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Appendix A: Background Report
Appendix B: Framework Issues

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Executive Summary

A. Introduction

The South Districts Neighborhood District Planning Study (SDNDP) presents the results of the district planning process for three districts: the Sierra Star District, the South Old Mammoth Road District, and the East Open Space Stream Corridor (EOSSC) District. The goal of the study was to develop a concept and associated recommendations for these areas to: define the desired program and character of each district; guide land use and mobility planning; and identify the key opportunity or catalyst sites and facilities that can bring about desired change.

The SDNDP study was different from other district planning efforts in two significant ways.

First, it consolidated the planning process in order to look at three districts simultaneously, allowing for an expedited timeline for completion of district planning, but for each district to continue to be looked at separately.

Second, the SDNDP process was able to draw on the significant previous work that had been completed for the East OSSC and Sierra Star NDPs. Both of these NDPs were initiated in 2008 in conjunction with development proposals that were subsequently withdrawn. Some of the specific issues associated with those applications were no longer of concern; however, most of the previous study and analysis of existing conditions, opportunities and constraints, and alternatives remained relevant, and could be simply vetted through the SNDNP process, rather than starting anew.

B. Study Process

The NDP Process included four major process steps, which were similar to those followed for other NDP's. They included:

1. Framework, including identification of the study area boundary, guiding principles and initial issues.
2. Existing Issues, Opportunities and Constraints.
3. Develop and Review Alternatives.

4. Select Preferred Alternative.

The South Districts NDP process was initiated in January 2011, with review and approval of the Framework that considered study boundaries, guiding principles, and preliminary issues for each area:

- The “study area” in each case reflects the primary area of interest for the study and its main focus; the “sphere of influence” includes surrounding areas that may share issues with, affect, or be affected by the primary study area.
- Guiding Principles were drawn from the character descriptions and other information outlined in the General Plan and relevant planning documents.
- Key Issues were based on a review of existing conditions, the previous NDP studies and other relevant information.

Following the Planning Commission and Town Council review of the Framework, which took place in early 2011, two Focus Group and two public workshops each were held in February and March to review existing conditions and issues, and to discuss ideas and options for each study area.

There was a high level of consensus among the Focus Group and workshop participants¹ throughout the process; allowing agreement to be quickly reached on a preferred concept. This was helped by being able to rely on much of the previously completed study for the East OSSC and Sierra Star, and because many of the ideas and concepts discussed in previous NDPs for the Downtown and North Old Mammoth Road areas were felt to be applicable and relevant to South Old Mammoth Road.

C. Existing Conditions, Issues, Opportunities and Constraints

Existing Conditions, issues, opportunities and constraints for each district are presented in detail in the Background Report in Appendix A.

For Sierra Star, key issues included:

- Lack of connectivity and integration with the broader community;
- Downstream storm drainage impacts;

¹ Due to bad weather, attendance at the two public workshops was low, despite extensive advertising of the meetings.

- Inadequacy of the existing Lodestar Master Plan in terms of articulating a coherent vision for the area, and
- The need to protect views and trees to the extent possible with future development.

For the East OSSC and Mammoth Creek Park areas, key issues concerned:

- The need to protect Mammoth Creek and its natural resources;
- The potential need for new event venues to address existing and future needs;
- How best to make use of the underutilized space and assets of the Park, while respecting neighboring uses; and
- The need for improved trails connections to and through the district.

For South Old Mammoth Road, key issues focused on:

- The aesthetic character of the street (streetscape and preponderance of “strip commercial” development in particular);
- Lack of a functional and well-connected pedestrian environment; and
- Potential assets within the district that could be capitalized upon, including:
 - Existing arts venues
 - Successful commercial businesses
 - An environment conducive to walking due to relatively flat topography, existing (though incomplete) sidewalk system, and proximity to residential, and public/community uses like the schools and hospital

D. Alternatives

The Background Report also describes the alternatives and options discussed for the SDNDP. The previous district planning work provided an effective starting point for discussion of potential options for each district; discussion of alternatives was therefore relatively brief, with preferred options being identified quite quickly. Nonetheless, the SDNDP process considered a range of ideas and options, ranging from a “no change” scenario that would see limited improvement and maintenance of the status

quo, to more extensive change and investment in new facilities. The alternatives that were discussed are outlined in the Background Report.

E. Preferred Concept and Recommendations

Chapter 2 of the SDNDP Study provides a detailed description of the concepts for each district, and related recommendations. They are summarized below.

1. South Mammoth

At the conclusion of the study process, there was consensus that South Old Mammoth Road and Mammoth Creek Park/East OSSC areas should be considered together. As proximate districts with overlapping spheres of influence, there is an important relationship between the two areas, most strongly articulated in the idea of Mammoth Creek Park as a strong “anchor” for the South Old Mammoth Road area, and a point of transition between the urban context of the commercial district and more rural character of Snowcreek and Old Mammoth.

- A walkable arts, culture and commercial district from Meridian Boulevard to Mammoth Creek Park, that complements the Downtown and North Village districts with a unique character and attractions.
- Improved roadway cross-section and streetscape to accommodate three traffic lanes; on-street parking where feasible; bike lanes, and ample sidewalks.
- Streetfront retail along Old Mammoth Road, with retrofit and infill of existing strip commercial centers and development of vacant property.
- Convenient on- and off-street parking, including potential use of vacant lots as interim public parking sites.
- Focus on arts and events through:
 - Investment in existing venues like Mammoth Arts Center.
 - New events venues at Mammoth Creek Park (see below).
 - Addition of new venues, such as a potential seasonal/temporary venue within Minaret Village.

- Mammoth Creek Park as a significant events and recreation focus including:
 - New 6 – 8 acre outdoor event venue north of Mammoth Creek, in the east side of the park, to replace Sam’s Woods and house the types of events currently held there.
 - Flexible space for community recreation and more low-key events within Mammoth Creek Park west.
 - A new 40 to 50,000 square foot indoor venue south of Mammoth Creek.
- Focus on public art and interpretive signage installation.
- An enhanced creek restoration and stewardship program for Mammoth Creek.
- Enhancements to the Hayden Cabin complex.

2. Sierra Star

The SDNDP’s concept and recommendations for Sierra Star reflect many of the ideas proposed in the 2008 Draft Sierra Star NDP. The consensus concept is for Sierra Star to build out as a major year-round resort development that is relatively self-contained, but includes improved connectivity for vehicles, pedestrians and cyclists, and enhanced recreation options.

Key ideas for Sierra Star include:

- Larger scale lodging, including a major hotel, and complementary residential development in a resort core located adjacent to Bear Lake.
- Build out of remaining development areas with resort residential uses.
- Development of workforce housing on the area south of the existing San Joaquin Villas, and development of a neighborhood park within this area or nearby to provide for local recreation needs.
- Improved vehicular circulation, including a road connection across the north part of the site from Minaret Road; extension of Callahan Way to connect with Joaquin Street; and connection of the West Bear Lake Drive partial loop.

- New public and private multi-use paths and winter Nordic trails that connect neighborhoods to the east and west.
- Additional transit service and stops.

3. Bell-Shaped Parcel

The Bell-Shaped Parcel, which is within the Sierra Star Sphere of Influence, was discussed during the SDNDP process. The consensus concept for this property was to retain it as a low-intensity natural open space area, with limited improvements in the form of trails, signage and benches to improve non-vehicular connectivity in this area and facilitate passive use and enjoyment.

F. Implementation and Actions

Chapter 2 of the SDNDP also identifies a series of actions and implementation steps that are critical to successful implementation of the South Districts NDP, particularly to achieve the types of changes desired in the South Mammoth area. Collectively, these follow the principles of:

- 1) *Designing places where people want to be:* There should be distinctive, vibrant and walkable mixed use districts and centers within the town that are a focus of activity, contain a mixture and diversity of uses, and provide a well-designed, attractive and comfortable built environment.
- 2) *Program, development standards and use are critical:* Within each district, physical development standards, land use, program elements, and facilities should support and reinforce the desired character and function of the district.
- 3) *Catalyst sites can jump-start desirable development:* Catalyst sites are the large, publicly owned properties which can allow for a meaningful development program, and as a result are capable of stimulating more significant changes within the broader district.
- 4) *Building momentum through partnership:* Partnership between the Town and private investment is critical to achieving desired change. Public and private investments should reflect a sustainable development approach that considers both momentum-building short term opportunities, alongside strategies that provide a long-term return on investment to the community in the form of increased visitation, TOT and sales tax revenues.

