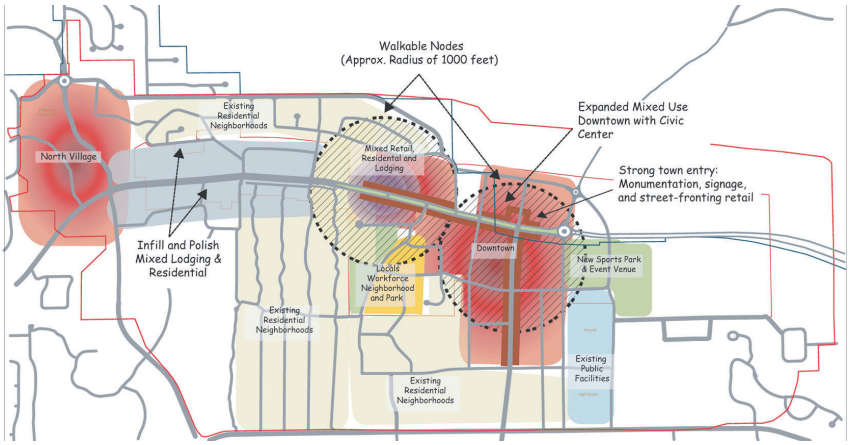


















Town of Mammoth Lakes

Downtown Concept for Main Street

Accepted September 1, 2010

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Chapter 1. Foreword

The following foreword was written by Elizabeth Tenney, Planning Commissioner and member of the Downtown Neighborhood District Plan Focus Group

In the late 1970s, Mammoth Lakes' Main Street, a non-pedestrian-friendly gash through the center of our community, was to be the first leg of Trans-Sierra Highway 203. After Red's Meadow packer Bob Tanner took then Governor Reagan into the back country and asked, "You really want to put a highway through this?" the plan was scuttled.

The Trans-Sierra Highway idea may have been abandoned, but today Main Street/ 203 remains a highway of strip malls, unfriendly to pedestrians and struggling transit users. Its 200 foot of right-of-way is piled high with dirty snow banks that block retail for nearly eight months of the year.

Individually, heroic efforts have been made to improve the appearance of Main Street. Some businesses have remodeled and upgraded their signage and lighting. The Town, with support from Caltrans, built a pedestrian promenade between Old Mammoth Road and Laurel Mountain. New no-glare street lighting and banners were installed. Segments of the trail system have been added. A very attractive fire station was built. Several crosswalks were striped and lighted.

While a number of attempts have been made over the years to "fix" Main Street, consideration of a comprehensive makeover for all of Main Street has not met with success until just recently.

In the 1990s, a series of Main Street public workshops was conducted, but some vocal business owners were opposed to any change that didn't permit parking at the door. A Redevelopment Agency was explored but citizen opposition stymied that.

Mammoth's Main Street was even used as a case study at a two-day Sierra Business Council workshop in Truckee in 2002. A group of architects, traffic engineers and designers studied an enlarged map of Main Street and, using tissue overlays, sketched in many good ideas. With the Mammoth Lakes community still bogged down in the General Plan Update, those ideas weren't pursued.

Enter Mammoth Mountain CEO Rusty Gregory and Snowcreek Investment Company's Chuck Lande in 2009 as the economy was plummeting. "We need to be ready when the capital comes back. We need to be prepared for reinvestment," said Gregory. Rather than developers coming to town and telling us what they plan to do, we need to tell them what we want and then work together to fit project proposals into our community's plan. Acting on that good idea, Gregory and Lande each put

up $50,000 to hire Hart Howerton, a noted planning firm in San Francisco and Denver, to develop a comprehensive plan for all of Main Street. Hart Howerton designers, not very familiar with Main Street and its history, were able to study it from a fresh perspective. The results were novel, innovative, and creative. The Hart Howerton Plan was also unsettling to many locals who grumbled about but were accustomed to the status quo.

The Hart Howerton Plan, while by no means a home run, was the push the community needed to engage in developing a consensus vision for change on Main Street. The 2007 General Plan requires district planning for certain key areas of the community. A Neighborhood District Plan for Main Street and the Shady Rest Site, in conjunction with the existing planning work already completed for North Old Mammoth Road, was next on the to-do list. Mammoth Mountain Ski Area and Snowcreek Investment Company had thus jump-started the District Planning Process for Main Street.

The next step was to involve the community. A broad-based focus group of 15 interested citizens representing nearly every demographic in Mammoth was formed in October 2009. The focus group members were key because they "knew the territory." They spoke their minds. They knew what could work and what couldn't, yet they were open to new ideas. At the first meeting, the Hart Howerton Plan was studied closely and the opinions flew. Lists of likes and dislikes, "possibles" and "will never work" were compiled.

With the Community Development Department staff serving as the "planning consultant" for this Downtown Neighborhood District Planning (DNDP) study, over a series of five focus group meetings and two community workshops, Main Street makeover options and alternatives were developed and refined. This report presents that process.

Chapter 2. Introduction and Background

A. Introduction

This Study Report summarizes the outcomes of the Neighborhood District Planning (NDP) process for districts within Mammoth Lakes' Downtown area, encompassing the Main Street/Highway 203 corridor from the Town entry to Minaret Road, the North Old Mammoth Road area, and the 25-acre Shady Rest Site. Successful planning through the NDP process is critical to redefining the character, form and function of Main Street and the entire downtown as the town's major gateway and commercial district, providing a catalyst for reinvestment and change.

Over a ten month period from August 2009 to June 2010, a series of Focus Group and public meetings were held to develop a Framework for the study, review existing conditions, develop and refine alternatives, and finally, create a Preferred Concept for the Study Area. The Preferred Concept is a bold, long-range vision for the downtown, including:

- Significant change and improvement to physical and design conditions along the Main Street corridor.
- Creation of a walkable, connected downtown focused around the east end of Main Street and North Old Mammoth Road.
- Transportation system enhancements including additional road network connections and an emphasis on alternate transportation modes.
- Focused concepts for major catalyst sites including the US Forest Service property north of Main Street, and Town/County property at Sierra Park Road/Main Street.
- Creation of a livable workforce neighborhood within the Shady Rest Site.

While significant progress has been made through the Downtown NDP process so far, additional work remains to be done. Additional study and analysis will be completed to test and refine the concepts articulated in this report, and to determine the realistic and feasible program of changes that are needed. Ultimately, the refined Downtown Concept will be codified through planning and development standards adopted into the Municipal Code, and with a refined implementation program to make the concept a reality. These "next steps" are more fully described in Chapter 5.

B. District Planning

District Planning is a concept defined in the recently-adopted 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.

The goal of the Downtown NDP (DNDP) is to develop directed and strategic planning and policy recommendations for the Downtown area (Main Street Corridor/North Old Mammoth Road/Shady Rest districts). Mammoth Mountain Ski Area (MMSA) and the Snowcreek Investment Company took the initiative to kick-off the Downtown district planning process in 2009 by having Hart Howerton, an experienced planning firm, prepare a planning concept for the Downtown area, shown in Figure 2-1. The Hart Howerton concept evoked a range of reactions, some positive and some negative. Most importantly it started a dialog and accentuated the need for a community-driven planning process for the Downtown area.

The Town Council directed that the DNDP should be completed as part of the Fiscal Year 2009-10 Community Development Department work program, followed by completion of other remaining district plans for the South Old Mammoth Road, Sierra Valley Sites, Gateway area, Sierra Star, and East Open Space Stream Corridor (OSSC).

In recent years, NDPs have primarily been initiated in conjunction with major development project applications, including proposed Master Plan or Specific Plan Amendments, with work funded by applicants and undertaken by third party planning consultants. The Downtown NDP differs from this model in several ways: it was triggered by the MMSA/Chadmar-initiated planning effort, which did not revolve around a specific development proposal. In addition the Town has acted as the "planning consultant" with most work completed by staff, with logistical and marketing support from MMSA.

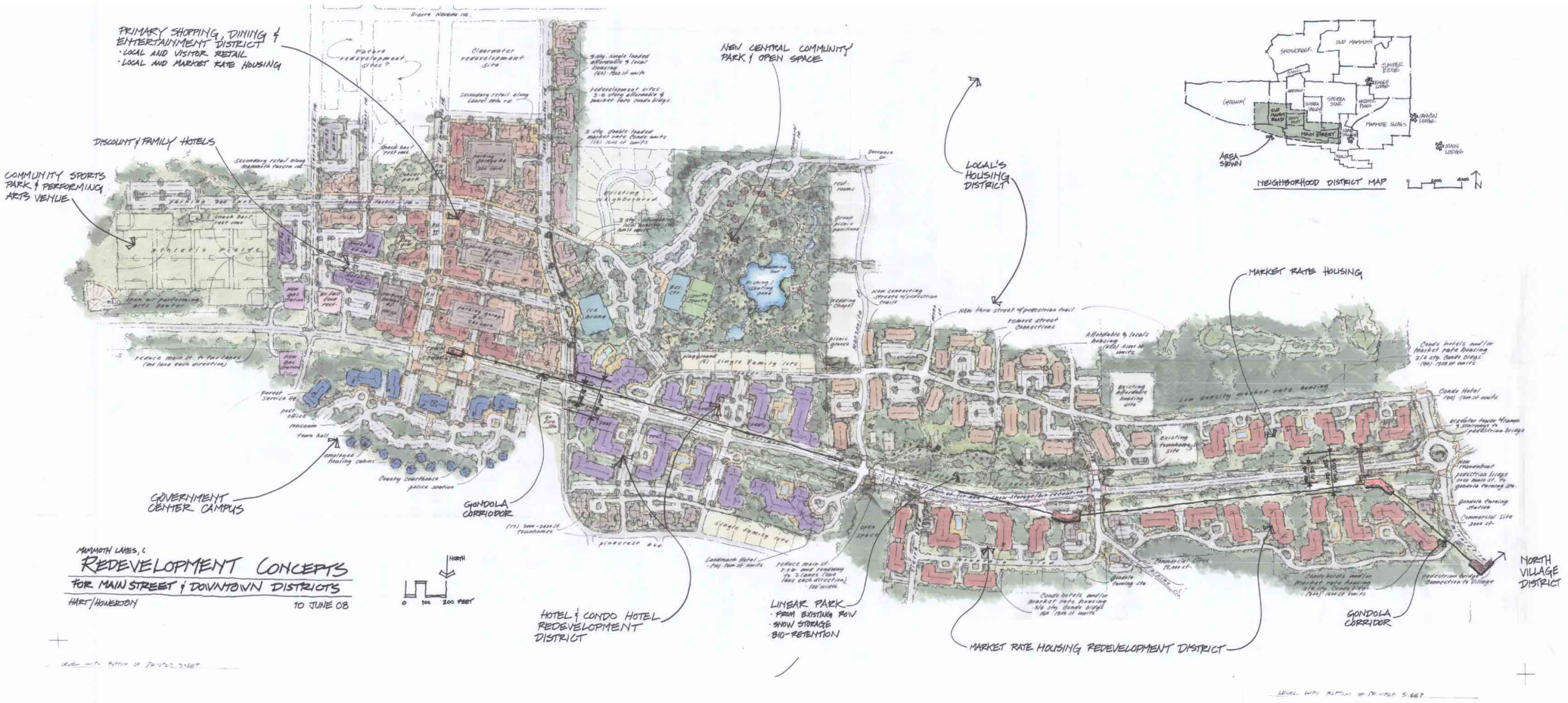


Figure 2-1: Hart Howerton Concept

C. Downtown NDP Process

Figure 2-2 shows the series of steps that were followed to develop the Preferred Concept. The steps follow those outlined in the Town Council's policy on district planning which was adopted in April 2007, and provide the organizing framework for this report. The process steps include:

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

Chapter 3 of this report describes the Framework, existing conditions, issues, opportunities and constraints. The process to develop and review alternatives for the DNDP study area is described in Chapter 4. Chapter 5 includes a complete description of the DNDP Preferred Concept and related recommendations.

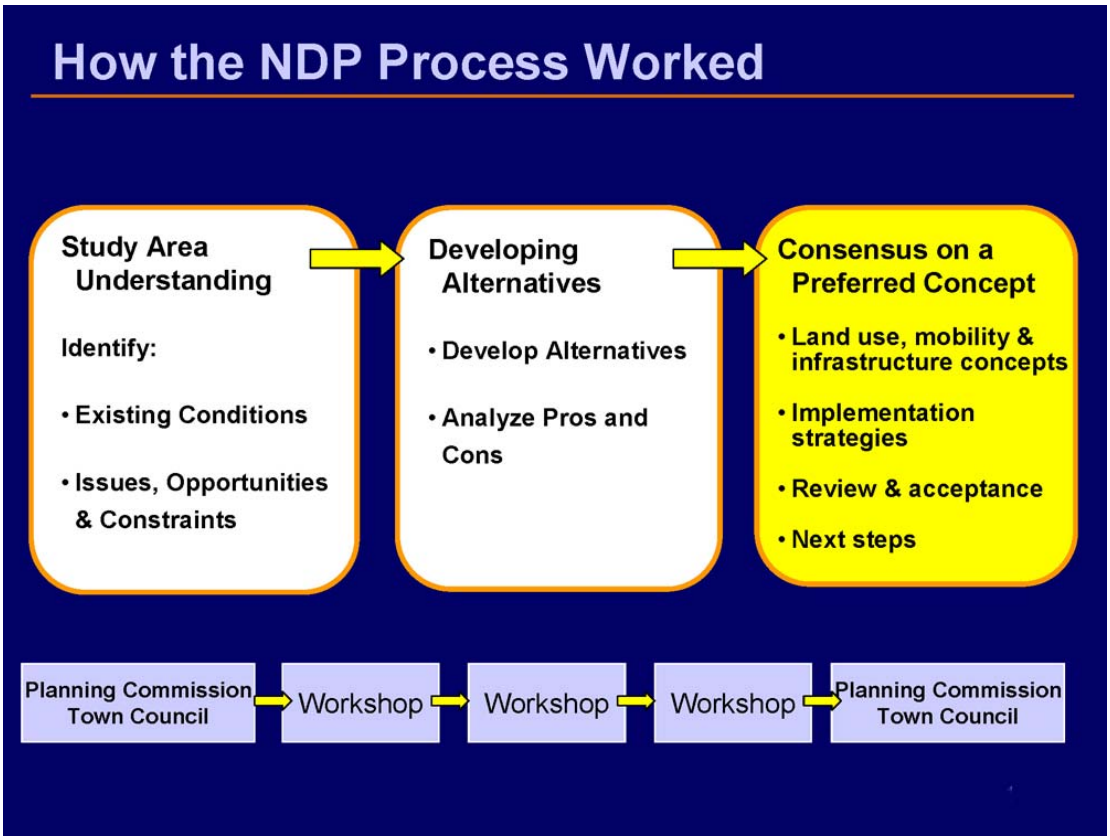


Figure 2-2: NDP Process

D. Community and Agency Engagement

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 DNDP process included a significant 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.

1. Community and Focus Group Meetings

The meetings that were held during the course of the NDP process are listed in

Table 2-1 below. As shown in the table, a total of five focus group meetings, three community workshops, an open house held over the course of two days, and six meetings with Planning Commission or Town Council were held. Two week advanced notification of each community workshop ensured a broad and inclusive public process. The public was also able to comment via internet surveys created by MMSA throughout the process.

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 Main Street. Appendix A lists the members of the Focus Group, and includes notes from each of the meetings that were held with this group. In general, the role of the Focus Group was to provide direction, comments, and initial feedback on materials prior to broader public review.

Table 2-1: Key NDP Meetings and Workshops

Date	Workshop/Meeting	Meeting Subject
August 26, 2009	Planning Commission Meeting	Review Framework and make recommendation to Town Council
September 16, 2009	Town Council Meeting	Approve Framework
September 17, 2009	Focus Group Kick-Off Meeting (# 1)	Review Framework Guiding Principles and critique Hart Howerton Concept
October 13, 2009	Focus Group Meet (# 2) & Community Workshop	Discuss existing conditions, issues, opportunities and constraints analysis; Provide input on preliminary alternatives

Date	Workshop/Meeting	Meeting Subject
November 5, 2009	Community Workshop	Discuss existing conditions, issues, opportunities and constraints analysis; Provide input on preliminary alternatives
December 15, 2009	Focus Group Meet (# 3)	Discuss preliminary alternative concepts
January 29, 2010	Focus Group Meet (# 4)	Confirm two Alternatives: Greenway and Downtown
February 19 & 22, 2010	Open Houses	Review DNDP progress to date, ask questions, provide comments
February 23, 2010	Community Workshop	Discuss two Alternatives: Greenway and Downtown
March 23, 2010	Mobility Commission Meeting	Presentation of DNDP progress to date, ask questions, provide comments
May 12, 2010	Planning Commission Presentation	Presentation on progress to date, including preliminary information on the preferred concept
May 24, 2010	Focus Group Meet (# 5)	Review Synthesis Alternative and DNDP Recommendations
June 23, July 14 & 28, 2010	Planning Commission Meeting	Review DNDP Report and make recommendation to Town Council
September 1, 2010	Town Council Meeting	Consider and Accept DNDP Report

2. Agency Consultation

A number of different agencies have property ownership and other interests within the study area; consultation with these agencies during the course of the process was therefore critical. These agencies include:

- **California Department of Transportation (Caltrans),** who owns the majority of the right-of-way for Main Street/State Route 203 and is responsible for the design, construction, maintenance, and operation of the California State Highway System. In addition to these jurisdictional responsibilities, the Town was awarded a significant grant through Caltrans' Community Based Transportation Planning (CBTP) program, to engage in planning for Main Street and other commercial corridors, which has funded a significant portion of this NDP Planning effort.
- **The United States Forest Service (USFS),** a Federal land management agency, controls a substantial amount of property at the east end of Main Street, mostly outside of the Town's Urban Growth Boundary (UGB). The USFS was involved in the development and discussion of DNDP alternatives.

- **Mono County** and the Town own the majority of the Civic Center site, at the southeast corner of Sierra Park Road and Main Street. Mammoth Hospital, located south of the Civic Center site, has an option for a portion of this property.
- **Mammoth Unified School District (MUSD)** operates the public school system in Mammoth Lakes, and owns property north of the schools that abuts the DNDP study area.
- Utility and service providers, such as **Mammoth Lakes Fire Protection District (MLFPD), Mammoth Community Water District (MCWD), Eastern Sierra Transit Authority (ESTA), and MMSA**, have a considerable interest in the planning process because recommendations of the DNDP may have implications for the services they provide.

Table 2-2 summarizes the key agency meetings held throughout the DNDP process.

Table 2-2: Agency Meetings

Date	Agency Meeting
September 28, 2009	US Forest Service
October 7, 2009	Caltrans District 9
On-going (every Thursday as needed)	Mammoth Mountain Ski Area (MMSA)
November 17, 2009	Caltrans District 9
January 7, 2010	Mammoth Lakes Fire Protection District (MLFPD) and Mammoth Lakes Police Department (MLPD)
January 15, 2010	Mammoth Unified School District (MUSD)
January 19, 2010	Eastern Sierra Transit Authority (ESTA)
January 19, 2010	Mammoth Lakes Trails and Public Access (MLTPA)
January 27, 2010	Mammoth Community Water District (MCWD)
February 11, 2010	Caltrans District 9
May 10, 2010	Caltrans District 9

E. Related Plans and Studies

A number of related documents, studies and plans were referenced during the preparation of the Downtown NDP. In addition to the General Plan and Zoning Ordinance, these include district planning studies developed for neighboring districts, as well as town-wide strategic planning documents.

1. General Plan and Zoning Ordinance

All of the properties within the DNDP Study Area are subject to the Town's General Plan and Zoning Ordinance. Relevant standards and other guidance for the study area established by the General Plan and Zoning Ordinance are outlined in Chapter 3.

As noted above and in Chapter 3, district planning is called for in the General Plan. The General Plan also describes the town's various planning districts and their characteristics, which are used as a basis for the Framework approved by the Town Council and Planning Commission that guides the development of each district plan.

