also See Traffic Measurements T1 through T10.					

Green Technology and Energy - Project furthers Town green building and energy efficiency goals.

Criteria	Rationale	Measurement	Response	Basis of Analysis
Green Technology, Green Building, and Alternative Energy	Use of green technologies and green building practices preserves natural resources and protects the environment.	GE1	☐ True ☐ False ☐ TBD	Project Evaluation
		GE2	☐ True ☐ False ☐ TBD	
Also See Water Measurements W5 and W6 and Traffic Measurements T4 through T10.				

Economic Stability - Project supports the Destination Resort Community and Economic Strategy through promotion of a four-season economy and provision of visitor and resident serving uses.

Criteria	Rationale	Measurement	Response	Basis of Analysis
Year-round Economy	Projects that promote year-round, mid-week, and shoulder season visitation strengthen economic diversity and decrease fluctuations in revenue stream.	E1 Project provides uses/facilities that contribute to a year-round economy and increase occupancy by promoting mid-week and shoulder season visitation and increasing visitor length of stay	☐ High ☐ Medium ☐ Low	Project Evaluation
		E2 Project develops and/or participates in cooperative marketing strategies	☐ True ☐ False	
Tax Revenue	Uses that generate TOT and sales tax help support community programs and infrastructure improvements.	E3 Project increases transient occupancy tax	☐ High ☐ Medium ☐ Low	Project Evaluation
		E4 Project contributes to sales tax	☐ High ☐ Medium ☐ Low	
Mix of Uses	Projects with a mix of uses in appropriate locations increase synergy between those uses.	E5 Project contributes to placemaking and synergy and provides a complementary scale and mix of uses and facilities	☐ 2 + uses added ☐ 1 use added ☐ 0 uses added ☐ NA or TBD	Project Evaluation
Also See Social Measurements S1 and S2.				

Project Impact Evaluation Criteria

Social Capacity - Project provides key services, uses, employment opportunities, and public art that enhances the quality of life of residents and visitors.

Criteria	Rationale	Measurement	Response	Basis of Analysis
Key Uses and Services	Provision of neighborhood retail and services that serve residents and visitors improves quality of life and economic stability.	S1 Project includes scale and mix of strategically targeted use(s) (grocery, conference space, day care, etc.) that respond to an unmet community need, as identified by Town Policy	☐ 2 + uses added ☐ 1 use added ☐ 0 uses added ☐ NA or TBD	Project Evaluation
Jobs and Training	A wide range of employment opportunities strengthens economic diversity and improves resident quality of life.	S2 Project creates employment that widens the diversity of opportunities in the community and includes: - Creation of professional, full-time, permanent employment - Creation of high-quality seasonal employment	☐ Both ☐ 1 of 2	Project Evaluation
Public Art	Public art contributes to the enhancement of the cultural and social aspects of the community.	S3 Project exceeds public art requirements	☐ More than 20% ☐ 10% to 20% ☐ Less than 10% ☐ TBD	Project Evaluation
Also See Economic Stability Measurements E1 through E5.				

Housing - Project provides housing opportunities to enhance the quality of life of the town's workforce.

Criteria	Rationale	Measurement	Response	Basis of Analysis
Housing Mix	Providing quality, diverse, and livable housing opportunities within the community increases quality of life for workers and reduces vehicle travel impacts.	H1	Project provides a mix of housing sizes, types, and affordability, including housing on-site	☐ True ☐ False ☐ NA or TBD Project Evaluation
		H2	Project exceeds workforce/affordable housing requirements	☐ True ☐ False ☐ NA or TBD Project Evaluation
		Also See Social Measurements S1 and S2.		

Project Impact Evaluation Criteria

Recreation/Leisure Capacity - Expanding and improving recreational and leisure opportunities, open space, entertainment, improves community quality of life and visitor experience.

Community					
Criteria	Rationale	Measurement		Basis of Analysis	
				Response	
Open Space	Accessible and usable open-space sponsors community vitality and encourages healthy activity while enhancing the natural landscape.	R1	Project contributes open space according to established ratios	☐ Exceeds Minimum ☐ Meets Minimum ☐ Does Not Meet Minimum	Project Evaluation
		R2	Project provides useable and needed community open space, i.e. TOT lot, dog park, etc.	☐ True ☐ False ☐ NA or TBD	Project Evaluation
		R3	Project provides/encourages outdoor/indoor recreation options that are accessible/affordable	☐ True ☐ False ☐ NA or TBD	Project Evaluation
Recreation and Entertainment Options	Recreation and entertainment options and access, including public access to public lands should be provided when feasible and applicable.	R4	Project provides trail, pedestrian, bike, or transit connections and access to support recreation	☐ True ☐ False ☐ NA or TBD	Project Evaluation
		R5	Project provides public access to public lands	☐ True ☐ False ☐ NA or TBD	Project Evaluation
		R6	Project provides entertainment options that are accessible/affordable	☐ True ☐ False ☐ TBD	Project Evaluation
Visitor					
Recreation and Entertainment Options	Provision of accessible/affordable recreation and visitor serving entertainment options, as well as well-designed and effectively located public spaces in visitor-oriented districts encourages return visitation.	R7	Project provides uses that contribute to the animation of visitor-oriented districts	☐ True ☐ False ☐ NA or TBD	Project Evaluation
		R8	Project incorporates well-designed public spaces to encourage pedestrian use and social activity in commercial and visitor-oriented districts	☐ True ☐ False ☐ NA or TBD	Project Evaluation
Also See Recreation/Leisure Capacity Measurements R3 through R6.					

Project Impact Evaluation Criteria

Community Character / Aesthetics - Maintaining consistency with community and neighborhood character creates a sense of place.

Criteria	Rationale	Measurement			Response	Basis of Analysis
Height, Mass and Bulk	Building height, mass, and bulk that is consistent with surrounding land uses and preserves protected views.	CC1	Project design does not impact protected views		True False	CEQA
		CC2	Project design effectively reduces and limits visual obstruction		True False TBD	CEQA
		CC3	Project character meets height requirements and criteria of district, including size scale, and massing		True False TBD	Project Evaluation
Trees and Natural Surroundings	Native tree preservation helps to maintain the forested character of the town.	CC4	Project maximizes tree preservation and other natural surroundings		True False NA or TBD	Project Evaluation
		CC5	Project exceeds minimum mitigation for tree removal		True False NA or TBD	Project Evaluation

Note: Project Evaluation includes reference to all applicable adopted Town plans, documents, and regulations, as well as those of other agencies such as Mammoth Community Water District, Air Pollution Control District, etc.

STATE OF CALIFORNIA)
COUNTY OF MONO)
TOWN OF MAMMOTH LAKES)

ss.

I, ANITA HATTER, Town Clerk of the Town of Mammoth Lakes, DO HEREBY CERTIFY under penalty of perjury that the foregoing is a true and correct copy of Resolution No. 09-34 adopted by the Town Council of the Town of Mammoth Lakes, California, at a meeting thereof held on the 17th day of June, 2009, by the following vote:

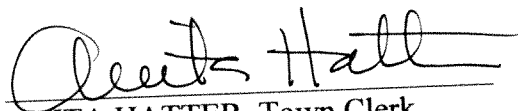
AYES: Councilmembers Bacon, Eastman, Harvey, and Mayor Sugimura

NOES: None

ABSENT: Mayor Pro Tem McCarroll

ABSTAIN: None

DISQUALIFICATION: None


ANITA HATTER, Town Clerk