In addition to a series of town-wide efforts such as a municipal signage and wayfinding, completion of the trails system, and implementation of new roadway connections, the SDNDP Study calls out more focused short-term and longer-range actions including:

- Initiate development of an outdoor events site in Mammoth Creek Park west in the near term, and additional indoor and outdoor event venues at the park in the longer term.
- Design and implement streetscape improvements on Old Mammoth Road.
- Explore partnerships for public parking on vacant lots within the South Mammoth district.
- Provide additional transit service and shelters.
- Develop and implement a special events program.
- Invest in and maintain existing facilities with enhanced maintenance programs.
- Develop business incentive programs for upgrades and improvement to buildings and facades.

G. Conclusions

Completion of the SDNDP Process resolves district planning for three key areas of town that will be a focus for change and revitalization over the years to come. The specific concepts and recommendations of this report feed into the an integrated Townwide District Planning Concept which in turn will guide and be enacted through current and future planning efforts such as completion of the Zoning Code Update; Capital Improvement Plan; and Resort Investment and Public Facilities Element and Program. Together, these efforts form the basis of a strategic and focused investment strategy for Mammoth Lakes, based on the key principles of place-making, partnership, and momentum capitalizing on key catalyst sites and leveraging existing assets and opportunities.

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Chapter 1. NDP Background and Process

A. Introduction

This report presents the results of the district planning process for three districts: the Sierra Star District, the South Old Mammoth Road District, and the East Open Space Stream Corridor (EOSSC) District. The goal of the South Districts NDP (SDNDP) is to develop directed and strategic planning and policy recommendations for these three areas, which encompass an important resort development, the south part of Old Mammoth Road, one of the town's key commercial corridors, as well as Mammoth Creek Park and its vicinity. Figure 1-1 shows the boundaries of the SDNDP Study Areas.

To expedite the closeout of district planning, which the Town Council directed to be completed in FY 2010-11, the SDNDP addressed for the three areas through a consolidated process. This reduced the time needed to complete district planning, while allowing each district to be considered as a distinct study area. Although expedited, the South Districts NDP followed a similar process to previous district planning, with a Framework review by the Planning Commission and Town Council, Focus Group meetings of key stakeholders and public workshops to review existing conditions, issues, and proposed concepts for the districts.

The NDP process generated a number of key outcomes; most importantly they includes a well-defined planning concept and related recommendations for the South Old Mammoth Road and East OSSC/Mammoth Creek Park area (collectively named "South Mammoth"), as well as for Sierra Star.

For South Mammoth, an important theme is one of revitalization and directed change along Old Mammoth Road to reinforce the corridor as an attractive, pedestrian-oriented commercial district. Mammoth Creek Park provides a critical opportunity to create a series of permanent venues for special events at various scales, as well as building on the park's natural and cultural resources. The events venue at Mammoth Creek Park acts as an anchor to the broader district, which, together with existing and future arts locations, builds on an identity as "Mammoth's Arts and Culture" district.

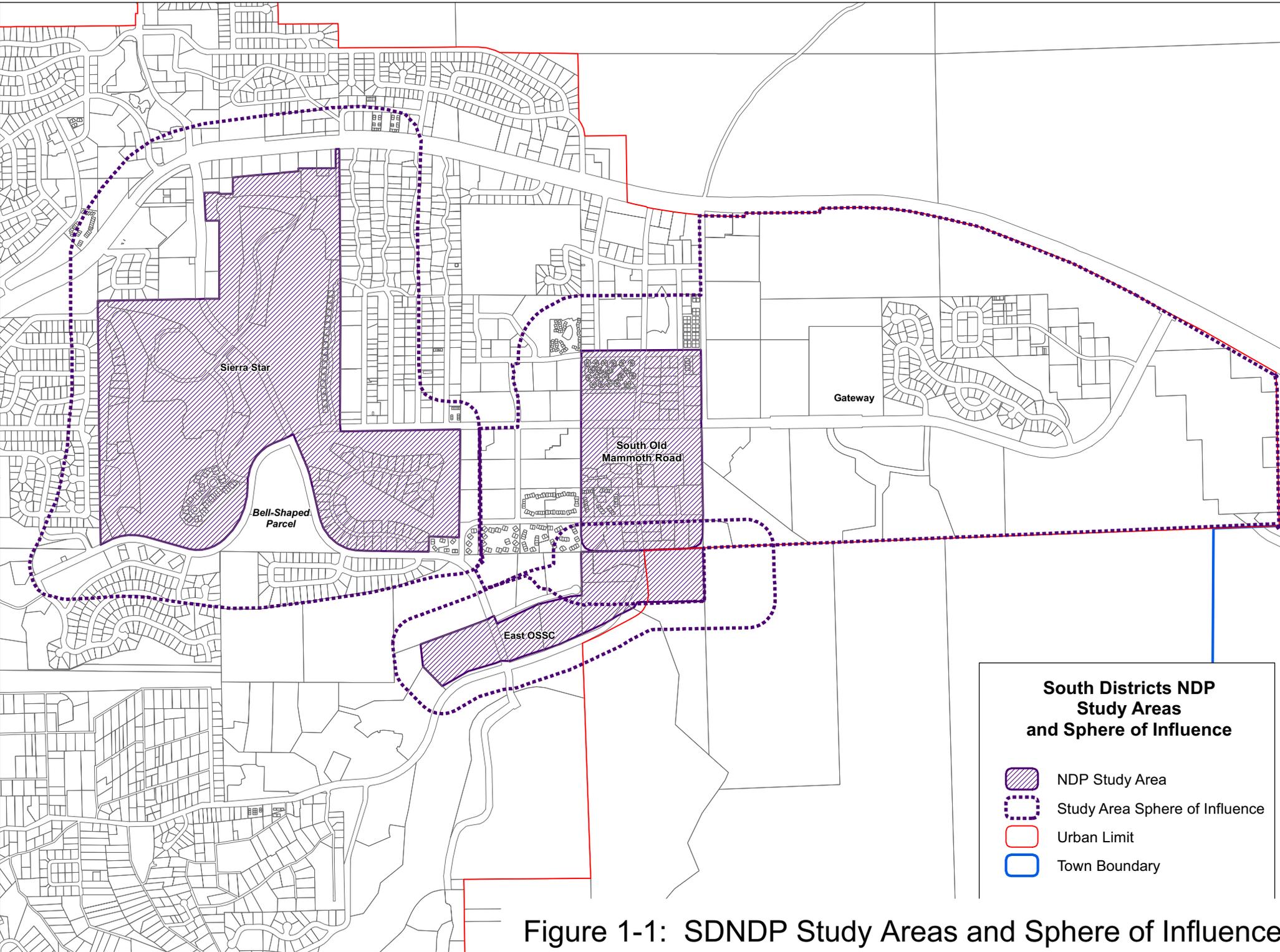


Figure 1-1: SDNDP Study Areas and Sphere of Influence

The proposed concept for Sierra Star, which includes resort lodging and residential uses oriented around the existing golf course, follows the ideas of the existing Lodestar Master Plan, and draws substantially from the Draft Sierra Star NDP that was developed in 2008, with some minor modifications.

The recommendations of this Planning Study form the basis of a set of short-medium and long-range actions that can implement the concepts identified, and direct future investment by the Town and private property owners towards the desired vision for the area.

B. District Planning

District Planning is a concept defined in the General Plan. It recognizes that many areas of the community have special considerations or conditions for which more focused, community-driven planning should be undertaken. District Planning allows for the desired form, function, and character of an area to be defined, setting the stage for future Town actions, such as revised development standards, development of new facilities or improvements, and consideration of development proposals that may come forward.

Previous NDPs were primarily initiated in conjunction with major development project applications with work funded by applicants and undertaken by third party planning consultants. Because the SDNDP process was Town-initiated and does not revolve around a specific development proposal, it has been completed by Town staff acting as the “planning consultant.”

The South Districts NDP did make use of work previously completed to develop drafts of the Sierra Star NDP and the East OSSC NDP in 2008. Both of these efforts were initiated based on major development applications, for the Sierra Star Master Plan Update and Sherwin Hotel, respectively; both of these applications were withdrawn before the conclusion of the district planning process. However, the substantial body of work completed for the two NDP, including existing conditions information, recommendations and concepts from those prior planning efforts, were reviewed, vetted and incorporated as appropriate into the South Districts NDP Process.

C. South Districts NDP Process

Figure 1-2 shows the series of steps that were followed to develop the Preferred Concepts and Recommendations for the South Districts NDP. The steps follow those outlined in the Town Council’s policy on district planning that was adopted in April 2007, and provides the organizing framework for this report. The process steps include:

1. Framework, including identification of the study area boundary, guiding principles and initial issues.
2. Existing Issues, Opportunities and Constraints.
3. Alternatives Review.
4. Preferred Alternative Selection.