2. District Studies

The DNDP study area extends over multiple districts, including the Main Street and Shady Rest districts and portions of the Old Mammoth Road and Gateway districts. District planning has been completed for the North Old Mammoth Road District through the North Old Mammoth Road Special Study (NOMRSS). The Shady Rest District Study (SRDS) was initiated in spring 2008, but was not completed because the applicant was unable to pursue the proposed Shady Rest Master Plan update. No separate district planning effort, other than the DNDP, has been initiated for the Main Street or Gateway districts. A brief outline of each of these studies is provided below. Consideration of each of these studies was included during the development of the DNDP study and in the formulation of the Preferred Concept.

a. Shady Rest District Study

The SRDS completed an analysis of opportunities and constraints and the development of preliminary alternative concepts for the Shady Rest Site. The preliminary alternative concepts included a range of densities, unit types, parks/open space, and services such as child care and transit. The SRDS work was considered in the DNDP, and recommendations specific to the Shady Rest District are included.

b. North Old Mammoth Road District Special Study (NOMRDSS)

The NOMRDSS encompasses approximately 48 acres along Old Mammoth Road from Main Street to Sierra Nevada Road. The northerly portion of the North Old Mammoth Road area (from Main Street to Tavern Road) is included in the DNDP study area. The recommendation of the NOMRDSS was for the NOMR area to remain as a mixed-use district with ground floor retail and residential above, public gathering spaces, and feet-first design. The NOMRDSS was accepted by Town Council in November. It is not the intent of the DNDP to modify or change the recommendations of accepted district plans; therefore, the NOMRDSS recommendations are incorporated into the DNDP.

c. North Village District Planning Study (NVDPS)

The NVDPS includes the North Village Specific Plan area that is included in the DNDP sphere of influence. This study recommended a place- and character-based "transect" approach for the study area. The most intensive development of commercial and lodging would be encouraged along both sides of Minaret Road and at the "four corners" intersection of Main Street and Minaret Road. The NVDPS was accepted by Town Council in mid-2009. The recommendations from the NVDPS were considered during the DNDP process.

d. Sierra Star Master Plan Planning Study (SSMPPS)

The SSMPPS includes the Sierra Star Master Plan area, which is partially within the DNDP sphere of influence. The SSMPPS was developed as a draft, but the process was placed on hold by the applicant in 2008, along with the Sierra Star Master Plan Update, due to the economic downturn. Relevant information from the SSMPPS was considered during the DNDP process.

3. Destination Resort Community and Economic Development Strategy (DRCEDS)

DRCEDS is a three year strategic and operational plan for the Town, directed toward implementation of the General Plan community vision of becoming a premier, year-round resort community. With an economic focus, the DRCEDS implements the 2007 General Plan, emphasizing the "triple-bottom line." As stated in the General Plan: "The values of the community also encompass making decisions that benefit the community's social, natural, and economic capital – the triple bottom line." The DRCEDS establishes a blueprint to be used to guide actions and the allocation of Town resources toward destination resort goals, including the identification and refinement of place-specific urban design, facilities and economic investment opportunities through district planning.

4. Draft Facilities Planning Documents

Three draft Town of Mammoth Lakes planning documents are referenced in this report.

a. Draft Trail System Master Plan (TSMP) (February 2009)

The Draft TSMP includes recommendations to achieve an integrated system of infrastructure and programs to support recreation and mobility while connecting various nodes throughout town. The Draft TSMP incorporates MLTPA's GIC points, which are key public access and trail points. Trails planning for internal trails systems within specific districts are deferred to the district planning process. The Town will be undertaking CEQA review of the TSMP in 2010, with a goal of adopting the Plan by mid-2011.

b. Draft Parks and Recreation Master Plan (PRMP) (April 2008)

The Draft PRMP outlines the vision for developing parks and recreation within Mammoth Lakes for the next 18 years. Once adopted, the Draft PRMP will update the existing Parks and Recreation Element of the General Plan.

c. Draft Mobility Diagram

The Draft Mobility Diagram was prepared in 2006 to start looking at opportunities to expand and improve the Town's circulation system, including pedestrian, bicycle, transit, parking, and automobile infrastructure. The Draft Mobility Diagram was considered in developing recommendations for the DNDP study area's circulation system.

Chapter 3. Framework, Existing Conditions, Opportunities and Constraints

This Chapter provides an overview of the DNDP Framework and the existing conditions, issues, opportunities and constraints that were established during the district planning process.

The Framework is a key component of the DNDP, since it provides the overall guidance and scope of work for the planning effort. It defines the study area to be addressed, establishes guiding principles based on the General Plan, and outlines the initial range of issues, and subjects to be considered. The Planning Commission and Town Council considered and approved the DNDP Framework in Fall 2009. The components of the Framework are summarized below, and the complete Framework approved by the Planning Commission and Town Council is included as Appendix B.

A. Study Area Boundaries

Figure 3-1 and Figure 3-2 shows the DNDP study area, which covers approximately 210 aces and extends from the North Village to the Mammoth RV Park and Welcome Center at the east entry to the town. The study area encompasses multiple districts defined by the General Plan, including the entire Main Street and Shady Rest districts, the north portion of the Old Mammoth Road District and the northwest portion of the Gateway District. The inclusion of multiple districts within the study area allows for a comprehensive planning effort for the Main Street corridor, and for key interface and transition areas between Main Street and adjoining districts to be addressed.

The relationship of the Study area to other Town boundaries is also illustrated in Figure 3-1. The Welcome Center and USFS lands north of Main Street are outside of the Town's UGB. The study area includes properties zoned Commercial Lodging (CL) and Commercial General (CG) along both sides of Main Street as well as Public and Quasi Public zoned properties such as Fire Station #1, the Town/County Civic Center site, and the Mammoth RV Park (USFS land).

To organize and facilitate the analysis of the study area, five subareas were identified, based on their location and characteristics. A complete description of existing conditions within the study area and its subareas is provided in Section E of this Chapter.

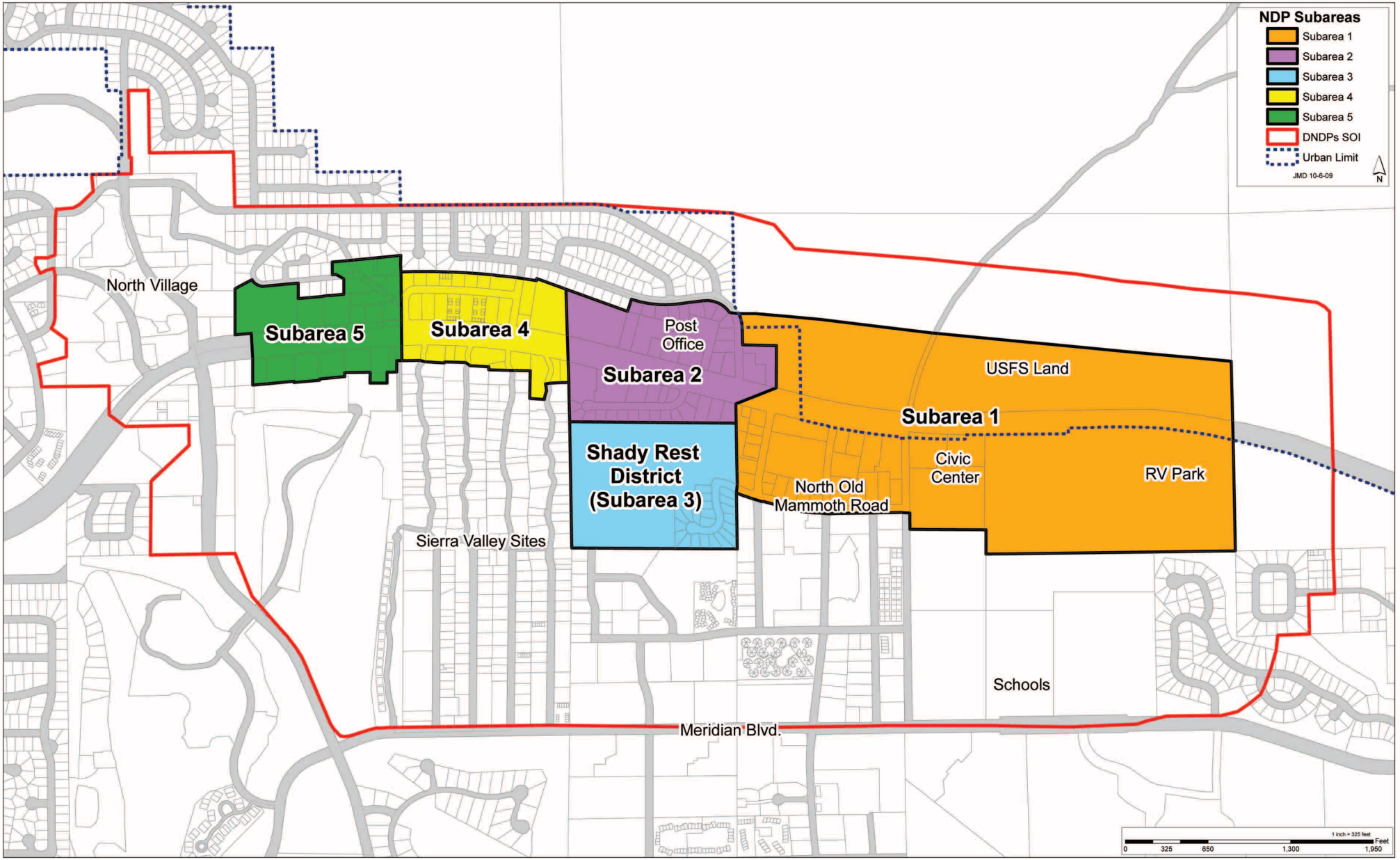


Figure 3-1: Study Area Boundaries

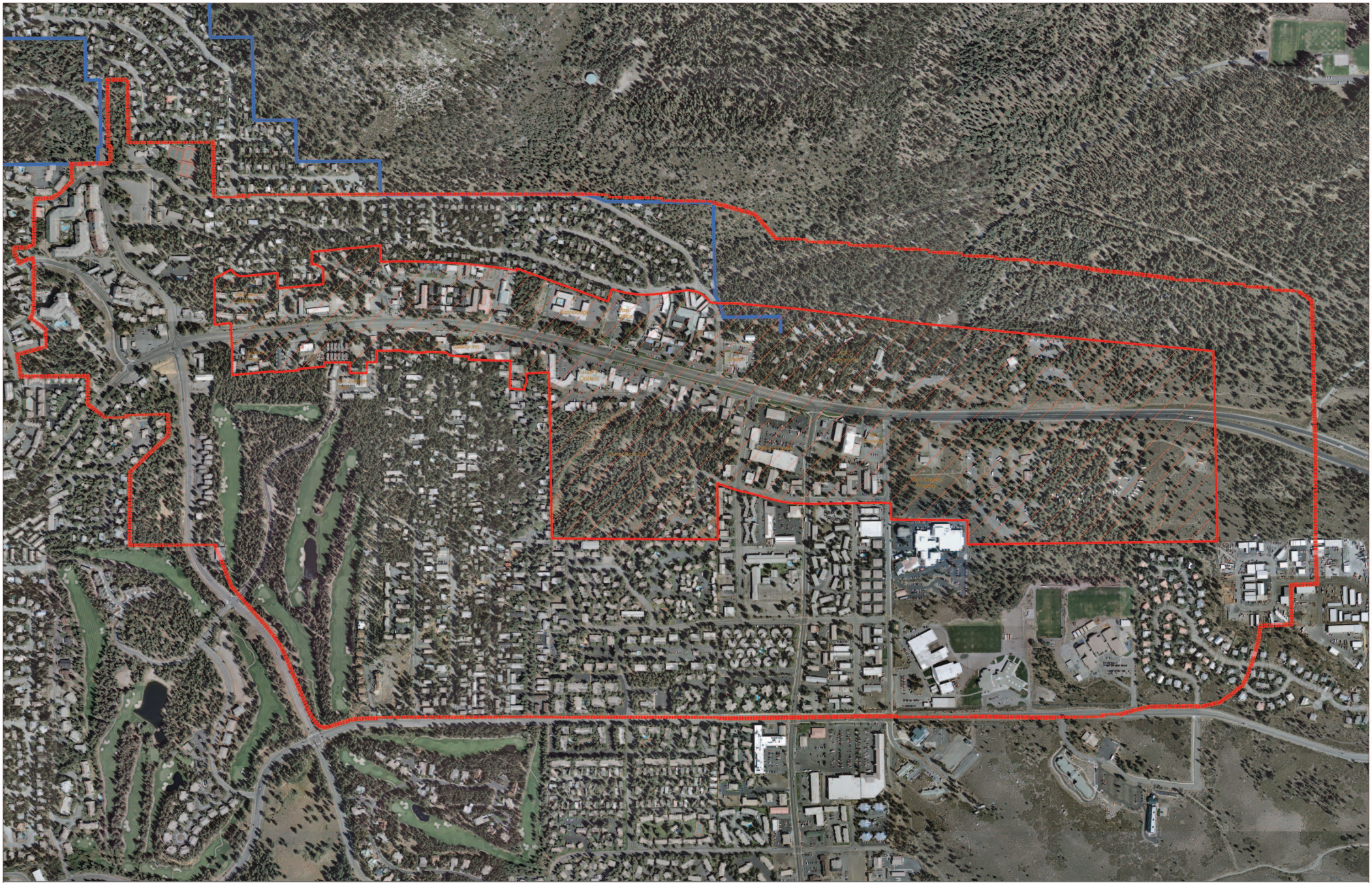


Figure 3-2: Study Area with Aerial Photograph

The five subareas are also shown in Figure 3-1, and include the following:

- **Subarea 1 –** North Old Mammoth Road, Civic Center site, RV Park, and Welcome Center.
- **Subarea 2 –** Center Street and the Post Office.
- **Subarea 3 –** Shady Rest District.
- **Subarea 4** – Mountain Boulevard and north/commercial end of Sierra Valley Sites, and
- **Subarea 5 –** Viewpoint Road and commercial lodging uses.

B. Sphere of Influence (SOI) Boundaries

The sphere of influence for the DNDP encompasses a more extensive area to consider in relationship to the Study Area in terms of surrounding uses, relationships, and impacts. As shown in Figure 3-1, the SOI includes an area bounded by Meridian Boulevard to the south and Forest Trail to the north, encompassing the North Village, Sierra Valley Sites and Forest Trail area neighborhoods.

C. Guiding Principles

The Framework's Guiding Principles are based on the applicable Neighborhood and District Character description from the General Plan. They indicate the key characteristics and concepts that should guide planning for the study area. A compiled, comprehensive list of Guiding Principles, as well as a summary list of key principles for the DNDP study area is included in the approved Framework in Appendix B. The complete list of guiding principles is lengthy, since it addresses three major districts in the General Plan. However, there are a number of common themes and ideas for each of these areas, allowing a "distilled" list of principles to be developed, including the following (numbering does not indicate priority or importance):

1. Mixed use (retail, commercial, hotel/lodging, workforce housing, parks, etc); lively, animated with people on the street. Where appropriate, uses should allow offices, residential housing and visitor accommodations above ground floor retail oriented to the street.

2. Active day and evening and through all four seasons where appropriate (e.g. anchor retail, services, open space and parks, entertainment uses/special events, workforce housing, art, etc).

3. Grand boulevard, most significant entry and exit for the town; determine how to improve the appearance of State Route 203 and the entrance to town ("sense of arrival"), including appropriate traffic calming.

4. Improve connectivity and circulation with bike and pedestrian paths, sidewalks, roads, and transit; emphasize connectivity, especially feet-first connections to the North Village and the resort corridor. Incorporate suitable traffic calming measures and effective snow removal strategies (e.g. assessment districts).

5. Pedestrian-oriented streetscape that is walkable year-round, landscaped, accessible and safe.

6. Maintain views of the Sherwin Range, the Knolls and Mammoth Mountain from public spaces and include significant tree preservation.

7. Assess strategic parking solutions tailored to context and location, including both underground and at-grade parking. Convenient public parking facilities, structured parking, small-scale surface parking, and shared and pooled parking. Strip mall development pattern shifted where appropriate to a pattern of commercial in front and parking in back with suitable screening of parking from neighboring properties.

8. Provide public access to surrounding forest lands.

9. Energy efficient design and infrastructure and high quality architecture (i.e. site and Mammoth appropriate, quality materials and finishes, geothermal heating district).

10. Emphasize the unique qualities of and provide a sense of arrival, transition and connection where appropriate to subareas within the district. Encourage a transition to more visually cohesive and well-defined development from existing "hodgepodge" of development types and uses (see specific characteristics in the Neighborhood and District Character Element of the General Plan).

D. General Plan and Zoning

This section describes relevant General Plan and Zoning regulations for land within the study area. As noted above, the General Plan identifies the areas requiring district planning and a special study, which is being accomplished through the DNDP (Actions L.1.D.1); it also incorporates a description of the characteristics of each district including Main Street, Old Mammoth Road, and Shady Rest that were used to develop the Framework Guiding Principles. Other related planning efforts and documents are summarized in Chapter 2.

1. General Plan Land Use Designations

The General Plan designates the DNDP area as a variety of land uses, including Commercial 1, Commercial 2, High-Density Residential 1, Institutional Public, and National Forest. General Plan land use designations for the Study Area are mapped in Figure 3-3, and are summarized below:

- **Commercial 1 (C1):** The C-1 designation applies to Main Street properties between the North Village and Mono Street/Post Office (Subareas 4 and 5) and allows medium scale commercial mixed-uses. The C-1 density is six to twelve residential units per acre and a maximum of 40 hotel rooms per acre. Policy L.5.G allows up to 80 rooms per acre for hotels and hotel type projects if certain Town objectives are met.
- **Commercial 2 (C-2):** The C-2 designation applies to North Old Mammoth Road and most of Subarea 2 (Center Street and Post Office) and allows medium and large scale commercial mixed uses. The C-2 density is the same as the C-1 density.
- **High-Density Residential 1 (HDR-1):** The HDR-1 designation applies to the Shady Rest Tract (Subarea 3, excluding the Shady Rest Road single family neighborhood) and allows a density of six to twelve residential units per acre. The General Plan states that the Shady Rest Tract is intended primarily for workforce housing.
- **Institutional Public (IP):** The IP designation applies to property east of Sierra Park Road and south of Main Street (southeast portion of Subarea 1) and allows uses such as schools, hospitals, governmental offices and facilities, museums, and related uses. Residential uses are not permitted, with the exception of employee and student housing that is accessory to the College at a maximum of four units per acre.
- **National Forest (NF)**: The NF designation applies to property east of Fire Station #1 and north of Main Street. These are lands administered by the Inyo National Forest and are located outside of the Town's Urban Growth Boundary (UGB). No residential, commercial, or industrial development is permitted outside the UGB, and adjustments to the UGB cannot increase the acreage of developable land (Policies L.6.A and F).

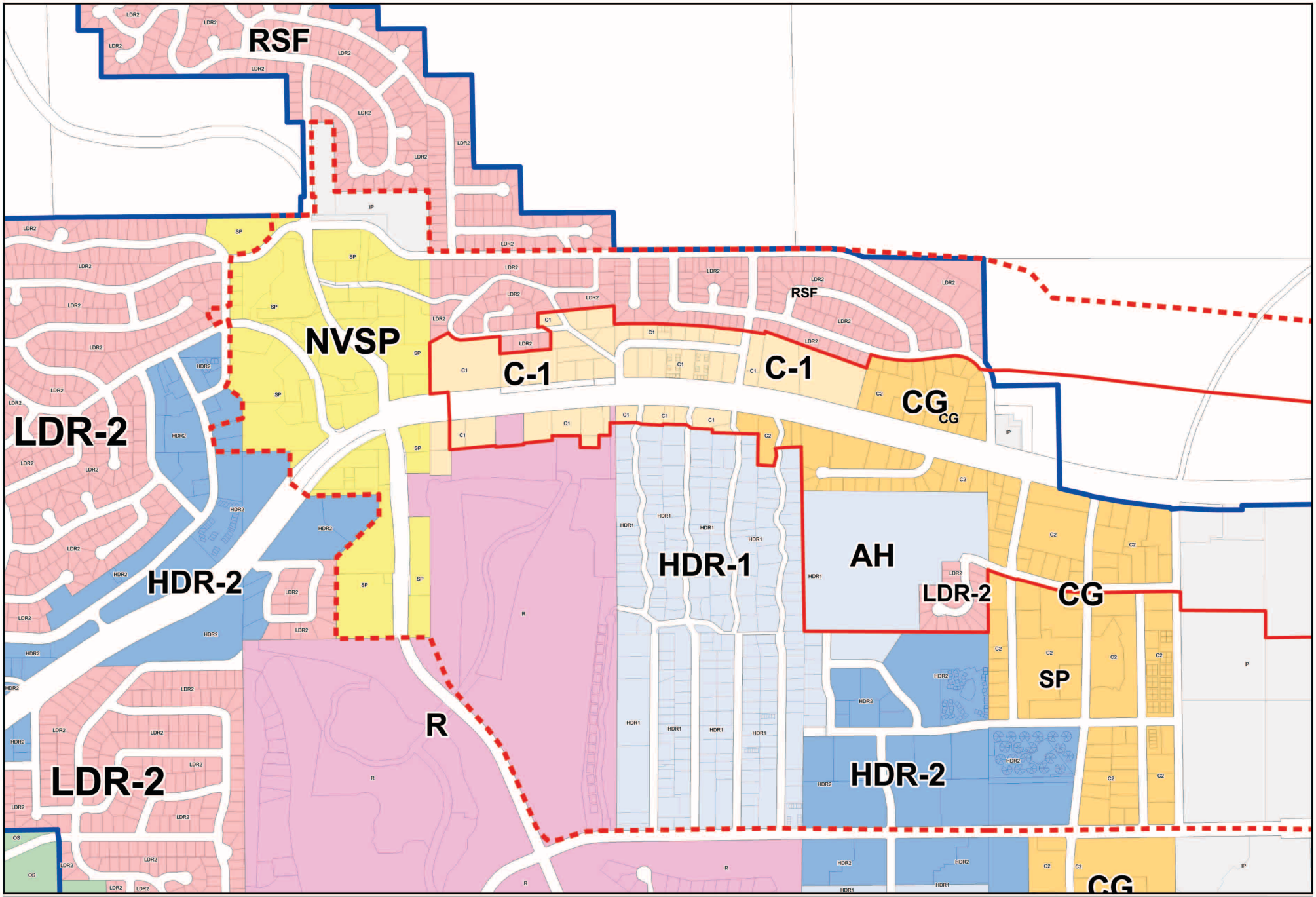


Figure 3-3: General Plan Land Use Designations

2. Zoning Code

Zoning designations for the DNDP correspond to those established in the General Plan land use map, providing more detailed land use and development standards for each area. As shown in Figure 3-4 they include Commercial Lodging (CL), Commercial General (CG), Residential Multi-Family 1(RMF-1)/Affordable Housing (AH), Public and Quasi-Public Space (PS), and Open Space (OS).

- **Commercial Lodging (CL):** The CL zone corresponds to the General Plan C1 land use designation. Accordingly, it is intended primarily for transient lodging facilities and such supporting commercial uses. The allowed density is 40 rooms per acre, but up to 80 rooms per acres may be granted by the Planning Commission if appropriate community benefits are provided.[1] The maximum residential density is twelve units per acre. Allowable building height is 35 feet, but up to 45 feet may be granted by the Planning Commission if understructure parking is provided.
- **Commercial General (CG):** The CG zone corresponds to the General Plan C2 land use designation. It is intended for office uses, retail, commercial activities, and such other businesses and activities. The density and building height standards are the same as the CL zone; however, residential uses are not permitted as primary uses on properties fronting arterial streets in the CG zone (i.e. Main Street and Old Mammoth Road).
- **Residential Multi-Family 1/Affordable Housing (RMF-1/AH):** The RMF-1 zone allows for higher density non-transient residential uses. With the AH overlay zone that applies to the Shady Rest site only, residential units are required to be purchased or rented based on criteria and formula established by the State Department of Housing and Community Development (HCD) for very low, low, and moderate income levels. The maximum density is twelve units per acre; however, the Shady Rest Master Plan is more restrictive allowing a maximum of 172 affordable housing units on the Shady Rest Tract.

[1] The zoning code reflects a previous standard that would allow this density increase in conjunction with the provision of underground parking. The 2007 General Plan established a new policy that supersedes this zoning code provision, only permitting the density increase where community benefits would be provided. A Community Benefits/Incentive Zoning Policy was adopted in August of 2009, which specifies more detailed requirements for the assessment of community benefits and incentives.

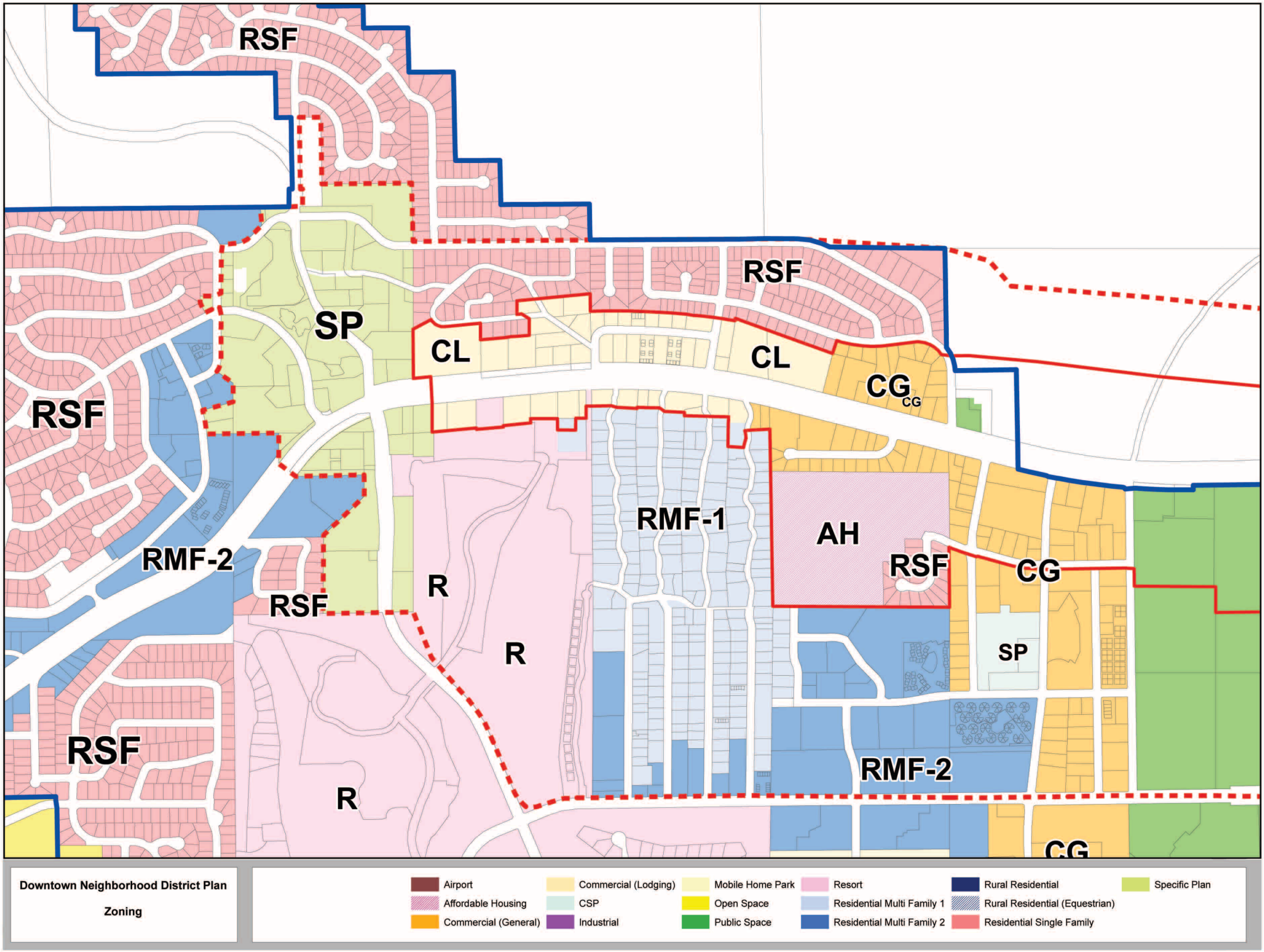


Figure 3-4: Zoning Designations

- **Public and Quasi-Public Space (PS):** The PS zone corresponds to the IP General Plan land use designation. It provides for adequate areas reserved for the development and expansion of public uses such as government offices and facilities, schools, hospitals. Development standards are deferred to the use permit process, but cannot be less than standards prescribed for similar uses in other zones.
- **Open Space (OS):** The OS zone is intended to be applied where it is desirable and necessary to provide permanent open spaces to provide for preservation of scenic and recreational areas. Development standards are deferred to the use permit process, but cannot be less than standards prescribed for similar uses in other zones.

State law requires consistency between the Zoning Code and the General Plan. However, the adoption of the new General Plan resulted in a number of areas where the Zoning Code is not completely consistent with the General Plan. Because of this, and because a number of code sections do not reflect current thinking in planning and development standards, the Town is beginning a comprehensive update to the Zoning Code in 2010 that will correct may of these issues. The update will also provide an opportunity to incorporate revised standards and requirements to correspond to the recommendations of the various district planning processes that have been undertaken, including the DNDP.

E. Study Area Existing Conditions

The DNDP study area is large, with significant variety in its characteristics, features and qualities. This section provides an overview and summary of the components of the existing built environment, including land use and circulation systems, urban design and topographical conditions. A graphic overview of existing conditions is provided in Figure 3-5. Figure 3-6 shows the current mobility network within the Study Area and Sphere of Influence.

1. Main Street Corridor (Portions of Subarea 1, and Subareas 2, 4 and 5)

The most significant defining feature of the study area is the Main Street/Highway 203 corridor, which is the main corridor for residents and visitors arriving to Mammoth Lakes, and the route to Mammoth Mountain Ski Area (MMSA).

a. Street Characteristics

The right-of-way (the area reserved by Caltrans and/or the Town for public roadways and associated infrastructure) is close to 200 feet for most of Main Street's length; however, the actual primary roadway width and number of lanes

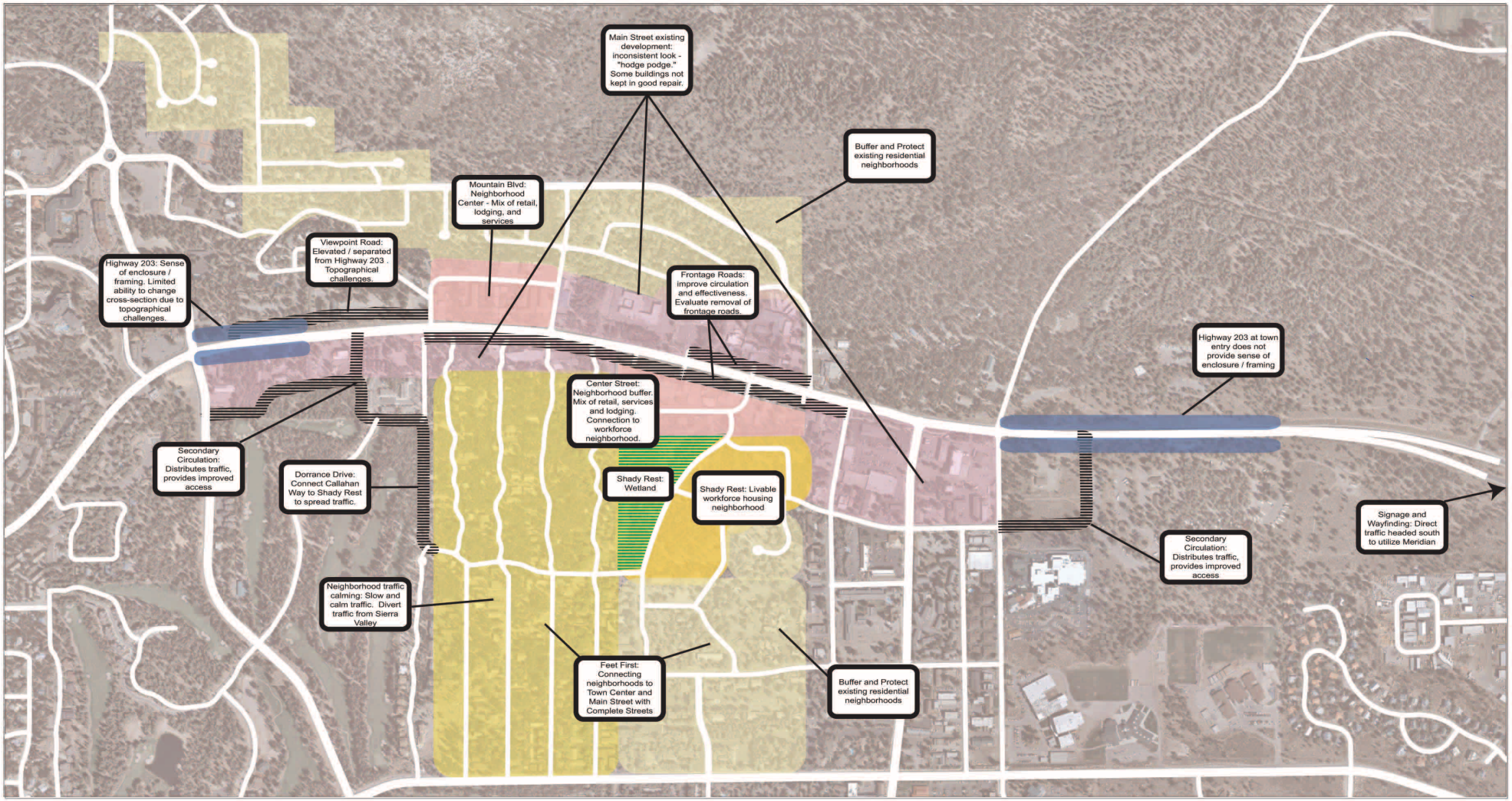


Figure 3-5: Existing Conditions, Issues, Opportunities and Constraints

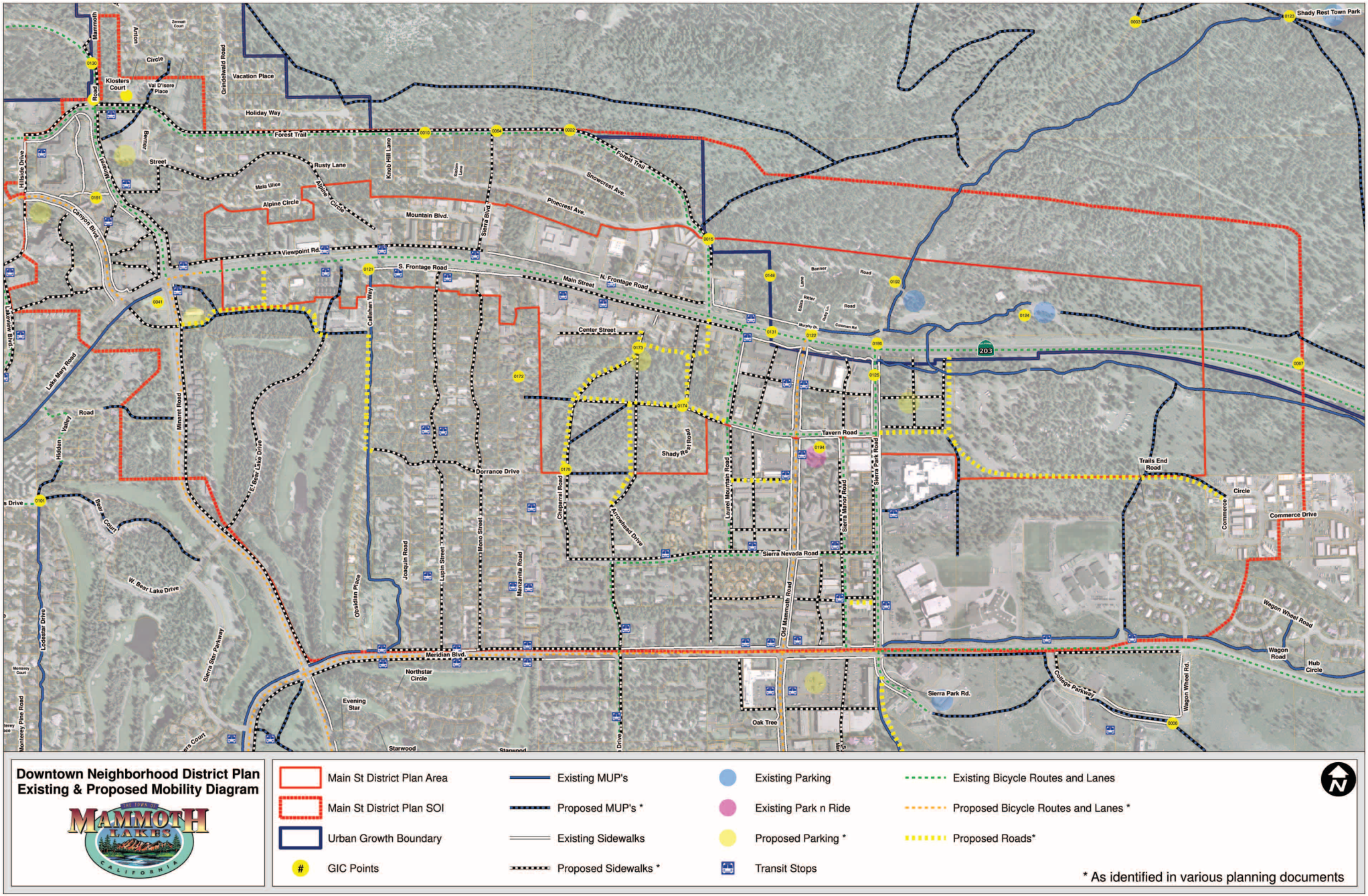


Figure 3-6: Existing and Proposed Mobility Diagram

varies considerably within the study area. While the primary roadway includes four travel lanes, the eastern part of Main Street from Old Mammoth Road to Manzanita Road includes a two-way center turn lane. Discontinuous two way frontage roads parallel Main Street along much of its south side and parts of the north side. From Manzanita Road to Minaret Road, Main Street consists of four travel lanes with no center turn lane.

As a State Highway and arterial street, Main Street carries high volumes of traffic. Currently, an average of between 10,000 and 18,000 vehicles are carried daily on the section between Minaret Road and Old Mammoth Road; peak hour volumes average between 1,000 and 1,600 vehicles. Two signalized intersections are located at Old Mammoth Road and Minaret Road. Additional pedestrian activated crossing signals are also in place at the Post Office and Laurel Mountain Road. Transit stops are placed at various locations on both sides of Main Street. Pedestrian infrastructure, primarily consisting of sections of a pedestrian path or "promenade," has been implemented over time, and while the promenade is fairly complete along the eastern end of Main Street, it is not completely connected, requires street crossings from north to south, and does not exist at all along the west end of Main Street.



Transit shelter on Main Street without sidewalk access

Main Street ascends in elevation from east to west. Significant grade changes are found from north to south at the west end of Main Street, while the east portion is relatively flat. Spectacular views of Mammoth Mountain to the west and/or the Sherwin Range to the south are visible at certain vantage points along Main Street, as can be seen in the view sequence shown in Figure 3-7 and photos on the next page.



Figure 3-7: Main Street View Sequence



The significant grade change seen from the north to the south side of Main Street can be seen in this photo

b. Visual Character

In terms of visual character and use, Main Street does not present a particularly coherent appearance. The overall characteristic of developed properties is of low-rise one to three-story buildings, set back behind surface parking lots. A mix of architectural styles are seen, including alpine-inspired pitched roofs and A-frame style buildings, and buildings representing the aesthetics of the 1970's and 1980's when those commercial and lodging projects were developed. Uses are varied, and include medium scale strip-commercial developments, standalone single-use commercial and office uses, motels and some residential uses



Typical buildings and street character along the central portion of Main Street

some forested areas remain along Main Street, particularly the section east of Old Mammoth Road, on the USFS property, and on some of the street's undeveloped parcels. Tree cover in other areas is intermittent, and on developed parcels often limited to single specimen trees or small tree clusters.