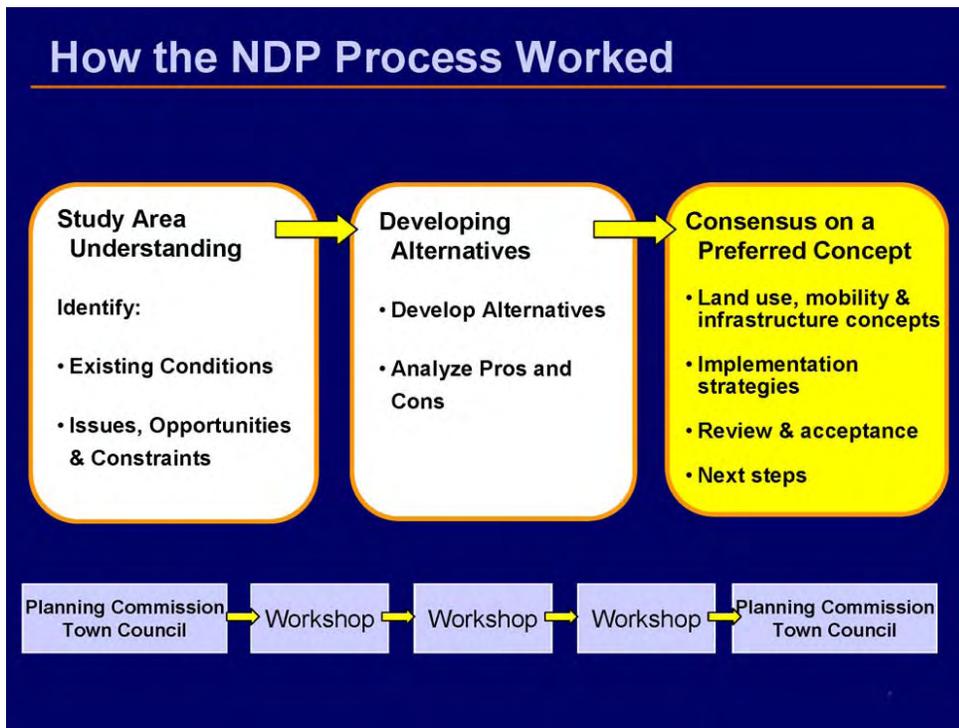


Figure 1-2: NDP Process

Detailed information on the framework, existing conditions, opportunities and constraints is provided in a Background Report included as Appendix A. Chapter 2 includes a complete description of the SDNDP Preferred Concepts and related recommendations.

D. Focus Group Meetings and Public Workshops

One of the important goals of district planning is to involve the public and key stakeholders, to ensure that relevant issues and concerns are addressed, and that the planning outcomes are based on community consensus to the extent possible. The SDNDP process included a community engagement process, through the involvement of a Focus Group, public workshops, meetings with the Planning Commission and Town Council, and consultation with various agencies with interests in the study area.

In the case of the Sierra Star and East OSSC districts, the SDNP process built on the extensive public workshop and Focus Group processes that took place in 2008 to develop the draft NDPs these areas. The previous Sierra Star process included a total of four Focus Group meetings and public workshops, and there were six Focus Group meetings or workshops for the East OSSC NDP. The previous work provided a strong foundation and a wealth of information that was taken into account as work progressed to develop the South Districts NDP Study.

Two focus group meetings and two community workshops were held for the SDNDP, in addition to meetings held with the Planning Commission and Public Workshop to review the Framework and Draft NDP Study Report. Two week advanced notification of each community workshop ensured a broad and inclusive public process. In addition to these meetings, staff brought the Draft SDNDP Concept to the Mobility Commission, Public Art Commission, and Recreation Commission for review and input.

The DNDP Focus Group was an extremely important component of the planning process. The Focus Group consisted of 15 members with varied interests that represented a cross section of the community, including property and business owners along Old Mammoth Road, members of the Planning and Mobility Commissions, developers, and interested citizens. In general, the role of the Focus Group was to provide direction, comments, and initial feedback on materials prior to broader public review.

South Districts Neighborhood District Planning Study
Background and Process

Table 1-1: Key SDNDP Meetings and Workshops

Date	Workshop/Meeting	Meeting Subject
January 12, 2011	Planning Commission Meeting	Review Framework and make recommendation to Town Council
February 2, 2011	Town Council Meeting	Approve Framework
February 8, 2011	Focus Group Meet # 1	Discuss existing conditions, issues, opportunities and constraints analysis; Provide input on preliminary alternatives
February 24, 2011	Community Workshop #1	Discuss existing conditions, issues, opportunities and constraints analysis; Provide input on preliminary alternatives
March 22, 2011	Focus Group Meet # 2	Discuss preliminary alternative concepts
March 24, 2011	Community Workshop #2	Confirm two Alternatives: Greenway and Downtown
May 3, 2011	Recreation Commission	Presentation of SDNDP Concept, ask questions, provide comments
May 4, 2011	Public Art Commission	Presentation of SDNDP Concept, ask questions, provide comments
May 11, 2011	Joint Planning Commission/Mobility Commission Presentation	Presentation of SDNDP Concept, ask questions, provide comments
May 25, 2011	Planning Commission Meeting:	Review SDNDP Report and make recommendation to Town Council
June 15, 2011	Town Council Meeting	Consider and Accept SDNDP Report

Chapter 2. Preferred Concept & Recommendations

The South Districts NDP process described in the previous chapters has resulted in the formulation of a “Preferred Concept” for the South Mammoth and Sierra Star Study Areas. The Concept reflects the approved Framework and Guiding Principles, and the refinement of a range of options to come up with preferred option based on a broad consensus from the public and the Focus Group.

The Preferred Concept includes an overall summary concept, describing the key features of character, place and function that are envisioned for the Study Area, as well as a series of preliminary recommendations that would implement and guide the long-range physical development of the district. This chapter also describes the series of implementation actions that need to be undertaken, including recommended prioritization, timing, and funding.

As noted in the Alternatives discussion above, the NDP process concluded that it was appropriate for South Old Mammoth Road area and Mammoth Creek Park to be considered together, because the two have an important relationship to one another.

Therefore, the concept summaries and recommendations below are presented for two areas 1) "South Mammoth," which encompasses South Old Mammoth Road, Mammoth Creek Park and the Mammoth Creek corridor within the East OSSC area; and 2) Sierra Star, which includes the primary study area, as well as the Bell-Shaped Parcel.

A. Concept Summaries

Concept summaries for South Mammoth, which includes South Old Mammoth Road and the East OSSC/Mammoth Creek Park area; and for Sierra Star, are outlined below

1. South Mammoth

The South Mammoth concept is illustrated in Figure 2-1. South Mammoth is a walkable arts, entertainment and shopping district from Meridian Boulevard to Mammoth Creek Park, complementing the Downtown and North Village Districts, serving as a local hub for arts and community