2. North Old Mammoth Road Area (Portions of Subarea 1)

After Main Street, Old Mammoth Road is a key commercial corridor in Mammoth Lakes. The three-lane arterial (two lanes plus center turn lane), extends to the south from its intersection with Main Street, with sidewalks along its length through most of the commercial district.

A street narrowing and streetscape improvement project in the 1990's added sidewalks, lighting and landscaping along Old Mammoth Road from Main Street to Chateau Road. The corridor is largely developed with commercial uses such as retail, restaurants, and other services; some residential, lodging, and mixed-use projects are interspersed along Old Mammoth Road. Secondary commercial and residential uses are found along neighboring streets. Existing buildings are generally between one and two stories in height. The majority of parking is provided by surface lots, although more of these lots are oriented to the side or rear of commercial buildings, compared to Main Street.



Typical conditions along Old Mammoth Road

3. Shady Rest (Subarea 3)

The Shady Rest area, shown in Figure 3-1 as Subarea 3, encompasses the vacant 25-acre Shady Rest Site (sometimes referred to as the Shady Rest Tract) and an adjacent single family neighborhood on Shady Rest Road. The Shady Rest Site is heavily forested and includes a wetland on the northwest portion of the property.

Limited access to surrounding streets and existing public right-of-way exists to and from Shady Rest, but pedestrians use an informal network of paths to cut-through from Sierra Valley Sites and surrounding residential neighborhoods to Main Street and Old Mammoth Road. The Shady Rest site is the subject of a Master Plan, adopted in 1991, that designated the site for 172 units of affordable housing, along with open space areas that include the preserved wetlands.

Given its size and designation for affordable housing development, Shady Rest provides a significant opportunity site within the study area. It is the largest vacant parcel zoned for development in the DNDP study area, and is convenient to amenities, services, and transit. The site is also large enough to accommodate, with appropriate planning, a substantial number of workforce housing units, while also allowing for a significant open space area that is convenient and accessible for the community.



The Shady Rest site is forested, and crossed by numerous informal paths

F. Sphere of Influence Existing Conditions

The DNDP sphere of influence (SOI) includes an area bounded by Meridian Boulevard to the south and Forest Trail to the north. Uses within the SOI include single family residential along Forest Trail and multi-family residential south and west of the Shady Rest Tract (e.g. Sierra Valley Sites). The residents on Forest Trail have complained of high speed drivers and cut-through traffic. In the Sierra Valley Sites there have been flooding issues associated with the storm drain system. These residential neighborhoods are important to consider in terms of conveniences such as restaurants, retail and services, as well as traffic and noise impacts.

The west portion of the SOI includes the North Village Specific Plan (NVSP) and Sierra Star Master Plan areas, which are designated as resort areas. The NVSP area is a higher intensity mixed use district, transit hub, and resort node with a gondola to the ski area. Providing appropriate transitions and access from the DNDP study area to these districts is important.

The east portion of the SOI includes the hospital, schools, and USFS lands. Recreational activities are available on USFS lands, including Shady Rest Park, several campgrounds, and winter and summer trails. The industrial park and Trails residential subdivision are located at the southeast corner of the SOI. These uses provide opportunities for the siting of complementary public uses and facilities in proximity to existing, similar uses.

G. Opportunity Sites

Figure 3-8 shows the pattern of land ownership within the study area, used as a means to indicate locations where change or redevelopment opportunities are most significant. In particular, larger, vacant properties with a common ownership, or multiple single properties under one ownership that may allow for land assembly, are considered to have a higher likelihood of redeveloping. The DNDP study treats some of these as "opportunity" or catalyst sites, since they have the greatest potential for change, on a large scale, that can set the stage for broader changes within the study area.

Two important "opportunity sites" are located within Subarea 1 along Main Street. The first of these is the Town/County owned property at the southeast corner of Main Street and Sierra Park Road. While this site is the location of the new State Court facility which began construction in 2010, the majority of the property remains vacant.

The second major opportunity site is the USFS housing and maintenance facility, which is located within a wooded property north of Main Street between Sawmill Road and the Fire Station. The site currently accommodates USFS employee housing

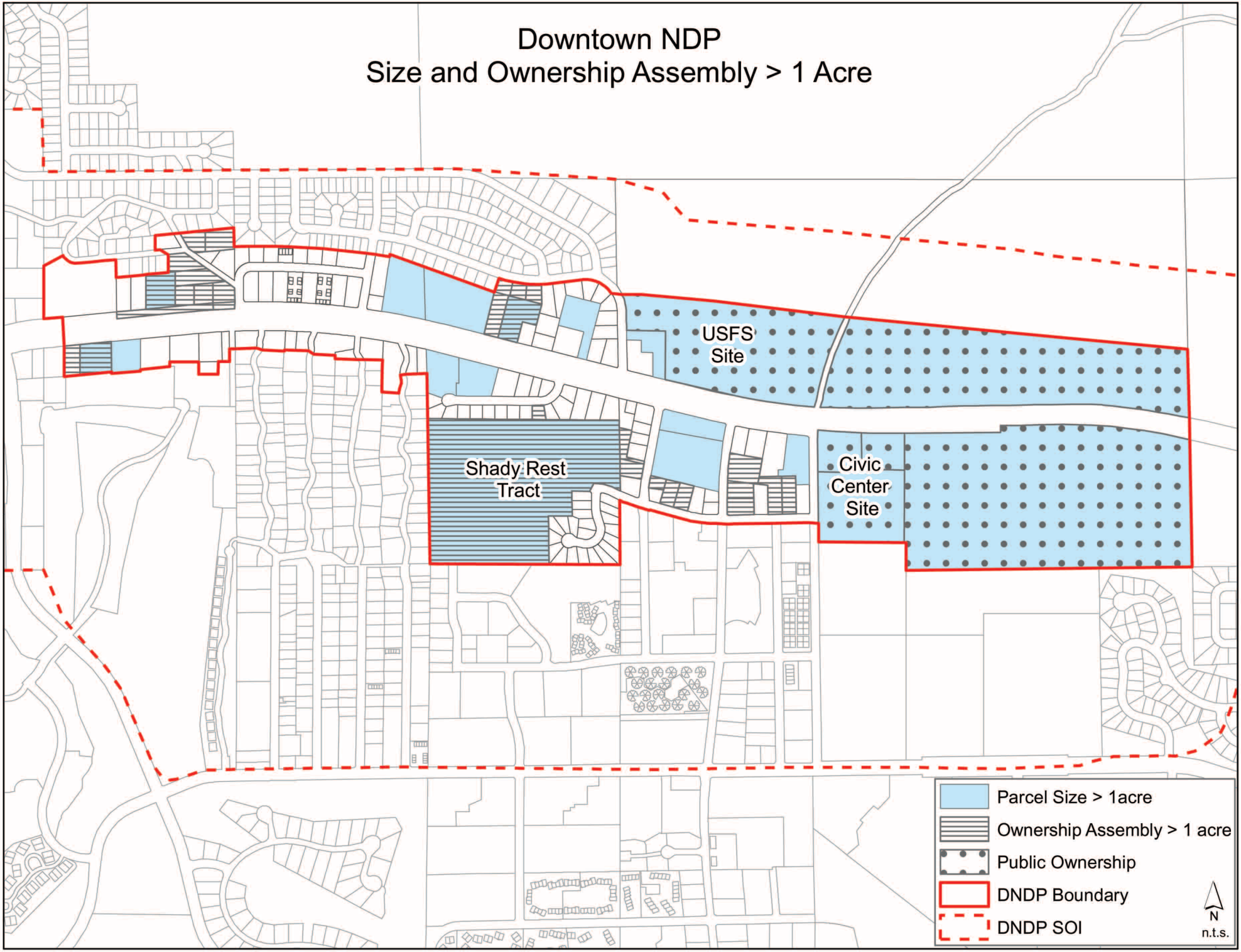


Figure 3-8: Land Ownership

in a series of one-story buildings, as well as maintenance sheds used for equipment storage, and other buildings. The USFS has expressed an interest in finding ways to utilize this property more effectively, particularly in ways that may allow for upgrade to the existing employee housing stock, and provide more employee housing opportunities.

As noted above, the 25-acre Shady Rest Site is also a key opportunity site for workforce housing within the Study Area.

H. Key Issues

Key issues for the DNDP were identified through the Framework process, and were supplemented by input during the early meetings of the Focus Group and public. This process was useful in focusing the scope of the study and in identifying items to be addressed in greater detail. The complete list of issues identified during the Framework is included in Appendix B, organized by a series of topics that correspond to the elements of the General Plan.

To help organize the issues list and help focus the development of ideas and strategies in the alternatives process, the issues list was framed under four overarching themes:

1. Distinctive Places

This group of issues focused on the need to improve the character, appearance and function of the downtown area to achieve the characteristics defined in the General Plan. Issues under this theme include:

- Lack of a sense of arrival at the town entry and lack of a sense of place (no "there there").
- Lack of suitable gathering spaces for activities and special events.
- Incoherent visual character, with a "hodgepodge" of uses, building types and development styles.
- Lack of a strong streetscape because buildings are set far back from the street and behind surface parking.
- Poor visibility for local business due to berming of snow along Main Street.
- The need to incorporate green spaces within the district, and to preserve a certain amount of open space areas within the Shady Rest site.

2. Mountain Character

This group of issues is most concerned with preserving the unique natural and scenic environment of Mammoth Lakes, and with being responsive to local climatic conditions, particularly during the winter. Issues under this theme include:

- Need to ensure that future development continues to provide a sense of the "Village in the Trees" while noting that this is a generally urbanized area where significant tree cover on-site is not necessarily a primary characteristic.
- Protection of significant public views of Mammoth Mountain and the Sherwin Range, which are a signature feature of the district.
- Potential for shade/shadow and snow and ice impacts if buildings are not properly situated.
- Blocked visibility for businesses and an unattractive visual impression caused by current snow management practices.

3. Walkable, Feet-First Environment

This theme addresses the need for a district that is well-connected for all modes of transportation, including a pedestrian-scale and pedestrian-oriented environment conducive to safe "feet first" transportation, as well as well managed parking solutions. Relevant issues under this theme include:

- Poor connectivity and challenging pedestrian environment, particularly for pedestrians. High vehicle speeds, high peak traffic volumes, and width of Main Street make pedestrians feel unsafe.
- Existing surface parking is inefficient, unattractive, and is not the best use of land.
- Cut-through traffic, which is perceived as a problem by residents of adjacent neighborhoods.
- Need for better signage and wayfinding, and for the mobility/circulation plan to be better integrated with recreation nodes and the trail system components within and beyond the district.

4. Sustainable, Successful Economy

This theme relates to the development of a successful destination resort economy that functions year-round, to economic diversification that serves visitor and community needs, and to providing a range of housing opportunities, particularly for the local workforce. Relevant issues raised under this theme include:

- The need to create additional visitor opportunities to stabilize and diversify the economy mid-week and at shoulder seasons.
- The fact that some local services, like grocery stores are "maxed out" at peak times.
- Potential need for a broader range of services and amenities within the district.
- The need to create a diversity of livable housing opportunities, for a range of income levels, particularly on the Shady Rest site.

5. Other Issues

In addition to the above issues, a number of other issues were raised that were related to the implementation and feasibility of planning for the DNDP Study Areas. These include:

- Concern about property "takings" or down-zoning leading to loss of existing development rights.
- Concern that existing businesses should be allowed to continue and function if land use regulations and requirements change. (i.e. not creating non-conforming uses).
- Caltrans control of Main Street will continue to limit the ability to make significant changes to the street's function and operations.
- Many of the property ownerships within the district are fragmented, making change more difficult to achieve.
- Need to create appropriate transitions and buffers between more intensively developed areas and surrounding neighborhoods.

I. Opportunities and Constraints

Based on the existing conditions and issues information gathered during the first phase of the DNDP process, a list of opportunities and constraints was created:

Opportunity: Gateway. There is a significant opportunity to create a memorable and distinctive welcome statement at the town's entry along Highway 203, in the vicinity of Sierra Park Road and Old Mammoth Road.

Opportunity: Develop Traditional Main Street Character. Main Street and Old Mammoth Road are Mammoth Lakes' primary commercial streets, with significant potential to be re-oriented towards a more pedestrian-friendly "main street" feel, similar to that seen in other small mountain towns and Sierra communities.

Constraint: Caltrans Ownership. Caltrans owns the majority of the Main Street right-of-way and is required to operate and maintain it consistent with State highway standards, which may not always be compatible with other community goals. However, in recent years, Caltrans' perspective on how facilities like Main Street can and should operate has evolved. Throughout the NDP process, the agency has engaged in numerous discussions with the Town about feasible solutions for Main Street that would be consistent with State highway standards as well as serve community goals. The Town and Caltrans have also had discussions regarding the feasibility and implications of transferring ownership of Highway 203 to the Town.

Constraint: Topography. Main Street has extremely varied topography, most particularly at its west end, where there are significant grade changes from north to south. This makes the installation of facilities like sidewalks very challenging because of the amount of grading and earthwork required. In addition, the fact that properties sit well above the grade of Main Street to the north, and below it to the south, makes it difficult to create a strong street edge defined by building faces, as is typically seen in a traditional main street environment.

Constraint: Outdated Zoning Code. The existing Zoning Code is yet to be revised to reflect the updated General Plan, and includes development standards (such as building setbacks and parking requirements) that may not result in the most desirable urban design outcomes for the Downtown district, and may not incorporate more flexible regulations and incentives to encourage needed reinvestment.

Opportunity: Special Events Venues. Mammoth's calendar of special events and activities has continued to grow over recent years, adding new and larger events that draw thousands of visitors. The Downtown district also contains a significant portion of the town's hotel rooms and retail businesses, providing an opportunity for a range of new event venues to be developed close to existing lodging and services.

Opportunity: Publicly-Owned Sites. There are two large publicly-owned properties within the study area; the USFS property north of Main Street, and the Town/County owned property located near the corner of Main Street and Sierra Park Road. Both of these large sites offer potential opportunities to be developed with public facilities and uses. The MUSD parcel south of the RV Park and adjacent to the DNDP study area also offers potential opportunities for future development.

Constraint: Historic Development Patterns and Uses. The existing development and circulation patterns within the study area have been formed over many years, with many long-established and historic uses. Given the Town's commitment to avoid property takings, it will be important to work with private and public property owners to find creative solutions and create appropriate incentives to stimulate change.

Opportunity: Views and Trees. Like most parts of Mammoth, the Downtown area offers a number of views, particularly along the Main Street corridor to Mammoth Mountain and to the Sherwin Range. While many properties have limited trees, the sense of a forest can be seen in the tree-covered hillsides and neighborhoods north of Main Street, and backdrop of tree-tops rising behind buildings and rooflines. These contribute a sense of place and character to the district, and the views, in particular, are one of its key assets.

Constraint: Winter Conditions. Mammoth's winter climate presents challenges for site design, safety and operation. Snow must be removed and stored to keep roadways clear, and ice tends to build up, particularly on the north sides of buildings that receive limited sun exposure, creating safety hazards. When snow is piled up, it looks unattractive and can block views of storefronts. While snow is a constraint, there are also opportunities to improve snow management methods, as has been seen along Old Mammoth Road, where business owners and the Town both contribute to funding an efficient snow removal program.



Snow pushed into piles along Main Street blocks sightlines to businesses

Opportunity: Solar Access. While Mammoth receives significant winter snowfall, it tends to occur in the form of winter storms, with lengthy periods of calm and sunny weather. Because of the high number of clear days, businesses and residential uses can take advantage of solar exposure, creating sunny and welcoming outdoor spaces, even during winter months.

Opportunity: Revitalized Business District. Traditional downtowns combining a mixture of land uses (retail, housing, office, and public spaces), with relatively compact blocks, sidewalks, and pedestrian-scaled environments have been a recipe for the nation's most successful commercial districts, in towns and cities of all sizes. Mammoth's downtown has an opportunity to take the lessons learned from these other places, and use them to redefine the character of its existing commercial areas.

Constraint: Emergency Access. Although smaller scale streets and "calmed" traffic may contribute to a better pedestrian environment, it will be important to ensure that emergency access is planned for and that response times are maintained.

Opportunity: Trails and Feet-First Mobility Systems. The Town has drafted a Trails System Master Plan that defines a comprehensive network of facilities within the UGB and beyond. The draft TSMP, Sidewalk Master Plan, Bicycle Plan and Draft Mobility Diagram also contribute components of the feet first network. Completion and expansion of the feet-first system to safely connect recreation access points, trails, residential areas, and businesses is a key opportunity for the Downtown NDP.

Opportunity: Transit. Providing transit as an alternative to private automobile use is an important opportunity. Mammoth Lakes has seen transit ridership rise steadily over the past five years, indicating that many residents and visitors find it to be an attractive and convenient alternative to driving. The North Village gondola has also proven to be an extremely popular facility, carrying thousands of skiers during the winter, and supporting the North Village as a pedestrian-oriented visitor hub. As a rule, higher intensity development is more conducive to an efficient and cost effective transit system, since it maximizes ridership and access to key transit destinations.

Opportunity: Parking. Most parking in the Downtown area consists of private, surface parking lots. Some properties provide more parking than necessary, while others find it difficult to provide sufficient parking given their site constraints. Strategies such as shared parking, on-street parking, and pooled public parking, which are currently limited in the Downtown, represent opportunities to increase the efficiency and convenience of parking to support land uses and transit.

Constraint: Funding. Shortfalls in funding, and public and private sector financial limits are a potential constraint to significant change in the Downtown area. This is also an uncertain economic climate, and the Town has no redevelopment agency or plan in place that could channel financial resources to large scale public improvements. Any large scale plan or project must recognize the real-world constraints of funding and financing for desired improvements, and must be realistic in terms of the scale and phasing of improvements.

Constraint: Seasonal, Remote Location. The existing visitor attractions in Mammoth Lakes are most strongly oriented towards winter recreation, and are therefore subject to seasonal variation and year-to-year snowfall patterns. In addition, the town is remote from major population centers, requiring a strong draw for visitors to invest time and money to visit here. While year-round air service has helped to bridge the gap, there is a need to expand the range of year-round recreation opportunities and visitor attractions, and to offer new and different reasons for visitors to choose to visit Mammoth Lakes, and when here, to stay for longer periods.

Opportunity: Re-Investment in Underutilized Properties. Many opportunities exist within the Downtown that may provide a catalyst for revitalization. As the Town has become increasingly built out and vacant land for development becomes more scarce, attention has begun to turn to properties that are considered underutilized in terms of the quality and amount of development they currently contain. This has been seen in the recent approvals of redevelopment on the Holiday Haus and Swiss Chalet sites, both built during Mammoth Lakes' earlier periods of growth. Main Street, as one of the earliest development areas within Mammoth, contains a disproportionate share of older lodging and commercial properties that may provide opportunities for reinvestment and change.

Constraint: Fragmented Property Ownerships and Interests. Many properties on Main Street are small, with different owners and interests, which can make redevelopment and larger scale change much more challenging.

Opportunity: Workforce and Market Rate Housing. Although housing prices have dropped in recent months, much of the housing stock in Mammoth Lakes remains unaffordable to local residents. Increasing the number of mixed-use projects (e.g. ground floor retail with housing above) and redeveloping Shady Rest as a livable workforce neighborhood, provide significant opportunities to build new housing, of a range of types and affordability levels.

Constraint: Neighboring Residential Uses. Development patterns and zoning within and surrounding the Study Area present some unique challenges, particularly where residential neighborhoods (such as Sierra Valley Sites and the Forest Trail neighborhoods) abut commercial areas. It will be important for the DNDP to provide for appropriate transitions to these neighborhoods, and to consider and mitigate potential impacts such as neighborhood traffic.

Chapter 4. Alternatives

This chapter provides a summary of the various concept alternatives that were considered in developing the DNDP Preferred Concept. An important starting point for development of the alternatives was the Hart Howerton Concept (see Chapter 1) which was thoroughly critiqued by the Focus Group at their first meeting. While most agreed that the Hart Howerton concept, in its entirety, was not the "right" concept for the Downtown, it did include a number of interesting and valid ideas, the best of which were carried forward into the alternatives process.

Early input to develop the alternatives included brainstorming ideas about the form, function and character of each of the subareas within the study area, and the type of place it should be in twenty years. Many of these ideas, which covered a broad range of issues and themes, were incorporated into the alternatives.

Alternatives development and review was a three step process, including review and input by the Focus Group and public at each phase, to narrow down and focus on the strongest consensus ideas and arrive at a Preferred Concept:

- Development and review of four Preliminary Alternative Concepts,
- Revision of the four preliminary concepts to two Refined Alternatives, and
- Creation of a single Preferred Concept, which was a synthesis based on the preferred components from the two Refined Alternatives.

A. Preliminary Alternatives

Based on a critique of the Hart Howerton Concept, Framework, existing conditions, opportunities and constraints, and input from the Focus Group, public, and agency partners, four preliminary alternative concepts were developed, reflecting a range of potential change from minimal change in the "Polished Plan" to a more substantial amount of change in the "Walkable Nodes" concept: The four alternatives, ranging from the least to the greatest degree of change were:

- Polished Plan
- Linked Anchors/Medians
- Linked Anchors/Greenway
- Walkable Nodes

Each of the preliminary alternative concepts was presented as a series of maps and diagrams that represented pattern, transect, mobility, economic/social capacity, and recreation/leisure capacity. All four reflected a series of common ideas, including that they would provide for a compelling long-term vision for the district, based on community input and providing broad community benefit. As noted in the Issues discussion, the alternatives also emphasized a commitment to avoid property down-zonings or "takings," and allowing for existing uses to continue. Finally, the alternatives each focused on the district's major opportunity sites, and were grounded in the idea of practicality and financial feasibility.

In addition, certain ideas and components were consistent across all four concepts including placemaking[2], complete streets (i.e. streets accommodate pedestrians, bikes, transit, and cars), emergency access, snow management, successful economy, and signage and wayfinding.

1. Polished Plan Concept

The Polished Plan alternative would support focused incremental changes to improve and upgrade existing properties within the study area, aimed at improving visual appearance and function. Existing land use patterns would be expected to remain mostly unchanged, and there would be limited investment in new public facilities and infrastructure. The Polished Plan Concept is illustrated in Figure 4-1.

2. Linked Anchors/Small Median and Roundabouts

Figure 4-2 shows the concept for the Linked Anchors/Small Median and Roundabouts alternative. In this alternative, a modestly-sized landscaped median would be installed along the length of Main Street, with roundabouts placed at various intersections to smooth traffic flow. Main Street would be emphasized as the connecting transportation link between the two major mixed use hubs within the North Old Mammoth Road District and North Village. Other than the median and roundabouts, limited change to land use or function would be expected along the Main Street corridor, although additional definition would be provided at the town entry with a major roundabout, sports/event park located on the Town/County property, and Civic Center on the north side of Main Street at Old Mammoth Road.

3. Linked Anchors/Greenway

Figure 4-3 shows the concept for the Linked Anchors/Greenway Alternative. As shown in the diagram, the alternative is similar to the Small Median and

[2] Placemaking" is the creation of places that attract people because they are well designed, pleasurable, and have an interesting and animated mix of uses or other features.

POLISHED ALTERNATIVE: CONCEPT DIAGRAM

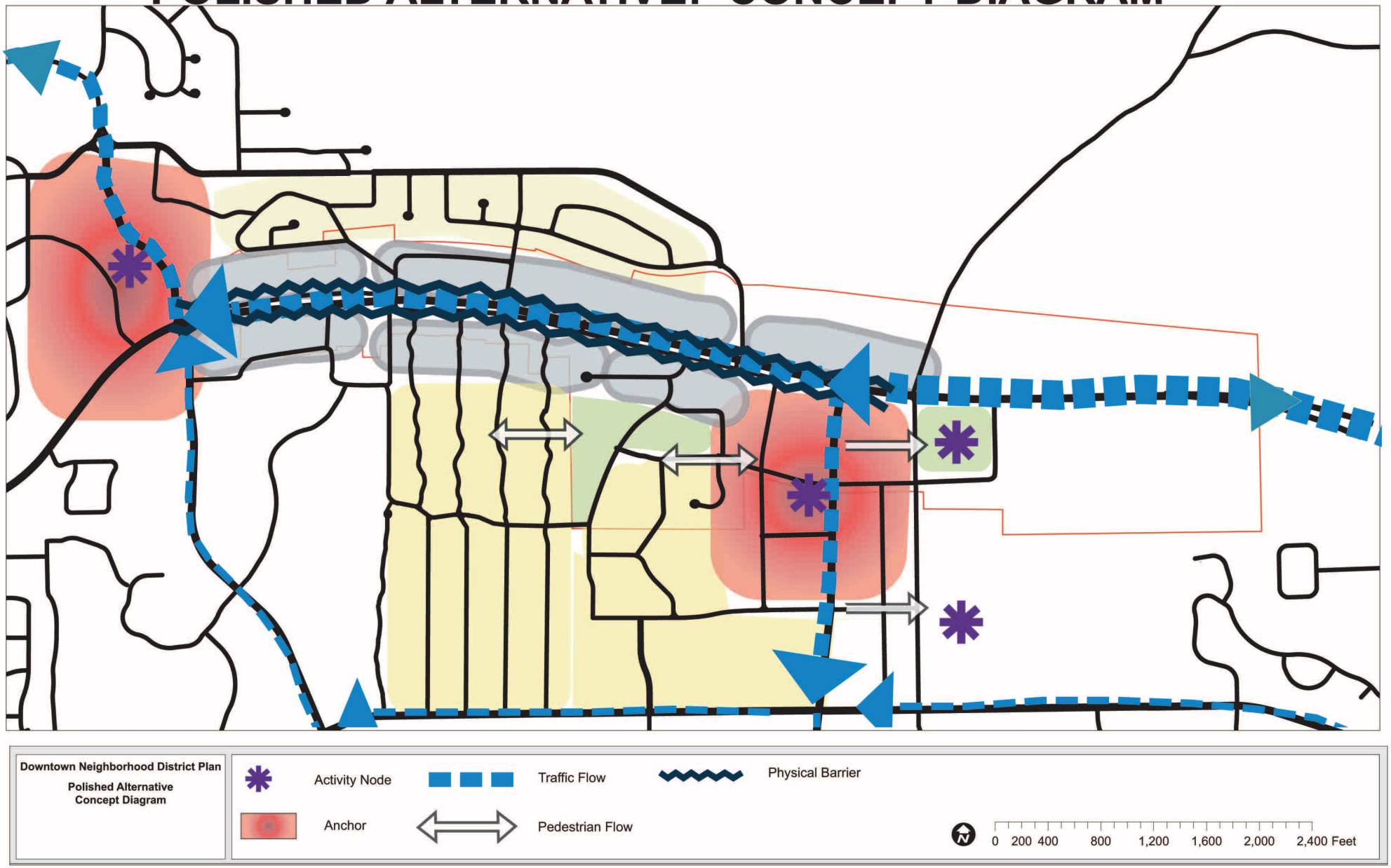


Figure 4-1: Polished Alternative Concept Diagram

LINKED ANCHORS - MEDIAN & ROUNDABOUTS: CONCEPT DIAGRAM

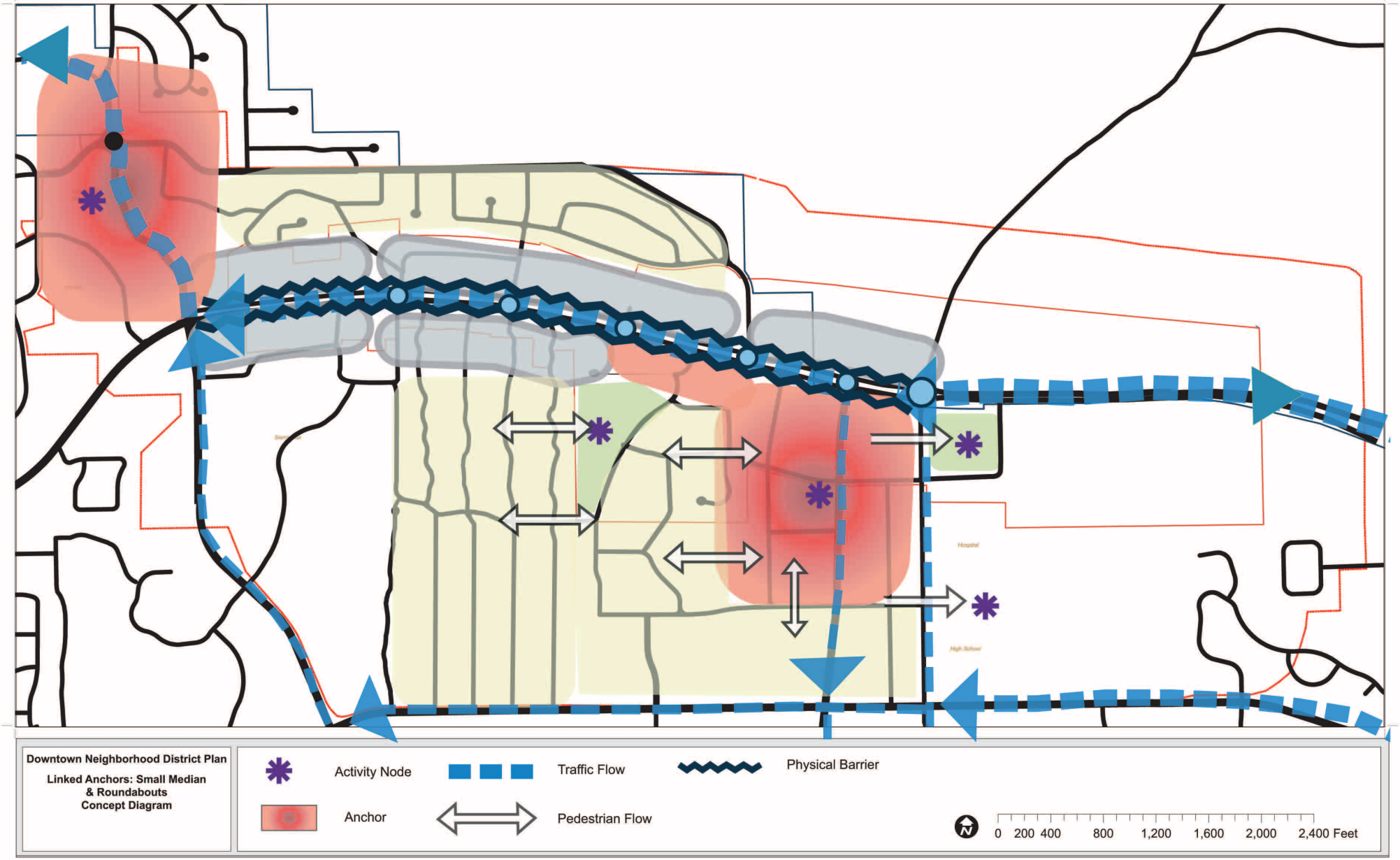


Figure 4-2: Linked Anchors/Median and Roundabout Concept Diagram

LINKED ANCHORS - GREENWAY: CONCEPT DIAGRAM

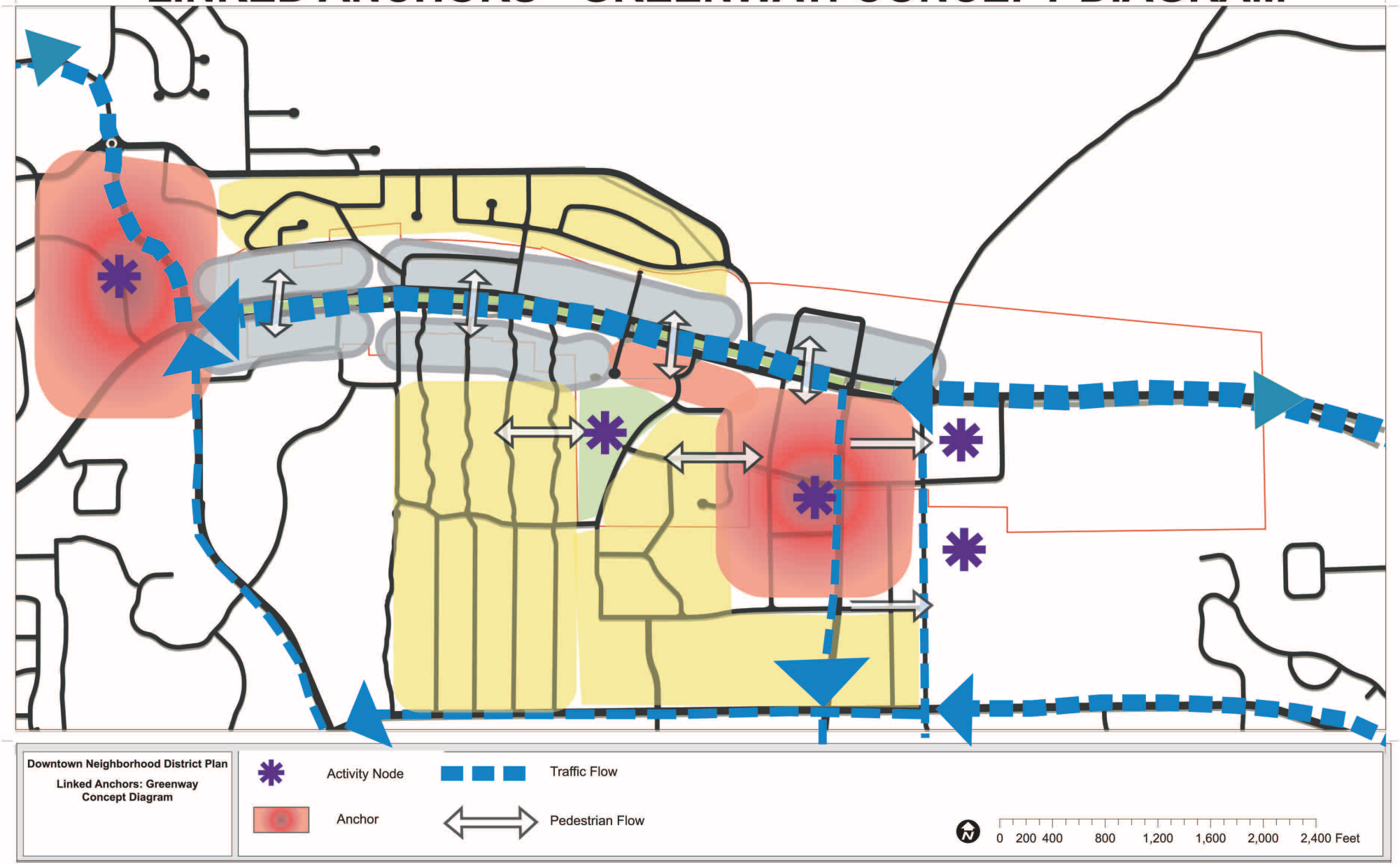


Figure 4-3: Linked Anchors/Greenway Concept Diagram

Roundabouts Concept described above, but provides a more substantial central greenway along Main Street connecting the North Village hub and a "town center" or downtown hub. The greenway, which might be up to 100 feet in width, would include a multi-use path, and would allow for a large pedestrian refuge area and safer street crossings. Moderate changes to land use and development standards would occur at certain areas along Main Street, particularly the area south of Main Street and around Center Street, which would be emphasized more strongly as an extension of the mixed use downtown area at North Old Mammoth Road. Similar to the Small Median alternative, there would be a much more strongly defined town entry with a roundabout, event/sports park, and civic center.

4. Walkable Nodes

In this alternative, shown in the concept graphic in Figure 4-4, land use intensity would be focused within a series of concentrated pedestrian-oriented areas or nodes along Main Street. Most of the change would be focused around the east end of Main Street, with more limited change west of Manzanita Road. Each node would have a somewhat unique character and land use focus, and would be focused around a central square or other public space. Traffic calming would be provided via these central squares. The cross section of Main Street would be changed substantially, with a narrowed right-of-way that allows for easier pedestrian crossings, and would allow for increased pedestrian safety via a narrowed Main Street, and substantial pattern and visual change to create a traditional "main street" character. Because of the narrowed cross-section, more emphasis would be placed on traffic reduction measures. These would include internal trip capture (placing uses in proximity to one another so that it is not necessary to travel outside of the area by car), providing new roads and shared parking facilities, and expanding transit options to decrease cars and traffic. Similar to the other alternatives, this alternative would also include a strongly defined town entry with roundabout, event/sports park, and civic center.

WALKABLE NODES: CONCEPT DIAGRAM

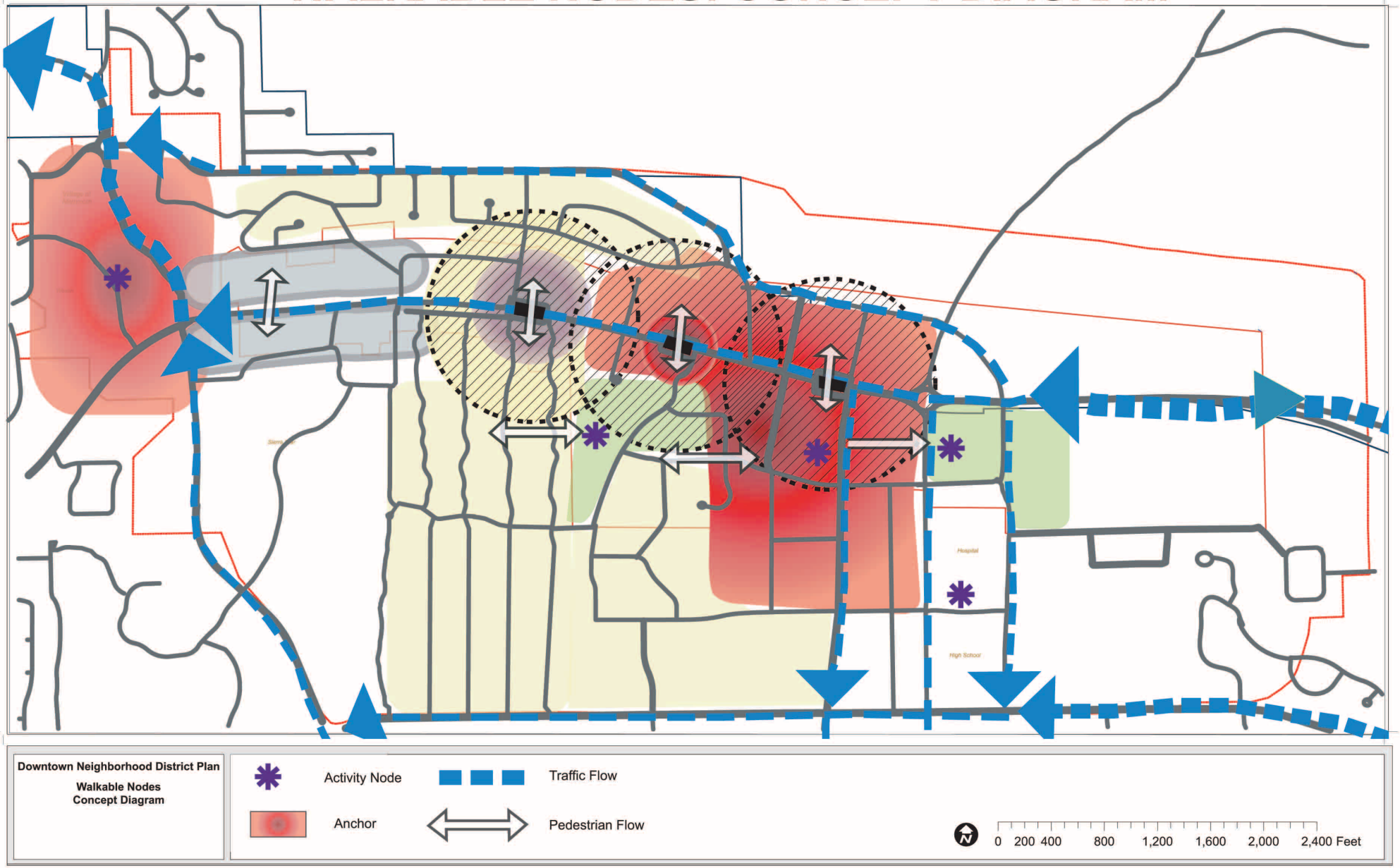


Figure 4-4: Walkable Nodes Concept Diagram

B. Refined Alternatives

The four alternative concepts described above were reviewed by both the public and the Focus Group at meetings in October and November 2009. At the meetings, a consensus emerged around two of the four alternatives being the strongest concepts. Participants agreed that the Linked Anchors/Greenway and Walkable Nodes concepts appeared to be most consistent with achieving the DNDP Guiding Principles and goals, since they included a range of more substantial improvements that had the potential to result in positive and highly effective changes, particularly for the Main Street corridor.