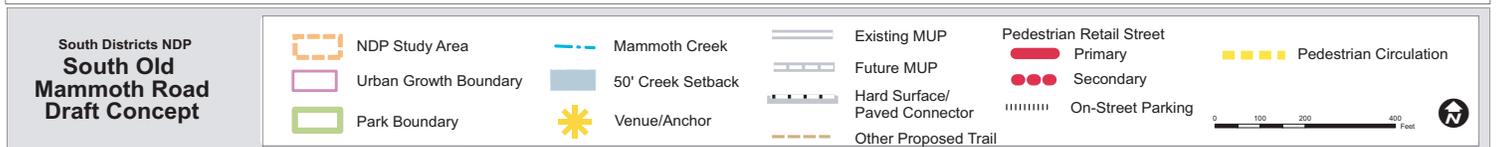
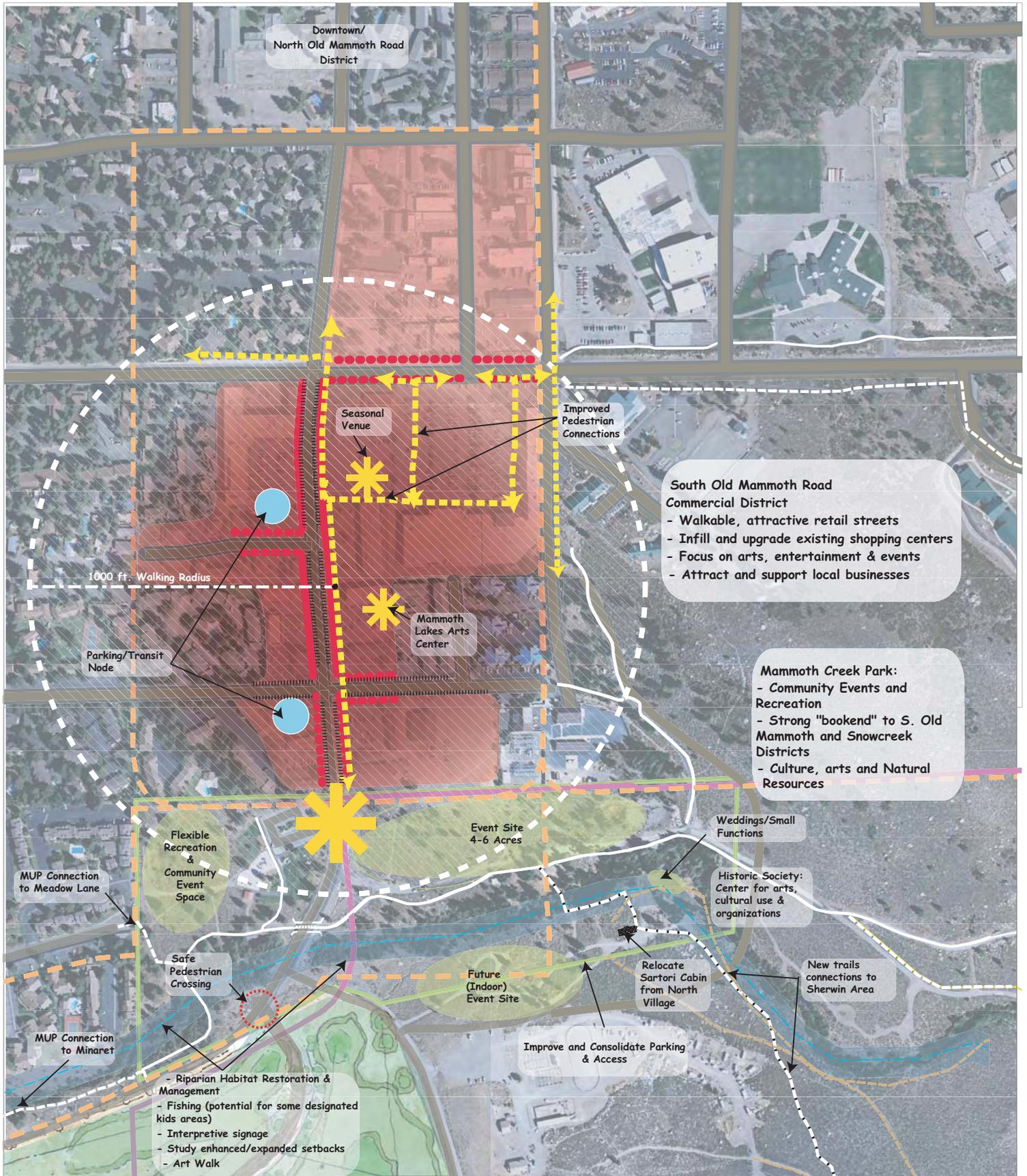


Figure 2-1: South Old Mammoth Road Concept

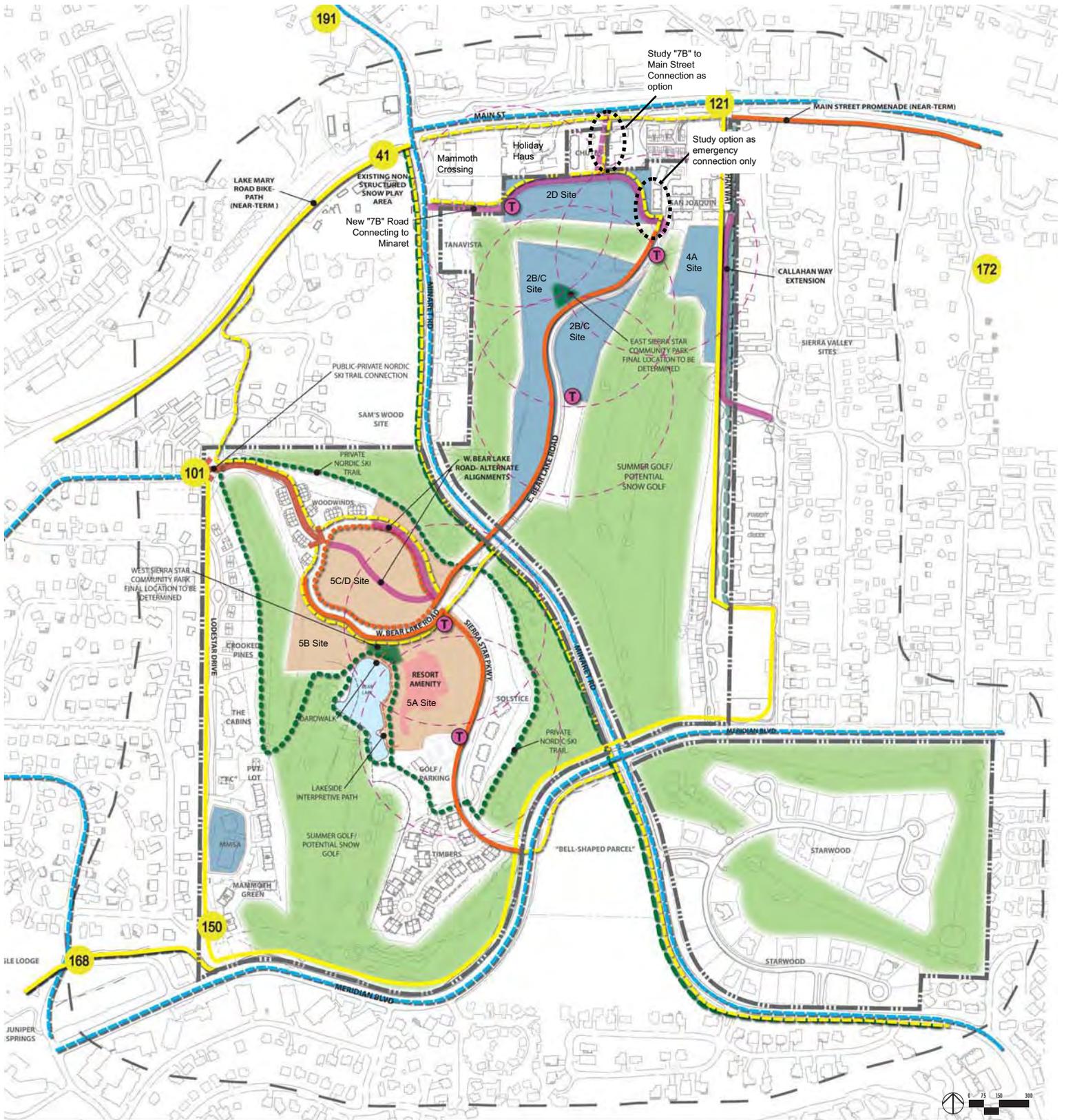
events and festivals. The district is oriented to pedestrians with attractive streetscape, ample and well-connected sidewalks and convenient street crossings, and street-front retail along Old Mammoth Road. Improvements occur through infill of vacant properties, and upgrade and retrofit of existing shopping centers. Parking is convenient and well-managed through a combination on on-street, off-street and shared parking facilities.

Building massing is organized to bring properties to the street edge, while including more generous upper story step-backs that protect spectacular views to the Sherwin Range. The district's focus on arts and events takes advantage of existing venues like the Mammoth Lakes Arts Center and movie theater, as well as potential new venues, including a potential seasonal venue within the Vons shopping center. Mammoth Creek Park is a key focus for community recreation and events, and an "art park" anchoring the district to the south, and offering a range of event sites that can flexibly accommodate events of different types and scales. The critical open space and riparian habitat along Mammoth Creek is a focus of restoration and stewardship efforts, and the Hayden Cabin complex is expanded with relocation of the historic Sartori Cabin from its existing location in the North Village.

2. Sierra Star

The Sierra Star Concept is shown in Figure Figure 2-2. Sierra Star is a major year-round resort development, completing the build out of visitor lodging and residential development situated around the 18-hole Sierra Star Golf Course. Remaining development areas west of Minaret Road incorporate larger scale resort components including a hotel and higher density residential development that take advantage of its situation next to Bear Lake to create a lakefront plaza and trails around the lake. Lower intensity residential uses occupy remaining sites to the east of Minaret Road, and workforce housing and community recreation is provided on a site adjacent to the existing San Joaquin Villas property. Pedestrian access is woven throughout the site, providing connections to Main Street, Sierra Valley Sites and the Majestic Pines neighborhood, and convenient transit service allows visitors to take advantage of nearby shopping and dining in the North Village, Downtown and South Old Mammoth Road areas.

The Bell-Shaped Parcel at the intersection of Meridian and Minaret remains as a low-intensity open space area with protected wetlands, minimally improved with trails, benches and interpretive signage to enhance public enjoyment of its natural character.