Although some ideas from the other two alternatives, the Polished Plan Concept and Linked Anchors/Small Median and Roundabouts Concept, were felt to be reasonable, ultimately these concepts were not selected because they would be less likely to achieve the goals and Guiding Principles of the DNDP. However, the idea of incremental change and improvement, as presented in the Polished Plan Concept was felt to be a reasonable way to conceptualize the early and progressive phases of change that were likely to be necessary in implementing any of the alternatives; the idea of more incremental change could also be applied to parts of Main Street, like the west end, where more extensive change was unlikely or unnecessary.

Based on the Focus Group and public input, some adjustments were made to the selected alternatives to create two refined alternatives, labeled the Greenway Alternative and the Downtown Alternative.

1. The Greenway Alternative

In the Greenway Alternative, Main Street would become a more attractive, functional, and efficient corridor, including a central greenway extending from Old Mammoth Road to Manzanita Road, linking well defined anchors at the North Village and town center. Figure 4-5 through Figure 4-7 show the overall concept, and land use and mobility framework for the Greenway Alternative. As shown in the Figures, the major components of the Greenway include:

- An expansive Main Street greenway from Sierra Park Road to Manzanita Road, that provides an aesthetic and functional median, and effectively pushes the street to the front of buildings (by eliminating frontage roads), while maintaining efficient traffic flow.
- Event/sports park at town entry.
- Civic Center complex and USFS housing on USFS land.
- New road to serve Civic Center complex.

GREENWAY: CONCEPT DIAGRAM

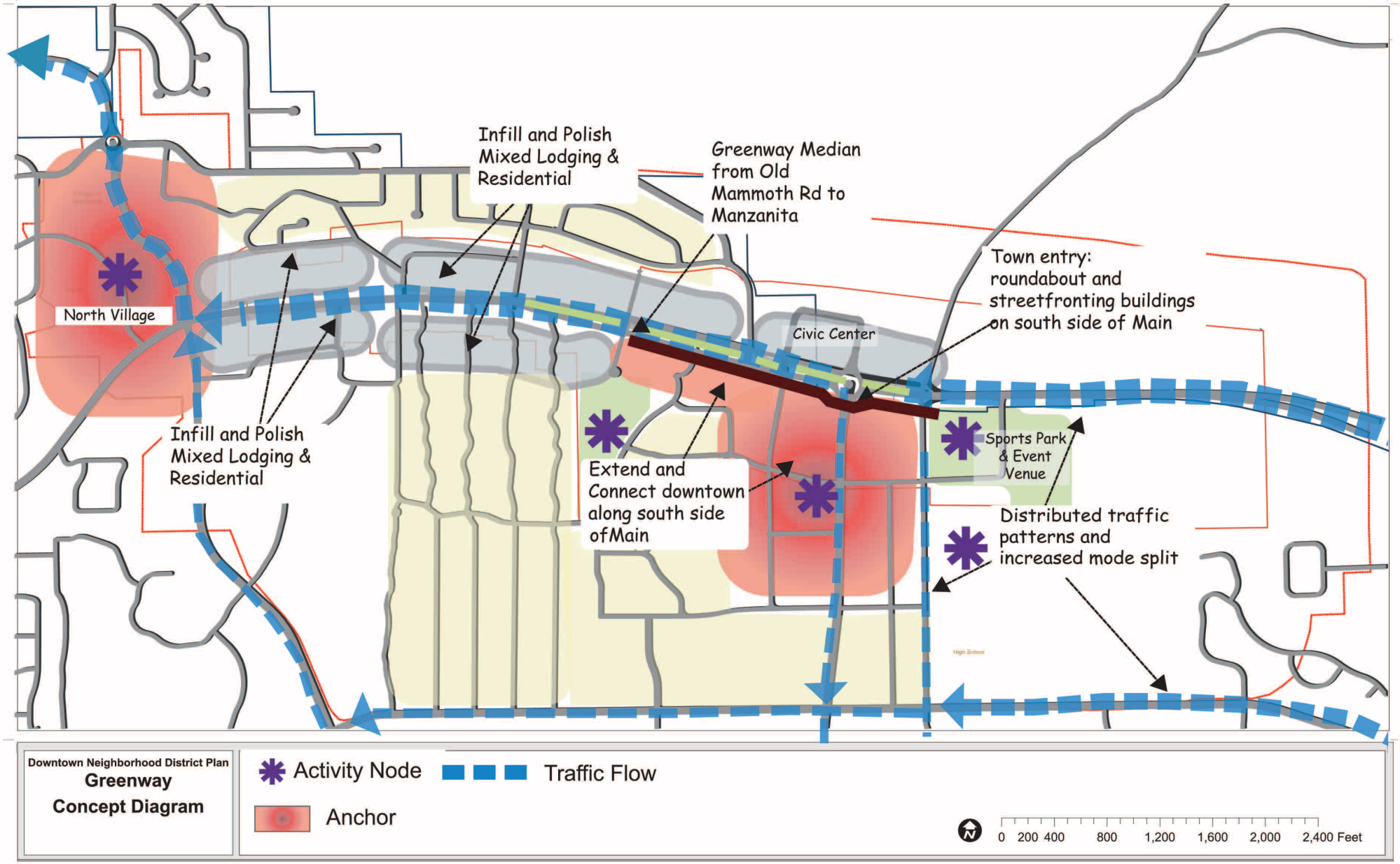


Figure 4-5: Greenway Concept Diagram

GREENWAY: LAND USE



Downtown Neighborhood District Plan

Greenway Land Use

- Downtown NDP Study Area
- Downtown NDP SOI
- Urban Growth Boundary

0 200 400 800 1,200 1,600 2,000 2,400 Feet

Figure 4-6: Greenway Land Use

GREENWAY: FUTURE ROADS

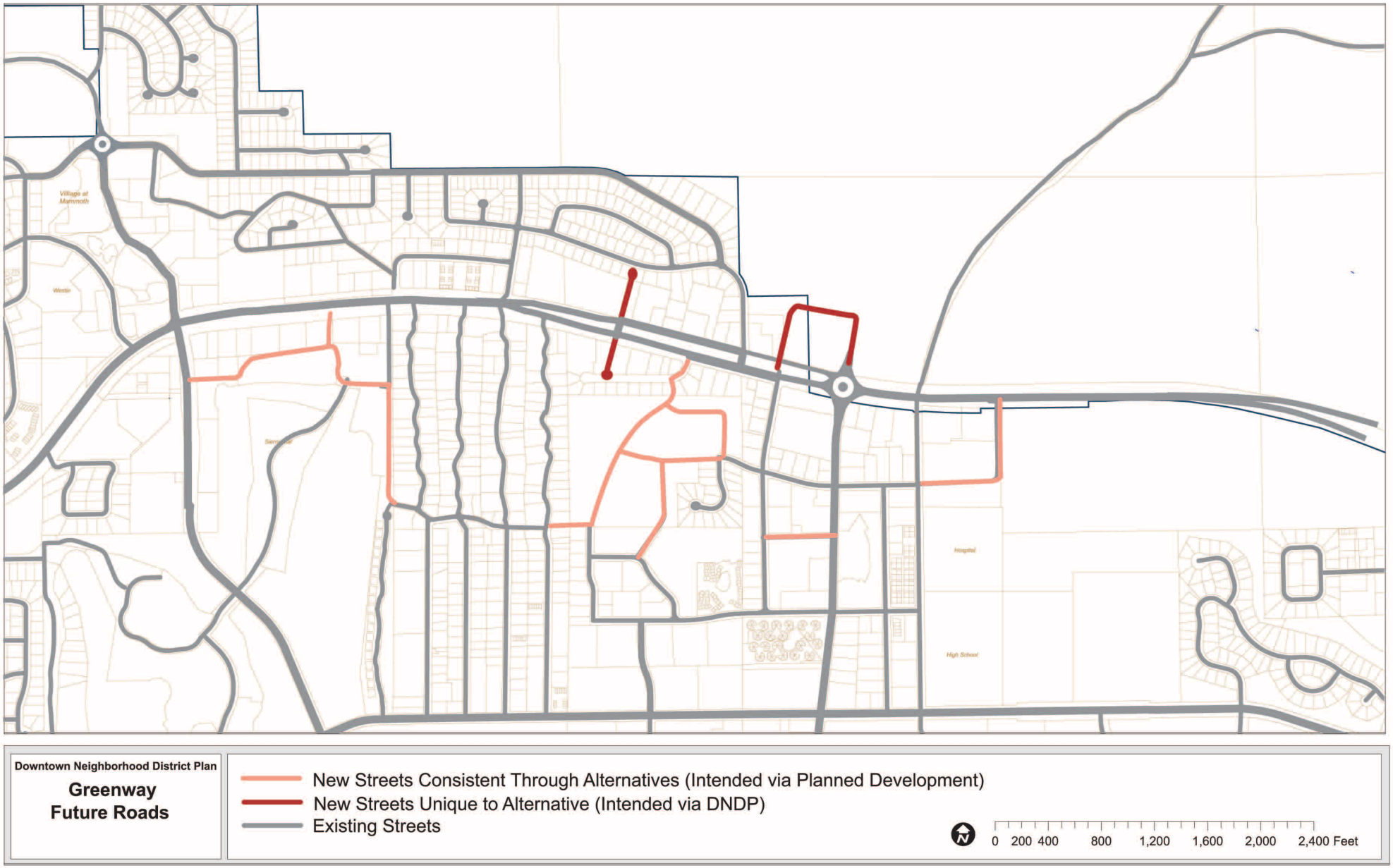


Figure 4-7: Greenway Future Street Network

- Extension of a mixed use Town Center from Old Mammoth Road to the south side of Main Street to Manzanita Road.
- On-street parking and strategically located parking structures.
- Inclusion of mixed housing and park/open space areas on the Shady Rest Tract.
- Feet-first mobility provided via "complete streets" that include sidewalks, bike lanes, and parking, completing gaps in the existing pedestrian and bike system, provision of safer pedestrian crossings, expansion of the transit system with a gondola, tram, rapid bus line, or other mode of transit.
- Continuation of current mixed lodging/residential uses along Main Street west of Manzanita Road.

2. The Downtown Alternative

In the Downtown Alternative, Main Street is defined by a series of strong, well integrated and walkable nodes that unify and connect its north and south sides. This alternative provides a traditional "main street" character with street-fronting buildings, supported by a greater mode split and improved traffic management to a more connected street grid. Figure 4-8 through Figure 4-10 show the overall concept, and land use and mobility framework for the Downtown Alternative, which includes the following major ideas:

- Main Street is narrowed, squares added, and buildings moved to the street to achieve a traditional "main street" character.
- Three "nodes" or walkable centers are provided along Main Street: a Town Center with civic center node, Mixed Retail/Residential node, and High Intensity Lodging node.
- Event/sports park at town entry.
- Mixed-use Civic Center complex on USFS land.
- Multiple new roads serve the Civic Center complex, events/sports park, schools, and industrial park to increase route options and spread traffic over a broader network.
- Extension of mixed-use Downtown from Old Mammoth Road along north and south Main Street to Post Office area.
- On-street parking and strategically located parking structures at each node.
- Inclusion of housing and park/open space on the Shady Rest Site.
- Feet-first mobility provided via complete streets, completion of gaps in existing system, safer pedestrian crossings, and traffic calming via squares.

DOWNTOWN: CONCEPT DIAGRAM

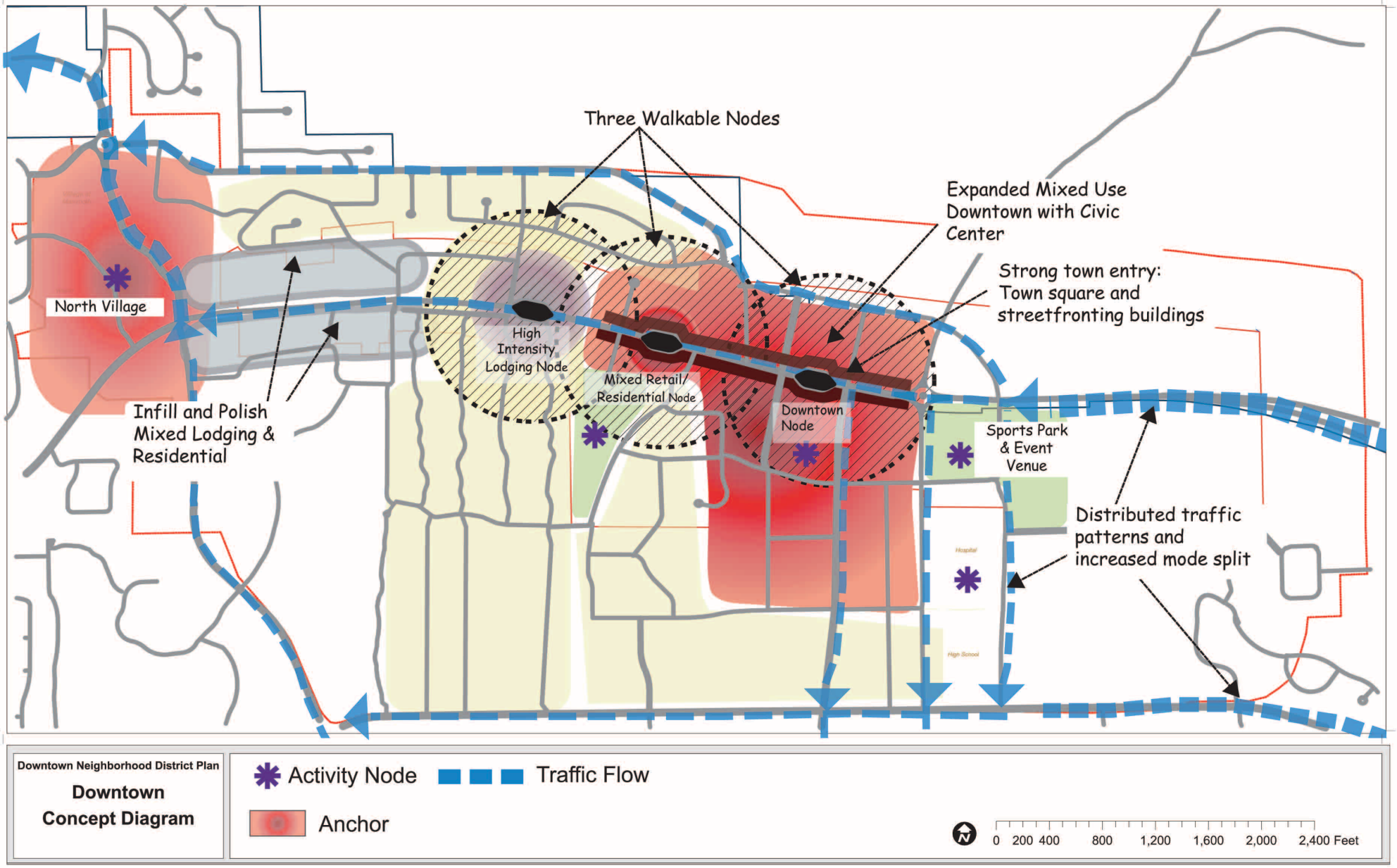


Figure 4-8: Downtown Concept

DOWNTOWN: LAND USE

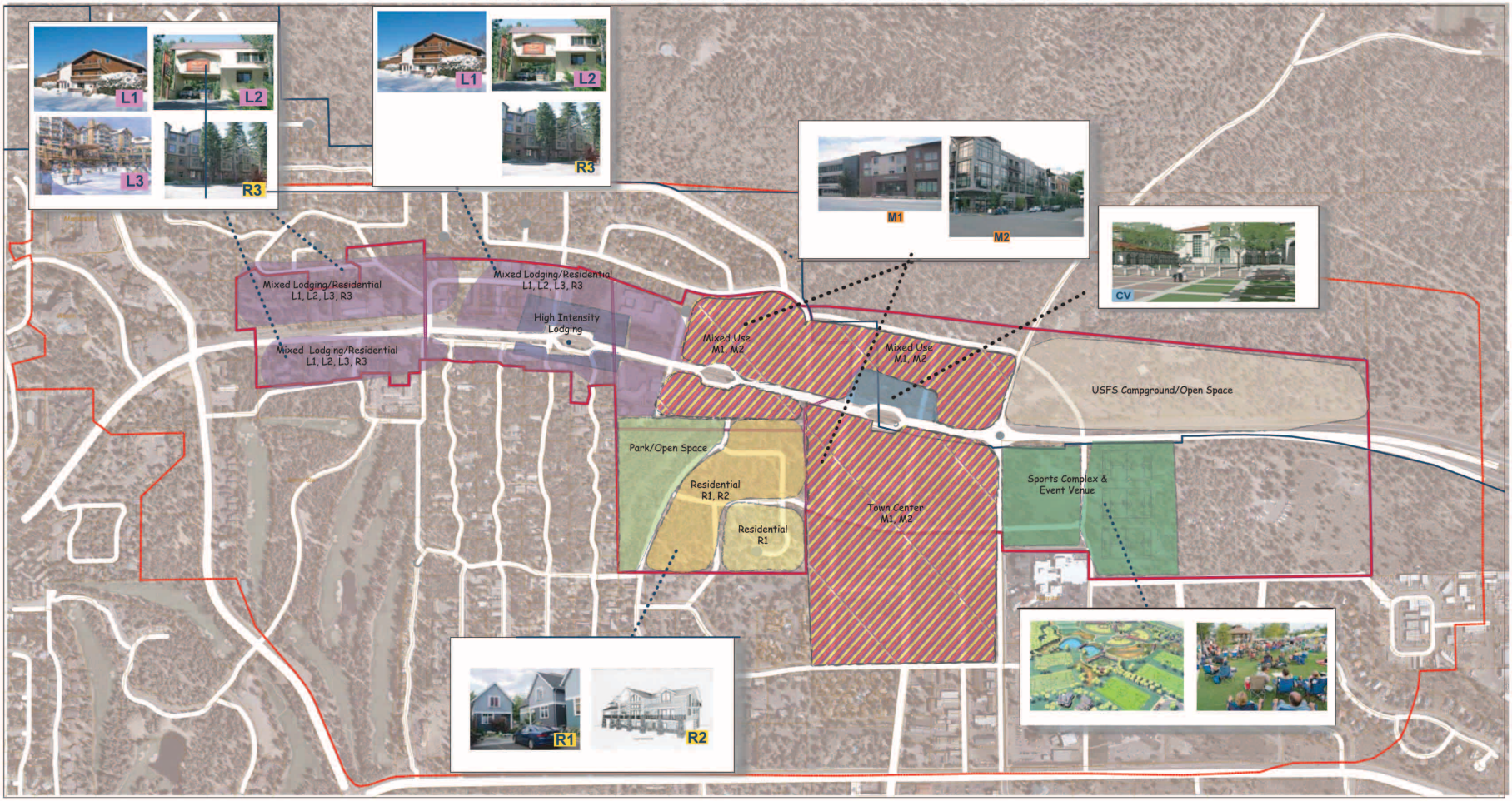
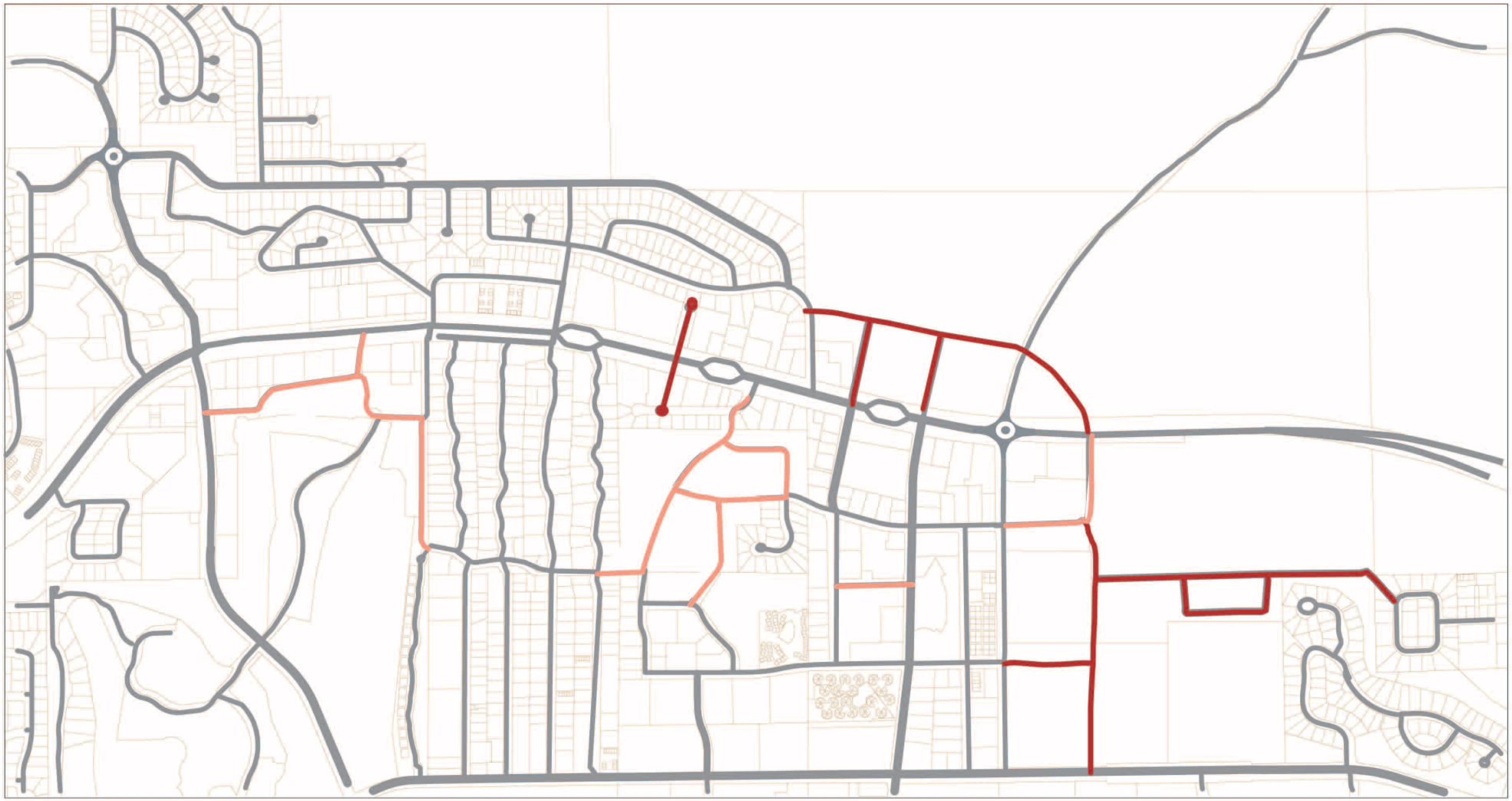


Figure 4-9: Downtown Land Use

DOWNTOWN: FUTURE ROADS



Downtown Neighborhood District Plan

Downtown Future Roads

New Streets Consistent Through Alternatives (Intended via Planned Development)

New Streets Unique to Alternative (Intended via DNDP)

Existing Streets

0 200 400 800 1,200 1,600 2,000 2,400 Feet

Figure 4-10: Downtown Future Roads

- Expansion of the transit system with a gondola, tram, rapid bus line, or other mode of transit
- Continuation of current mixed lodging/residential uses along the west end of Main Street.

C. Alternatives Review

The Focus Group reviewed the Greenway and the Downtown alternatives during their third meeting on January 29, 2010, and the alternatives were then presented to the public at an Open House held on February 19th and 22nd, followed by a public workshop on February 23rd.

Both the public and the Focus Group agreed with the principles guiding the alternatives development, and provided input on which components of the alternatives they liked and disliked. Comments were wide ranging, and included the following:

1. Greenway Alternative Comments

Many liked the idea of a greenway median, in terms of improving aesthetic conditions. Although some felt that this alternative, which would require less change to the overall Main Street cross section was good, others expressed concern about the costs to maintain a large (100 foot median), and that if it were used for snow storage, similar visual impacts to those created by berming snow to the sides might result. The need for crossing points to allow for turn movements to and from side streets was also mentioned. Others noted that the greenway, by itself, may not create enough of a sense of change to allow for the Framework principles to be meaningfully achieved.

2. Downtown Alternative Comments

The much stronger sense of visual and functional change for Main Street was positively received in the Downtown alternative, including the reduction in total right-of-way width to allow buildings to be brought closer to the street. This was seen as a potential incentive to redevelopment. However, concern was expressed that a travel-way reduced to only three lanes would not be adequate. Some commented that it may be inadvisable to place too many retail uses on the north side of Main Street, because it would entice pedestrians to cross back and forth, and because the market may not be able to support that amount of retail.

3. Other Comments

In addition to the above, some comments were made that were common to both alternatives, including:

- Support for the idea of a strong town entry with civic center, town square and sports park/events venue was also well-received in this alternative.
- Support for the idea of an expanded mixed use downtown that extends along the eastern portion of Main Street, and includes north part of Laurel Mountain Road as a primary retail street along with Old Mammoth Road and Main Street.
- That the Shady Rest site should be a mixed income workforce housing neighborhood.
- An emphasis on the need for successful snow management.
- Analysis of the feasibility of any alternatives is still needed, including a determination on how improvements are funded and costs reasonably shared between the public and private sectors.
- Concept should emphasize upgrade and improvement of properties along the west end of Main Street, to reduce the "hodgepodge" of development types there and create better connectivity.
- The design and operation of all roadways (width, presence of sidewalks, etc.) needs to support the land uses along those streets.

D. Gondola Options

In addition to the concept alternatives described above, the alternatives review included consideration of options related to a potential future in-town gondola system.

One transit option, first expressed in the Hart Howerton Concept, was extension of a gondola line/system along Main Street. Both positive and negative comments were received in response to this idea. On the positive side, many felt that a new gondola line could be "signature" feature for Mammoth, a fun and exciting attraction for residents and visitors, and a new transit option that could ease pressure on the road system, especially at peak winter periods. Concerns about a gondola included its practicality, potential costs, and potential visual impacts.

To allow further discussion as part of the alternatives process, three concepts of extending one or more gondola lines/systems through town were developed with input from MMSA. The Linked Anchors/Greenway and Walkable Nodes concepts could both accommodate a gondola extension, or some other mode of rapid transit such as a tram or rapid bus line.

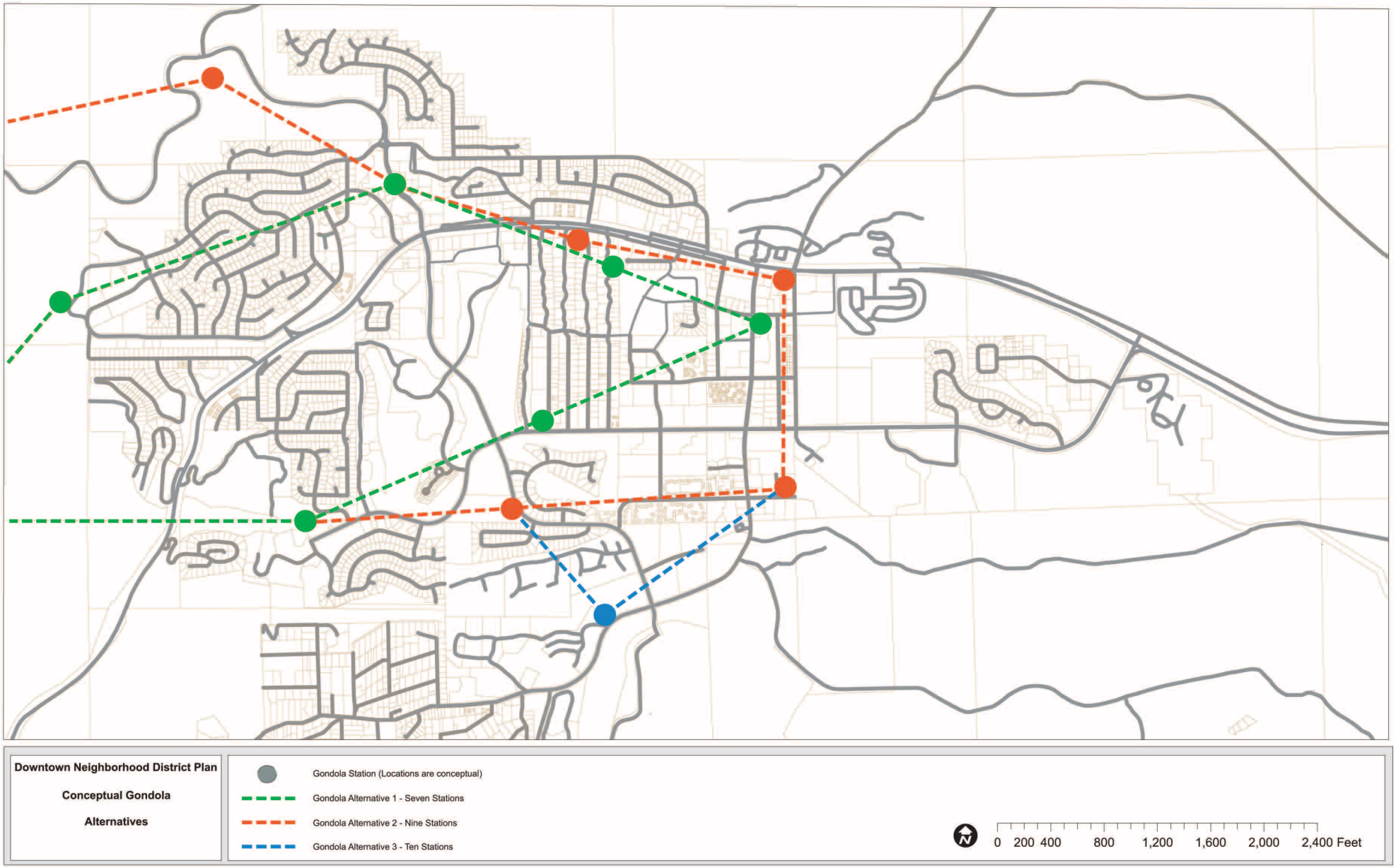


Figure 4-11: Conceptual Gondola Alternatives

E. Consensus Points: Synthesis Concept

The input from the public and the Focus Group formed a strong consensus around a number of key features that should be reflected in the preferred concept. This consensus informed the creation of the Preferred Concept described in Chapter 4, which is a synthesis or "hybrid" concept that includes the best features from both the Greenway and Downtown alternatives. Major points of consensus included the following:

- Four travel lanes on Main Street, with a moderately sized median along the eastern portion of the street, and improved streetscape.
- Street fronting buildings on primary retail streets.
- Year-round pedestrian facilities and connectivity along the length of Main Street.
- On street public parking.
- Emphasis on increasing alternate transportation modes, such as walking, transit and biking.
- Multi-use animated public and event spaces.
- Strong sense of arrival/welcome statement at the Town entry.
- Calm traffic, but don't push traffic to adjacent neighborhoods.
- Implement an aggressive snow management program.

Chapter 5. Preferred Concept

The Downtown Neighborhood District Plan process described in the previous chapters has resulted in the formulation of a "Preferred Concept" for the Study Area. The Concept reflects the approved Framework and Guiding Principles, and the distillation or narrowing down of a broad range of alternatives to come up with preferred option based on a broad consensus from the public and the Focus Group.

The Preferred Concept includes a physical development concept, describing the features of land use, the mobility system, and public facilities 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. In addition, this chapter outlines the series of implementation actions that need to be undertaken, including recommended prioritization, timing, and funding.

As noted in the Introduction, the Preferred Concept is not the final Concept for the Downtown area. The Concept will be reviewed by the Planning Commission and Town Council, and with approval, will be used as a starting point for additional refinement and changes based on further technical analysis, including traffic modeling, Population at One Time (PAOT) and Project Impact Evaluation Criteria (PIEC) assessment, and feasibility assessment of issues such as Town adoption of the Caltrans right-of-way. These various analyses would be compiled and reported back to the Town Council and Planning Commission, along with a refined Concept, as the basis for subsequent codification as the Downtown NDP.

A. Overview and Vision

The Preferred Concept incorporates the consensus direction of the public and the Focus Group, developed through a series of public workshops and meetings. Together, these two groups worked to develop and refine the concept, which incorporates a broad and long-range vision for how this key area of the Town should look, feel, and function. A diagram illustrating the overall concept is shown in Figure 5-1. Individual components of the concept are explained in greater detail below.

1. DNDP Vision

The vision for the Downtown area is for a thriving mixed use district focused around the North Old Mammoth Road area and eastern part of Main Street. Main Street has a dramatically different aesthetic character than today, with a

PREFERRED ALTERNATIVE: CONCEPT DIAGRAM

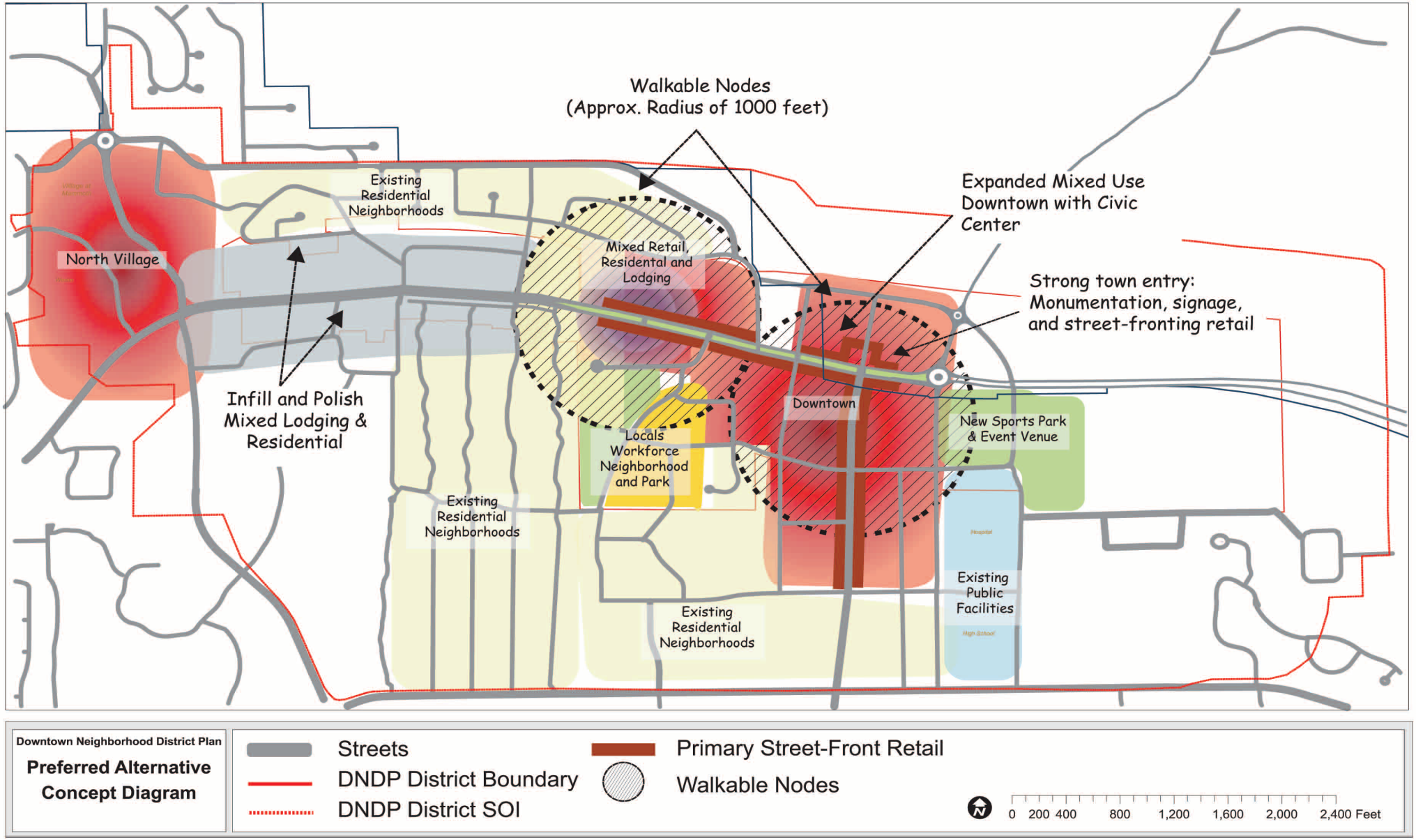


Figure 5-1: Preferred Concept Diagram

well-functioning roadway that can efficiently carry traffic, while also accommodating pedestrian activity, bicycles, transit and on-street public parking. A substantial median, potentially used as a right-of-way for a gondola, breaks up Main Street's four lanes of traffic, and provides a site for public art and streetscape features that add to Main Street's aesthetic appeal.

Buildings are oriented to the street, with sidewalks and opportunities to browse a range of retail shops and restaurants. Parking is well organized and located in public and private parking lots and surface and underground structures, and on-street. Snow removal is efficiently managed to maintain visibility of storefronts and allow for year-round pedestrian use of sidewalks and paths.

The Downtown district also provides a distinctive gateway entry to town, with monumentation, streetscape treatments and organization of buildings and public spaces that frame the transition along 203 from undeveloped open space to the urbanized area. A new sports park and event venue south of Main Street, and civic center north of Main Street at Old Mammoth Road enhance the gateway, contributing new public spaces and venues that help to activate and enliven the downtown district.

Wayfinding orients visitors, and helps to direct vehicle, bicycle and pedestrian traffic to the most efficient route to their destination. An expanded street network also helps to absorb and spread local traffic by providing new alternate routes and connections.

Shady Rest is a livable workforce neighborhood, conveniently located and well connected to surrounding neighborhoods, and providing a range of housing types and affordability for local residents, along with significant open space areas and parks.

Main Street west of Manzanita Road sees ongoing infill and improvements to vacant and underutilized properties, with new hotel and residential development, as well as upgrade and "facelifts" of some existing properties. Pedestrian connectivity is provided along the length of Main Street from the Downtown to the North Village as sidewalks and public paths, and an efficient transit system provides an accessible and convenient alternative to driving private automobiles.

2. Key Principles

The following represent the foundational principles behind the DNDP Concept:

- **The Preferred Concept is the community's concept.** It was developed based on participation by a broad cross-section of the community, including large and small business and property owners, members of various Boards and Commissions, representatives from the

development and tourism community, Advocates, and members of the public at large.

- **The Preferred Concept is practical.** It incorporates changes that can be implemented in phases over the long-term, based on resources and conditions at that time. It is also scaleable, with both small-scale and larger-scale components that can be enacted by small and large property owners at their own pace and as new development moves forward, and by public agencies, including the Town, over time, as resources allow.
- The **Preferred Concept does not call for takings or down-zonings** that would reduce or remove private development rights, or that would result in non-conforming uses, and instead offers opportunities and incentives for re-investment and needed change.