LEGEND			
	Resort Condominiums		Existing Sidewalk
	Resort Core, Hotel, Resort Condominiums		Potential Sidewalk
	Resort Amenity		Existing Multi-Use Path/Class II Bikeway
	Community Park		Potential Multi-Use Path
	Golf Course		Potential Street
			Potential Street Connections
			Potential Class II Bike Lane
			Existing Ped/Bike Access
			Existing Nordic Ski Trail
			Potential Public Nordic Ski Trail
			Potential Private Nordic Ski Trail
			GIC Point
			Potential Transit/Shuttle Stop
			500 foot walking radius from Proposed Transit/Shuttle Stop
			Sphere of Influence
			Study Area Boundary

Figure 2-2: Sierra Star Concept

B. Recommendations: South Mammoth

The following recommendations apply to South Mammoth, which encompasses South Old Mammoth Road and Mammoth Creek Park.

1. Land Use and Development Standards

a. Land Use

Recommendation 1.1. Develop zoning standards for South Old Mammoth Road that reflect the concept shown in Figure 2-2 and described in Section A.1. Specific land uses include:

- Mixed use development (ground floor retail with office or residential above), mixed use lodging/residential, and mixed use retail/office.
- Standalone retail, office and restaurants.
- Mixed medium and high density residential (apartments and condominiums).
- Mixed lodging (hotels, motels, inns and specialty lodging).
- Live-Work Space.
- Performance and Event Venues.

b. Street Level Development Standards

Recommendation 1.2. Require street front retail on the streets identified in Figure 2-2. For primary retail streets, active ground floor uses should comprise at least 75 percent of the linear frontage of each block; for secondary retail streets, active ground floor uses should comprise at least 50 percent of the linear frontage of each block.

Recommendation 1.3. Off-street parking on designated retail streets should generally be located behind, to the side of buildings, or underground.

Recommendation 1.4. Retail streets should incorporate street trees, landscaping, lighting, street furniture, and transit shelters to provide a pleasant pedestrian experience. Development along retail streets should also incorporate landscaping, plazas, lighting, and other pedestrian amenities.

Recommendation 1.5. Public art should be incorporated throughout the commercial streetscape and in development projects as appropriate, such as in public/private plaza spaces.

Recommendation 1.6. Extensive blank walls or facades visible from the public right-of-way should not be permitted along retail streets in the South Old Mammoth Road area. Pedestrian-friendly facades include but are not limited to transparent windows, display window, and art or architectural treatment that adds visual interest and variety at the pedestrian level.

Recommendation 1.7. Curb cuts along Old Mammoth Road should be limited to provide safe, convenient vehicular access without compromising pedestrian safety. Shared driveways shall be required to the greatest extent possible and maximum driveway width standards shall be enforced.

c. Setback Standards

Recommendation 1.8. Recommended front setbacks for various streets within the South Old Mammoth Road area include:

- Old Mammoth Road/Other Designated Retail Streets: Commercial and mixed use buildings may be built to the property line along Old Mammoth Road and other designated retail streets. A maximum setback of up to ten feet is allowed to accommodate entry courts, space for outdoor dining and patios, etc.
- Other Streets: Minimum front setback 10 feet with participation in snow removal district or snow removal plan. Otherwise minimum 20 feet.

d. Building Height and Massing

Recommendation 1.9. Allow for heights up to three stories/35 feet at the street wall. Height above three stories would be allowed when specified standards can be met, where it would allow for clustering of building mass to provide additional public open space, and where it would not cause significant impacts to scenic views, or create significant shade and shadow impacts to public open space areas. In all cases, public views of the Sherwins should be protected.

Recommendation 1.10. Building heights fronting designated retail streets should be one to three stories, and varied to allow for architectural interest within the pedestrian realm.

Recommendation 1.11. Building massing should be stepped back at a maximum angle of 35 degrees for any portions of the building above 35 feet, to encourage solar access to the public/pedestrian realm, and protect public views to the extent possible. Secondary stepbacks at a maximum angle 35 degrees should be incorporated for building heights above 45 feet, where approved pursuant to Town policies.

Recommendation 1.12. Buildings should be carefully sited so that shadows are not cast on sidewalks and public open spaces during the winter midday. The goal is to maximize sun exposure within the public realm between 10:00 a.m. and 2:00 p.m.

Recommendation 1.13. Utilize stepped building massing at the rear and side of commercial properties adjoining residential and open-space zoned parcels, to provide more sensitive transitions between those uses.

2. Placemaking

a. Arts and Culture District

Recommendation 2.1. Promote South Mammoth as the town's arts and culture district, centered around existing and future event and performance venues, and a thriving pedestrian-oriented commercial district along Old Mammoth Road.

Recommendation 2.2. Develop new event venues in Mammoth Creek Park, including:

- A two- to three-acre outdoor event site east of Old Mammoth Road, north of Mammoth Creek, and additional area for staging and support.
- A smaller-scale venue for low-key community events and recreation west of Old Mammoth Road.
- A potential indoor event venue of 40,000 to 50,000 square feet south of Mammoth Creek (subject to additional feasibility and environmental study).

Recommendation 2.3. Work with property owners of the Minaret Village Shopping Center/Vons to create a seasonal or temporary event venue located in the parking lot adjacent to Old Mammoth Road.

Recommendation 2.4. If a performing arts venue is developed at Cerro Coso College, work with the College and event organizers to improve connectivity between this and other venues within the district, and coordinate programming of events to maximize synergy between venues.

Recommendation 2.5. Work with the Mammoth Lakes Arts Center to support and grow the Center as an indoor location for performing arts and community events.

Recommendation 2.6. Implement a community messaging system to make visitors aware of events and attractions, and provide key community information.

Recommendation 2.7. Support the activities and functions of the Southern Mono Historic Society to improve and expand the Hayden Cabin complex, including maintenance of existing historic structures, curation and interpretive activities. (Also see Recommendation 5.4 to 5.6)

Recommendation 2.8. Encourage the use of the Hayden Cabin lawn for small functions and private events, whose revenues can contribute to support the work of the Historic Society.

b. Aesthetics and Character

Recommendation 2.9. Develop programs to encourage and incentivize improvement and upgrade of existing properties, including signage and façade improvements, repainting and repair, and incorporation of landscaping and screening in existing surface parking lots.

Recommendation 2.10. Encourage property owners of large shopping centers to renovate and infill properties, reduce the extent and appearance of surface parking, and place retail uses adjacent to the street front.

Recommendation 2.11. Design and architecture should be appropriate to the use and scale of the structure, and quality design, landscaping,

lighting, and screening should be incorporated in all building design and site planning. Design that conveys innovation and creativity and discourages architectural monotony is encouraged.

Recommendation 2.12. Architectural styles and materials suitable to the local context and mountain community context of Mammoth Lakes should be utilized in all buildings.

3. Mobility

a. Street Network and Traffic Management

Recommendation 3.1. Provide vehicular and pedestrian mid-block connectors to create a more finely-grained network of streets and pedestrian routes that can connect neighborhoods and allow alternate circulation routes.

Recommendation 3.2. Install and improve existing wayfinding signage to reduce sign clutter, improve traffic flow, reduce trips on major streets and safely direct pedestrians, bicyclists, and other users to key destinations and visitor attractions.

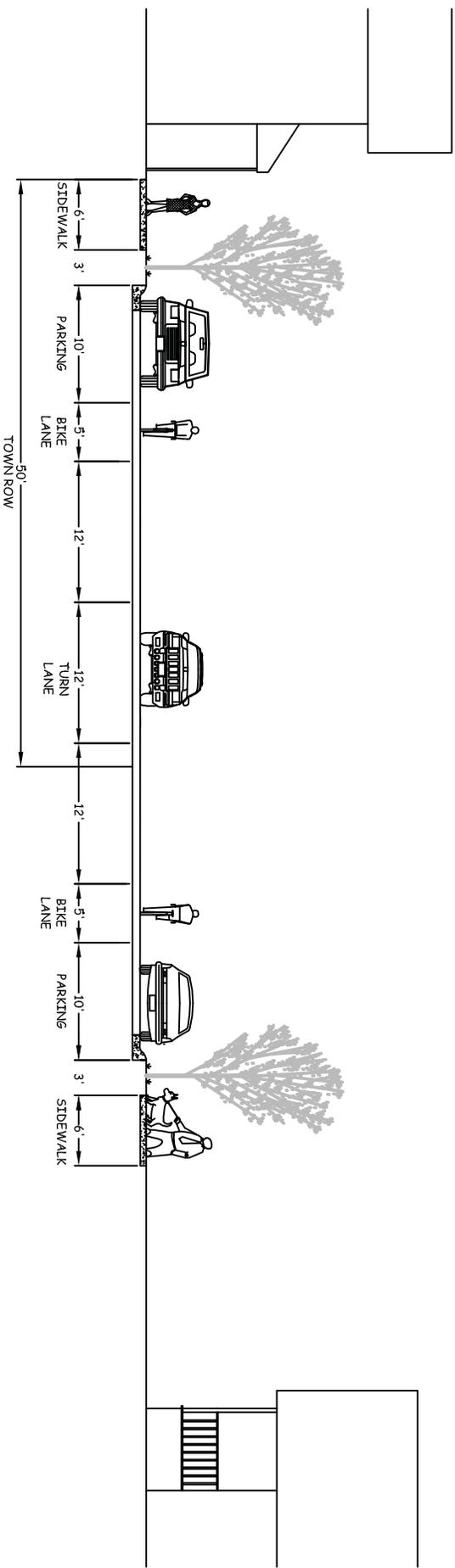
Recommendation 3.3. Identify locations and install interpretive signage along Old Mammoth Road that could highlight the areas natural and human history, wildlife, and other natural resources.

b. Street Design

Recommendation 3.4. Reconfigure Old Mammoth Road to create a complete street that includes two travel lanes, a center turn lane, bike lanes and sidewalks. A conceptual street section is shown in Figure 2-3.

Recommendation 3.5. All new streets should be designed as complete streets, including pedestrian and bicycle facilities. Minimum design standards shall be complied with to achieve safe separation of cars, bicycles, and pedestrians.

Recommendation 3.6. Limit curb cuts on arterial streets, and consolidate existing driveways where possible. Garage entrances should be minimal and not interrupt the pedestrian flow. All garage and egress/ingress access points must meet the MLFPD standards.



**Figure 2-3: Conceptual Street Section
South Old Mammoth Road**

Recommendation 3.7. Provide adequate street right-of-way dimensions to move traffic in a reasonable manner, maintain adequate response times and emergency access, provide on-street parking where feasible, accommodate bike lanes and landscape/“green” features, and promote a safe and comfortable pedestrian environment.

c. Parking

Recommendation 3.8. On-street public parking should be provided in commercial areas and along mid-block connector streets where feasible. Traffic analysis and cross section studies will determine the most appropriate on-street parking configuration(s).

Recommendation 3.9. Shared public and private parking throughout the South Old Mammoth Road commercial area is encouraged. Potential locations for shared public parking facilities are shown in Figure 2-1, above. Shared parking facilities should be strategically located and designed to reduce the amount of land dedicated to parking.

Recommendation 3.10. Private parking for commercial and lodging properties should be provided (in order of preference) underground or understructure, or within surface parking lots at the rear or side of the property. Surface parking in the front of properties should be strongly discouraged.

Recommendation 3.11. A comprehensive parking management plan should be developed for the Old Mammoth Road commercial area to:

- Evaluate current parking ratios and determine appropriate standards for mixed use areas and uses.
- Determine strategies to achieve the most efficient use of public parking spaces, such as metering, time-limits, and/or paid off-street parking.
- Determine appropriate sites for shared/joint use public parking facilities.
- Evaluate the feasibility of underground parking structures (e.g. cost, etc).

d. Bicycle and Pedestrian Facilities

Recommendation 3.12. Require multi-use paths or sidewalks to be provided in conjunction with all new development. Feet-first infrastructure such as multi-use paths and sidewalks should be continuous throughout the district.

Recommendation 3.13. Conduct further assessment to determine the most appropriate and safest locations for pedestrian and bicycle crossings on Old Mammoth Road.

Recommendation 3.14. Provide bicycle parking in publicly accessible areas throughout the South Old Mammoth district, including at all activity nodes, transit hubs, and public open spaces. Bicycle parking should be evaluated alongside auto parking requirements and included in future development projects where appropriate. Amenities for cyclists, such as showers and locker rooms, should be encouraged.

Recommendation 3.15. Provide for pedestrian and bicycle connections to key access points and nodes that provide access to surrounding public lands, and ensure appropriate signage and wayfinding for those routes, consistent with the Trails System Master Plan, and signage and wayfinding program. Enhance connections from Mammoth Creek Park to the Sherwin Area, including implementation of trails components recommended by the Trails System Master Plan and Sherwin Area Recreation Plan.

Recommendation 3.16. Prioritize trail system improvements needed to complete gaps in the existing trail system along Old Mammoth Road and through Mammoth Creek Park.

e. Transit

Recommendation 3.17. Transit should be encouraged and accommodated throughout South Mammoth with necessary pull-outs, shelters, and signage. Safe and convenient year-round access to transit stops should be provided.

Recommendation 3.18. Transit hubs and stops shall be coordinated with areas of higher density and adequate parking facilities.

f. Snow Management

Recommendation 3.19. Continue to utilize effective snow management along Old Mammoth Road, and as funding allows, clearing of sidewalks and Multi-Use Paths to facilitate pedestrian use in winter.

4. Parks, Open Space, Recreation, Natural and Cultural Resources

a. Mammoth Creek Park

Recommendation 4.1. Develop a Master Plan for Mammoth Creek Park that reflects the facilities and improvements identified in this NDP Study, that can provide more detailed planning and feasibility analysis of those features, and can gather focused public input on those improvements.

Recommendation 4.2. Enhance Mammoth Creek Park to become a key focus for community recreation and events, offering a range of event sites to flexibly accommodate events of different types and scales, as described in Recommendation 2.2), and:

- Installation of public art to create an “art park” within Mammoth Creek Park.
- Improved and consolidated parking.

Recommendation 4.3. Maintain and upgrade existing facilities within Mammoth Creek Park including playground equipment, restrooms, and parking areas.

Recommendation 4.4. Improve and enhance existing facilities at the Hayden Cabin Complex to preserve and protect the historic resources there, improve the visitor experience, and allow for additional display and curation of artifacts and materials relevant to Mammoth Lakes’ history. Particular suggestions include:

- Relocate the Sartori Cabin from its existing location to the Hayden Cabin complex.
- Improve facilities to better accommodate small events such as weddings, including potential support facilities for caterers, additional restrooms, improved signage and parking facilities.

Recommendation 4.5. Ensure that new facilities (such as parking and events areas) include landscaping and other design features that retain and reflect the natural landscape character of the area.

b. Mammoth Creek

Recommendations in this section apply to the Mammoth Creek Corridor within the East OSSC area, but may be appropriate to apply to other sections of the corridor in the future.

Recommendation 4.6. Conduct a study to determine if the existing setbacks from Mammoth Creek are appropriate and adequate to protect the creek’s habitat and other important resources. If necessary, based on the study’s outcomes, adopt revised setback standards that would be more protective of the creek.

Recommendation 4.7. Develop a creek restoration and enhancement program for the Mammoth Creek corridor within Mammoth Creek Park, that improves and enhances riparian habitat, improves water quality, and effectively manages fishing access to the Creek. This program should consider:

- Opportunities to improve erosion caused by informal dirt trails and access along creek banks
- Landscaping and irrigation standards (e.g. potential prohibition on permanently irrigated and use of non-native landscaping in the setback zone.
- Maintenance and management of riparian vegetation within established setback areas, including adherence with applicable standards of regulatory agencies.
- Public and private snow management and deposition.

5. Sustainability

Many of the U.S. Green Building Council’s Leadership in Energy and Environmental Design Neighborhood Development (LEED ND) concepts are incorporated into the SDNDP recommendations. These include concepts for the reduction of auto dependency, creation of pedestrian and bicycle networks, the reuse of previously development sites in a more efficient manner, and proximity to housing, jobs and schools. In addition, the following measures are recommended to help to achieve sustainability goals.

Recommendation 5.1. Sustainability measures should be demonstrated in all development projects from construction to operation, including measures such as incorporation of alternate energy systems, use of high efficiency appliances and fixtures, incorporation of green materials and

construction methods, and other measures equivalent to those found in the LEED-certification program.

Recommendation 5.2. Future projects should implement, to the extent feasible, measures aimed at improving water efficiency feasibility studies and reducing water use, including:

- Plumbing new buildings for dual-use of potable and recycled or grey water supply.
- Installing all irrigation plumbing systems to be completely separate from potable service connections, and meet the State requirements for use of recycled water for irrigation and water features supply.
- Utilizing US Environmental Protection Agency (EPA) Water Sense, California Urban Water Conservation Council (CUWCC) best management practices, and/or gray water dual plumbing to minimize water demands

Recommendation 5.3. Conduct additional study to evaluate the feasibility of, and if feasible implement, additional recycled water pipelines and supply to facilitate eventual use of recycled water supply for landscaping irrigation and irrigation of turf areas at Mammoth Creek Park.

Recommendation 5.4. Evaluate the feasibility of, and if feasible develop a program for developers to mitigate increased water demand by funding retrofits of existing, non-water efficient projects.

Recommendation 5.5. Limit impervious surfaces to the extent possible, to allow the maximum area for natural infiltration and reduce storm water flows.

Recommendation 5.6. Integrated storm water management techniques should be incorporated into park, open space, and other landscaped areas to reduce runoff, increase percolation, and treat on-site storm water.

Recommendation 5.7. Infrastructure and future development should be designed to be “geothermal ready” in anticipation of a future geothermal heating district along Old Mammoth Road.

6. Community Benefits

“For the successful and sustainable development of the community, each district should provide different recreation and leisure opportunities, uses, facilities and activities. Each district should add to and complement the community’s overall resort offerings and be programmed to serve the community as well as increase midweek and shoulder season visitation” (General Plan page 24).

Table 2-1 identifies community benefits specific to South Mammoth and explains why these are the identified community benefits, where the community benefits are desired within the district, and the priority level for each community benefit. For clarity, items that are typically required project features are listed first.

C. Recommendations: Sierra Star

The following recommendations apply to Sierra Star. They generally reflect recommendations included in the October 2008 Draft Sierra Star Neighborhood District Planning Study, with some modifications and updates.

1. Land Use and Development Standards

Recommendation 1.1. Orient a mix of uses around the resort core node on the west side of Minaret Road, including lodging, multi-family, and resort commercial.

Recommendation 1.2. Affordable housing uses within Sierra Star should be located as conveniently as possible to transit and local-serving uses, such as schools, community services, and shopping areas.

Recommendation 1.3. Create a 20 foot setback for Bear Lake to assure lake access and protect views, while allowing for access to and use of the lake.

Table 2-1: South Mammoth Required Project Components and Community Benefits

Project Requirements		Why	Where	Basis	Notes
1	Streetscape improvements	<ul style="list-style-type: none"> • Improve aesthetic conditions • Enhance pedestrian environment 	<ul style="list-style-type: none"> • Old Mammoth Road and other designated retail streets 	General Plan	
2	Public access improvements and enhancements (e.g. mid-block connectors)	<ul style="list-style-type: none"> • Enhance recreation experience • Support “feet first” mobility 	<ul style="list-style-type: none"> • Throughout district 	General Plan	
3	Affordable and workforce housing	<ul style="list-style-type: none"> • Enhance community livability and affordability for local workforce 	<ul style="list-style-type: none"> • Throughout district 	Municipal Code/Housing Policy	
4	On-Site Recreational Open Space for Multi-family Residential Units	<ul style="list-style-type: none"> • Ensure livability and access to open space for residents 	<ul style="list-style-type: none"> • Throughout district 	Municipal Code	150 sf of indoor or outdoor recreation space per unit required, per Code
5	Public Plazas	<ul style="list-style-type: none"> • Enhance destination resort character • Enhance district character 	<ul style="list-style-type: none"> • Old Mammoth Road 	General Plan	Large and/or strategically located projects may be required to provide at least one public plaza or other public open space area on-site.
6	On-Site Surface Parking	<ul style="list-style-type: none"> • Ensure adequate parking for uses 	<ul style="list-style-type: none"> • Throughout district 	Municipal Code	
7	Street-Front Retail on Designated Streets	<ul style="list-style-type: none"> • Enhance destination resort character • Enhance district character 	<ul style="list-style-type: none"> • On designated retail streets 	General Plan	

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Incremental Benefits Above Project Requirements ²		Why?	Where?	Notes
8	Special event areas and plazas, in excess of any number required.	<ul style="list-style-type: none"> • Enhance destination resort character • Enhance recreation experience 	<ul style="list-style-type: none"> • Old Mammoth Road 	<ul style="list-style-type: none"> • See 5 above.
9	Public and Shared Parking Facilities	<ul style="list-style-type: none"> • Support successful commercial district 	<ul style="list-style-type: none"> • Throughout district 	<ul style="list-style-type: none"> • Community benefit considered for provision of public parking spaces above the number needed to serve project demand.
10	Park Enhancements and Improvements	<ul style="list-style-type: none"> • Enhance destination resort character • Enhance resident and visitor recreation experience 	<ul style="list-style-type: none"> • Mammoth Creek Park 	<ul style="list-style-type: none"> • Parks and open space considered as a community benefit for acreage provided above required minimum ratio.
11	Open space and passive recreational space	<ul style="list-style-type: none"> • Enhance destination resort character • Enhance resident and visitor recreation experience 	<ul style="list-style-type: none"> • Throughout district 	<ul style="list-style-type: none"> • Parks and open space considered as a community benefit for acreage provided above required minimum ratio.
12	Arts, culture, and heritage facilities (e.g. support for Mammoth Lakes Arts Center or other Existing Arts and Culture Uses)	<ul style="list-style-type: none"> • Enhance destination resort character • Enhance resident and visitor recreation experience 	<ul style="list-style-type: none"> • Throughout district • Mammoth Creek Park 	<ul style="list-style-type: none"> • Provision of public art, arts, cultural, and heritage facilities beyond those required for environmental mitigation or by code.
13	Enhanced transit facilities	<ul style="list-style-type: none"> • Support “feet first” access • Support successful commercial district 	<ul style="list-style-type: none"> • Old Mammoth Road 	<ul style="list-style-type: none"> • Provision of transit facilities beyond those required for environmental mitigation or by code.
14	Environmental Restoration	<ul style="list-style-type: none"> • Enhances natural environment 	<ul style="list-style-type: none"> • Mammoth Creek corridor 	<ul style="list-style-type: none"> • Environmental restoration and enhancement beyond that needed to mitigate project impacts

² These benefits can be implemented at incremental scales, unlike the Significant Benefits above Project Requirements, listed below (14-19).

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Significant Benefits Above Project Requirements		Why?	Where?	Notes
14	Anchor retail and entertainment uses	<ul style="list-style-type: none"> • Enhance destination resort character • Create successful shopping district 	<ul style="list-style-type: none"> • South Old Mammoth Road 	<ul style="list-style-type: none"> • Retail spaces designed and located to accommodate an anchor retail tenant, or entertainment use (e.g. movie theater).
15	Events facilities	<ul style="list-style-type: none"> • Enhance destination resort character • Enhance resident and visitor recreation experience 	<ul style="list-style-type: none"> • Throughout district but focused in Mammoth Creek Park 	
16	Child care facilities	<ul style="list-style-type: none"> • Enhance community livability for local workforce 	<ul style="list-style-type: none"> • Throughout district 	
17	Performance and cinema theaters	<ul style="list-style-type: none"> • Enhance destination resort character • Enhance resident and visitor recreation experience 	<ul style="list-style-type: none"> • Throughout district 	
18	Underground on-site parking facilities	<ul style="list-style-type: none"> • Support attractive pedestrian-oriented district. • Support “feet first” mobility 	<ul style="list-style-type: none"> • Throughout district 	<ul style="list-style-type: none"> • Underground parking is desirable, and is more expensive to construct than surface parking
19	Snow play areas	<ul style="list-style-type: none"> • Enhance destination resort character • Enhance resident and visitor recreation experience 	<ul style="list-style-type: none"> • Mammoth Creek Park • Borrow Pit Area 	
20	Trails system improvements	<ul style="list-style-type: none"> • Enhance destination resort character • Enhance resident and visitor recreation experience 	<ul style="list-style-type: none"> • Mammoth Creek Park Area • Sherwins Area 	

Recommendation 1.4. All major land use applications within Sierra Star should incorporate the following:

- A detailed signage program, including both wayfinding and interpretive signage.
- A Resort Amenities Plan that identifies a year-round program of amenities to complement those already existing in town.
- Planned locations for public art, including locations.

Recommendation 1.5. Provide an area for public access to Bear Lake that could potentially serve as a venue for small events.

2. Placemaking

Recommendation 2.1. Ensure that the buildout of remaining areas within Sierra Star supports the completion of this area as a successful year round resort development, including an attractive and well-integrated resort core west of Minaret Road and complementary resort residential uses elsewhere.

Recommendation 2.2. Architecture within Sierra Star should be of a high quality, and reflect the evolving architectural character of the Town

Recommendation 2.3. When possible, perimeter trees should be maintained or replaced. Perimeter trees are a valuable tool for screening views from the public realm. New development and compliance with fire safety standards may result in the need to remove some perimeter trees. When feasible, new trees should be planted along the perimeter to screen view and maintain the forested feel of the site.

3. Mobility

Recommendation 3.1. Provide safe pedestrian connections across Minaret Road.

Recommendation 3.2. Provide connections to Mammoth Mountain Ski Area's major portals that do not require use of personal automobiles.

Recommendation 3.3. Study the need and demand for transit through Sierra Star to support new and existing development, and design and locate transit stops as needed, , including a potential shelter or shelters at stop(s) serving the resort core.

Recommendation 3.4. A future major development application should include a comprehensive parking plan that encourages underground parking and shared uses.

Recommendation 3.5. Design and locate needed roadway connections within Sierra Star to adequately serve the planned development allowed in the Lodestar/Sierra Star Master Plan and meet emergency access requirements, while minimizing through traffic to protect the quiet setting of residential areas within the golf course. Future proposals for each remaining development area within Sierra Star should carefully consider circulation options including:

- Limiting through connections between East Bear Lake Road and the future 7B Road to emergency access only.
- A potential vehicular and/or trail connection between the 7B Road and Main Street, potentially through the Chutes and/or La Sierra properties.
- Design and siting of roads to minimize use of roads as cut-through routes for non-Sierra Star traffic, minimize snow storage impacts, tree removal, and disturbance to neighboring properties from headlights and vehicle noise.

Recommendation 3.6. Provide year-round access to public trails.

Recommendation 3.7. Maintain and increase linkages, particularly east-west connections, for pedestrians and cyclists to the existing and future Town trails system, including Main Street pedestrian path or sidewalks. Adequate wayfinding signage should be provided to clearly direct pedestrians and cyclists to their destinations and minimize trespassing on the golf course and through residential areas.

Recommendation 3.8. Establish a safer means of non-vehicular travel along Minaret Road to facilitate non-motorized connectivity to sidewalks and trails at the intersection with East and West Bear Lake Drive and to the Multi-Use Path at Meridian Boulevard. This could include a sidewalk, multi-use path or some combination of the two.

4. Open Space and Recreation

Recommendation 4.1. Improve recreational opportunities in Sierra Star in conjunction with future development. Potential opportunities include:

- Designing for passive recreation around Bear Lake, such as an interpretive trail, public art, and boardwalk at the water's edge. Such uses should not interfere with Bear Lake's intended purpose as a storm water catchment basin, reservoir for irrigation water, and golf water hazard.
- Private Nordic ski trails on the Sierra Star Golf Course.
- Snow play area within the resort core.
- Snow golf.

Recommendation 4.2. Incorporate at least one neighborhood or community park to serve the needs of workforce housing built in conjunction with development of the Sierra Star/Lodestar Master Plan.

5. Infrastructure

Recommendation 5.1. Effectively manage stormwater runoff to avoid downstream drainage and flooding issues, particularly with the Sierra Valley neighborhood. Construction and operation of future uses should be sensitive to drainage impacts. Development of new uses should follow a program of best management practices tailored to reduce runoff impacts, developed in coordination with the California State Water Resources Control Board. New uses should also

include a program of infrastructure improvements developed in consultation with the Town of Mammoth Lakes.

6. Sustainability

Recommendation 6.1. As part of a major development application for Sierra Star, create a sustainability matrix to guide development and operations of new uses under all major land use applications in the Study Area. The matrix should map out a range of strategies and provisions for the sustainable development and operation of the proposed project, providing a level of detail capable of guiding these strategies through design, construction and ongoing implementation and maintenance. The matrix should identify the responsible party for addressing each strategy, as well as a target or standard for measuring the successful implementation of strategies appropriate to the project.

The matrix could address the following areas:

- Water
- Transportation
- Architecture
- Landscape
- Energy
- Construction/waste management
- Maintenance
- Others, as appropriate

7. Community Benefits

Sierra Star is subject to an existing Master Plan (Lodestar Master Plan), and to terms and conditions set forth in the Intrawest Development Agreement. Community benefits and amenities shall be as identified in the existing Master Plan and Development Agreement, unless updates or amendments to these documents are adopted by the Town.

D. Summary of Key Facilities and Improvements

The following list summarizes the key facilities and improvement needed to implement the Concept and Recommendations outlined above.

1. South Mammoth

- Reconfigured Old Mammoth Road Cross-Section between Meridian Blvd and Mammoth Creek Park to include:
 - Two Travel Lanes and a Center Turn Lane
 - Bike Lanes.

- On-Street Parking.
- Sidewalks.

- Streetscape improvements (benches, planters, trash cans, etc.).
- 1-2 public parking lots or structures providing up to 250 parking spaces within walking distance of Old Mammoth Road. (Number to be determined through additional study).
- At least one small event space along Old Mammoth Road between Meridian and Chateau Road, which may be a seasonal venue at Minaret Village or other suitable location.
- 2-3 cleared sites (2-3 acres each) within Mammoth Creek Park east and west for outdoor event sites.
- 40,000 to 50,000 square foot indoor events facility in Mammoth Creek Park east, south of Mammoth Creek.
- Investment/upgrade of Mammoth Arts Center.
- Trails system improvements to close trail gaps and connect from Mammoth Creek Park to adjacent recreation nodes and trails.
- Enhanced Hayden Cabin Complex, including relocated Sartori Cabin, and improved parking and visitor facilities (such as restrooms).

2. Sierra Star

- Major flagged resort hotel.
- Public access and circulation improvements, including summer and winter trails, extended transit routing.
- Other public and improvements per Intrawest Development Agreement.

E. Actions and Implementation Steps

A series of actions and implementation steps are critical to successful implementation of the South Districts NDP, particularly to achieve the types of changes desired in the South Mammoth area. Collectively, these follow four major principles:

- 1) *Designing places where people want to be.* There should be distinctive, vibrant and walkable mixed use districts and centers within the town that are a focus of activity, contain a mixture and diversity of uses, and provide a well-designed, attractive and comfortable built environment.
- 2) *Program, development standards and use are critical:* Within each district, physical development standards, land use, program elements, and facilities should support and reinforce the desired character and function of the district.
- 3) *Catalyst sites can jump-start desirable development:* Catalyst sites are the large, publicly owned properties which can allow for a meaningful development program, and as a result are capable of stimulating more significant changes within the broader district.
- 4) *Building momentum through partnership:* Partnership between the Town and private investment is critical to achieving desired change. Public and private investments should reflect a sustainable development approach that considers both momentum-building short term opportunities, alongside strategies that provide a long-term return on investment to the community in the form of increased visitation, TOT and sales tax revenues.

Actions include short-range and pilot projects, as well as longer term projects and programs.

1. Short-Range and Pilot Projects

- Initiate Mammoth Creek Events hub “Stage 1”: Outdoor and indoor facilities, flexible recreation & public arts park
- Install municipal wayfinding*
- Install community informational and interpretive signage*
- Install gateway and district-markers*
- Build priority trail segments and complete trails system wayfinding program*

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- Establish a design palette and begin installation of street furniture like benches, lighting, trash cans and planters on Old Mammoth Road.
- Explore snow removal/management options and programs for Old Mammoth Road.
- Improve parking options on vacant lots and on streets.
- Provide additional transit service and shelters.
- Develop and implement a special events program.*
- Invest in and maintain existing facilities with enhanced maintenance programs.

2. Other Projects and Programs

- Study and Support Event “Stage 2”: Large Events Site, with capacity for a 10,000+ person event.
- Reconfigure Old Mammoth Road.
- Complete Trails System.*
- Leverage on-site & off-site shared parking in lots and structures.

3. Economic Development and Business Investment*

- Continue to grow commercial air service.
- Coordinate town-wide events marketing and promotion in conjunction with Mammoth Lakes Tourism.
- Develop business incentive programs for upgrades and improvement to buildings and facades.
- Implement branding program.
- Expand Mammoth Ambassador Program.
- Study potential for Redevelopment.

* *In conjunction with a Town-wide program.*

F. Conclusions

The SDNDP articulates important concepts for three key areas of town that will be a focus for change and revitalization over the years to come, and

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which fit within a broader vision for the Town that knits together the district planning that has occurred to date. For South Mammoth, the key idea is one of infill and revitalization, focused around arts, culture and events, with Mammoth Creek Park and its facilities as an anchor to the broader district and point of transition and connection between Old Mammoth, Snowcreek and the Old Mammoth Road Commercial District. Sierra Star will build out as a successful resort oriented around the existing golf course, with broadened connectivity and year-round recreation.

The specific concepts and recommendations of this report feed into the an integrated Townwide District Planning Concept which in turn will guide and be enacted through current and future planning efforts such as completion of the Zoning Code Update; Capital Improvement Plan; and Resort Investment and Public Facilities Element and Program. Together, these efforts form the basis of a strategic and focused investment strategy for Mammoth Lakes, based on the key principles of place-making, partnership, and momentum capitalizing on key catalyst sites and leveraging existing assets and opportunities.