B. Development Concept

This section outlines the major physical components of the Preferred Concept.

1. Transportation

The transportation system forms the "backbone" of the preferred concept, since it is the network and configuration of streets and associated facilities that help define the function and structure of the built environment.

Major transportation-related components of the Preferred Concept include the following:

a. Main Street Cross Section

A series of cross-section studies were developed for Main Street, which are shown in Figure 5-2 to Figure 5-4, and in Figure 5-24. As shown in those figures, Main Street is recommended to include four travel lanes, and for the existing discontinuous frontage roads to be removed. A center median (30-40 feet), on-street parking, sidewalks and bike lanes (see below), could be accommodated within a narrowed right of way of approximately 140 to 150 feet, rather than the existing 200 feet.

b. Complete Street Design

"Complete streets" is a planning term used to describe streets that incorporate facilities for transportation modes other than automobiles. Figure 5-2. As shown in the diagram, a complete street includes sidewalks, bike lanes and travel lanes that can accommodate both cars and transit. Landscaped medians and parkways are also included. The DNDP Concept envisions that almost all streets in the study area will be developed as complete streets, facilitating multi-modal connectivity and access.

TYPICAL MAIN STREET SECTION: DOWNTOWN

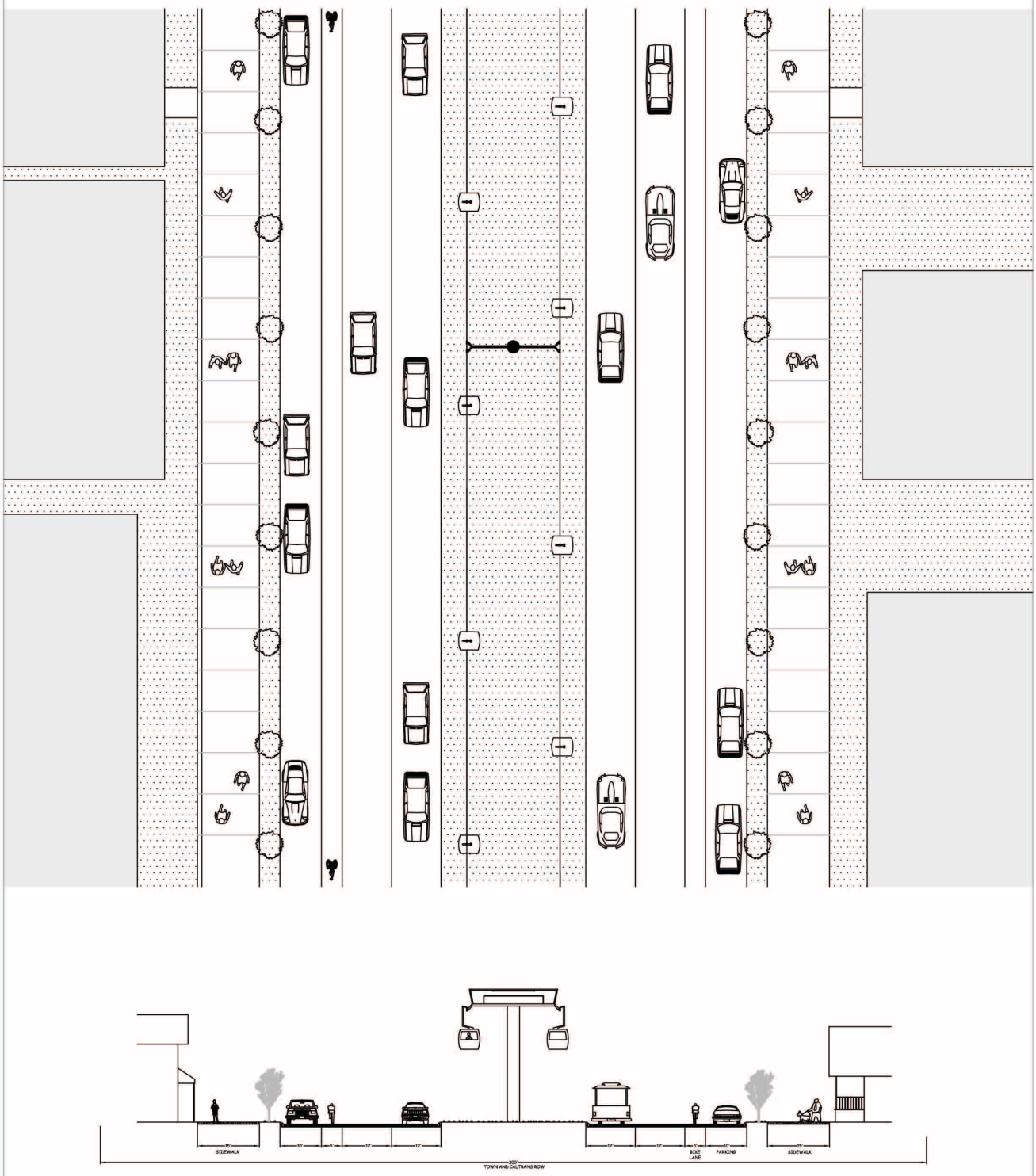
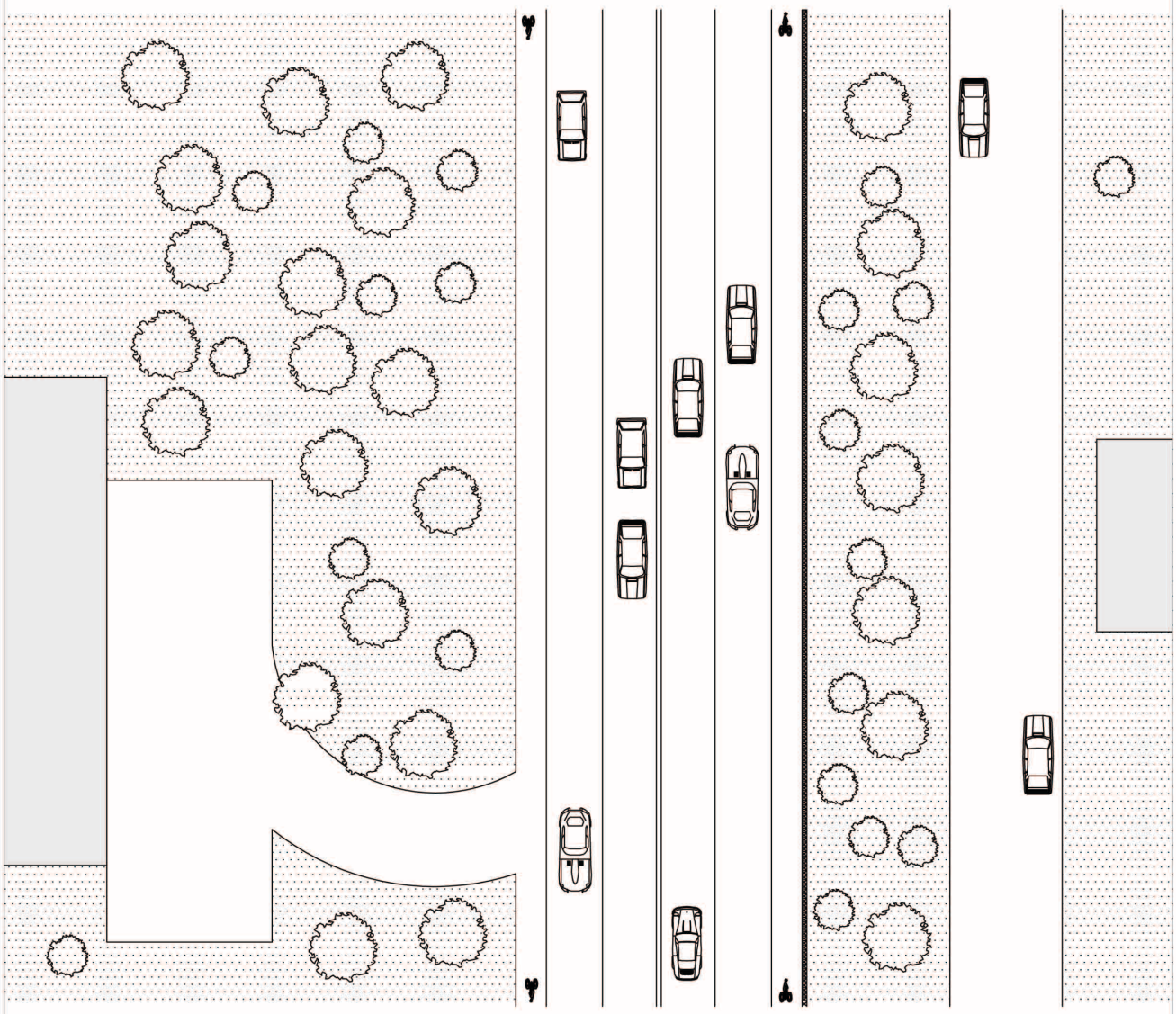


Figure 5-2: Downtown Cross Section

TYPICAL MAIN STREET SECTION: WEST OF MANZANITA



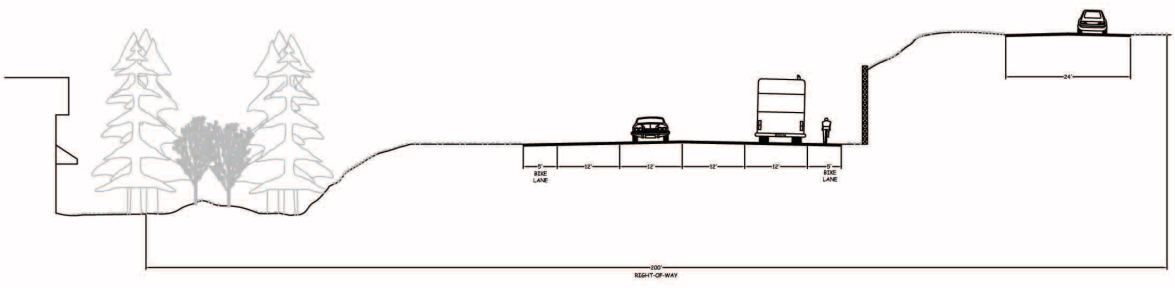


Figure 5-3: Typical Main Street Section, West of Manzanita

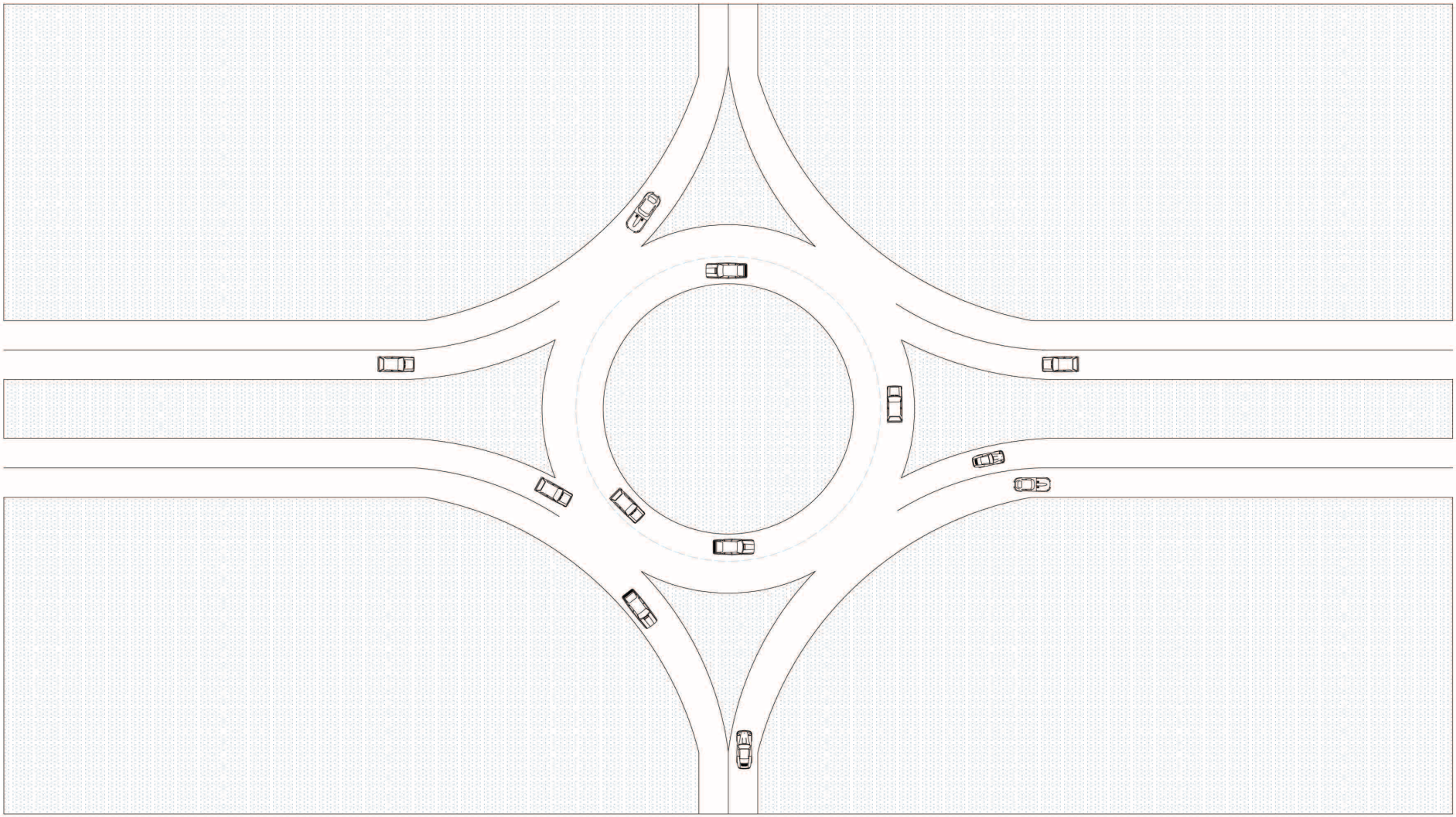


Figure 5-4: Typical Main Street Cross Section, East of Old Mammoth Road

c. Linked and Expanded Street Network

As shown in Figure 5-6 and Figure 5-7, the concept includes an expanded street network that provides additional new connectivity and alternative routes for traffic, including emergency vehicles. A number of these roadways are already included in Town planning documents like the Mobility Diagram, as facilities that are planned or projected to occur with new development. It should be noted that many of these roads are outside of the DNDP study area and Sphere of Influence. This fact recognizes that circulation for a study area this large can only be effectively considered on a town-wide basis, looking at the entire street network and traffic flow. Figure 5-5 illustrates the street pattern of the expanded network.

Although these alignments are included as part of the concept, the actual necessity for each roadway, and details of its specific design, classification, and alignment are subject to change based on additional traffic analysis and study.

d. Traffic Management

Traffic management is an important component of the DNDP concept. It refers to the ways in which the flow of traffic through the street network is facilitated and controlled, particularly at key intersections.

As shown in Figure 5-6 and Figure 5-7, the circulation system envisioned as part of the DNDP concept includes potential roundabouts at Highway 203 and Meridian Boulevard, Main Street and Sierra Park Road, and along Sawmill Road. These are in addition to already planned roundabouts at Old Mammoth Road/Minaret Road, Forest Trail/Minaret Road, and Meridian Boulevard/Minaret Road.

In addition to these future roundabouts, improved way finding and signage are seen as critical components of the circulation system (See Figure 5-8). For many visitors and some residents, Main Street is used as the default route to reach parts of town that could just as efficiently be reached in other ways. For example, visitors to the Snowcreek area or Eagle Lodge could be directed to turn off Highway 203 at Meridian Boulevard, rather than traveling via Main Street and Minaret Road. Similarly, Main Street is used as the major route out of town by visitors leaving after a winter weekend, when connecting to 203 via Meridian may be a reasonable (and sometimes faster) alternative. Providing these alternate routes has the potential to spread traffic over a larger number of streets, reducing traffic volumes and congestion on Main Street.

PREFERRED ALTERNATIVE: BLOCK PATTERN



Figure 5.5: Block Pattern

PREFERRED ALTERNATIVE: FUTURE ROADS

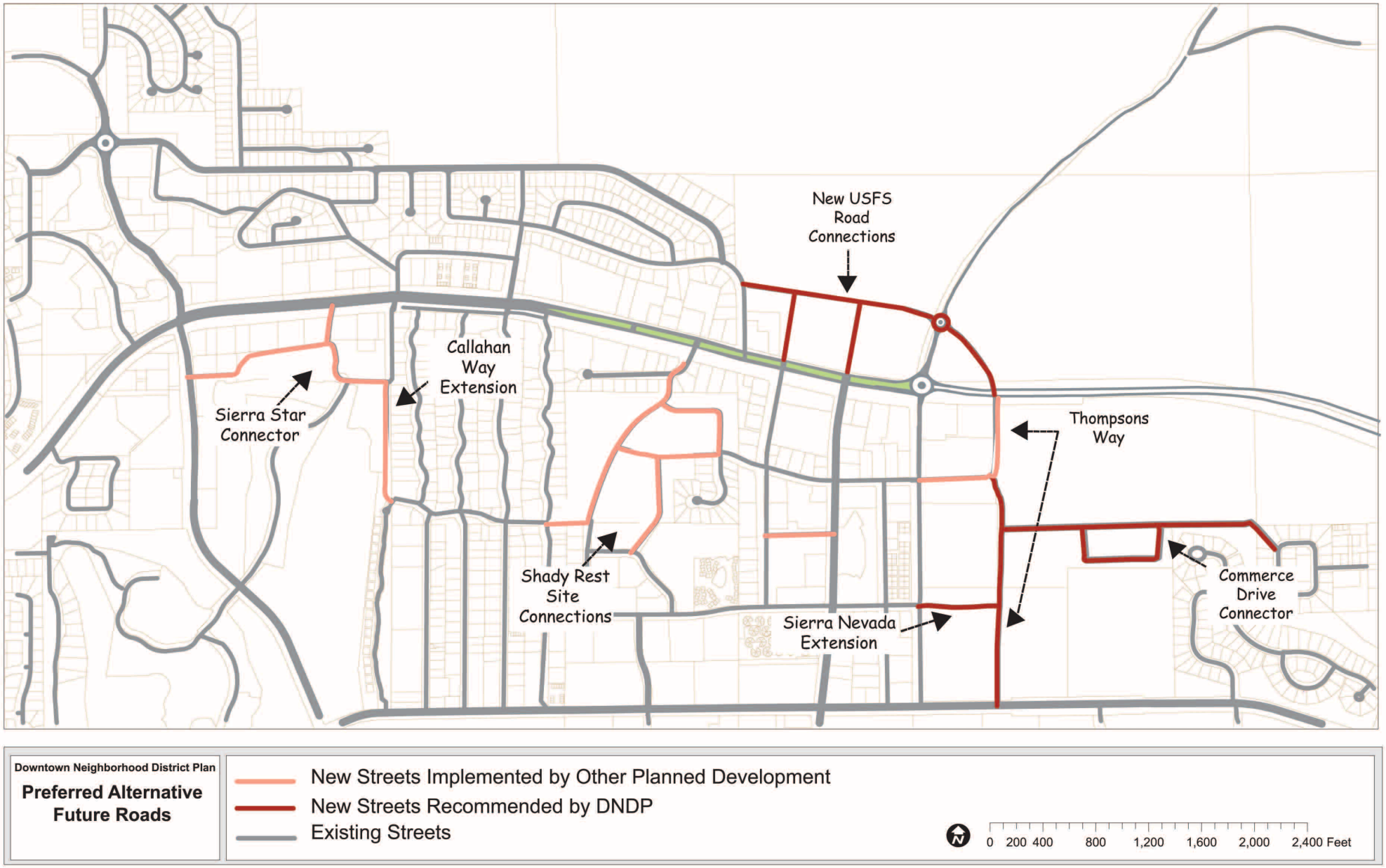


Figure 5-6: Future Roads

PREFERRED ALTERNATIVE: CIRCULATION NETWORK

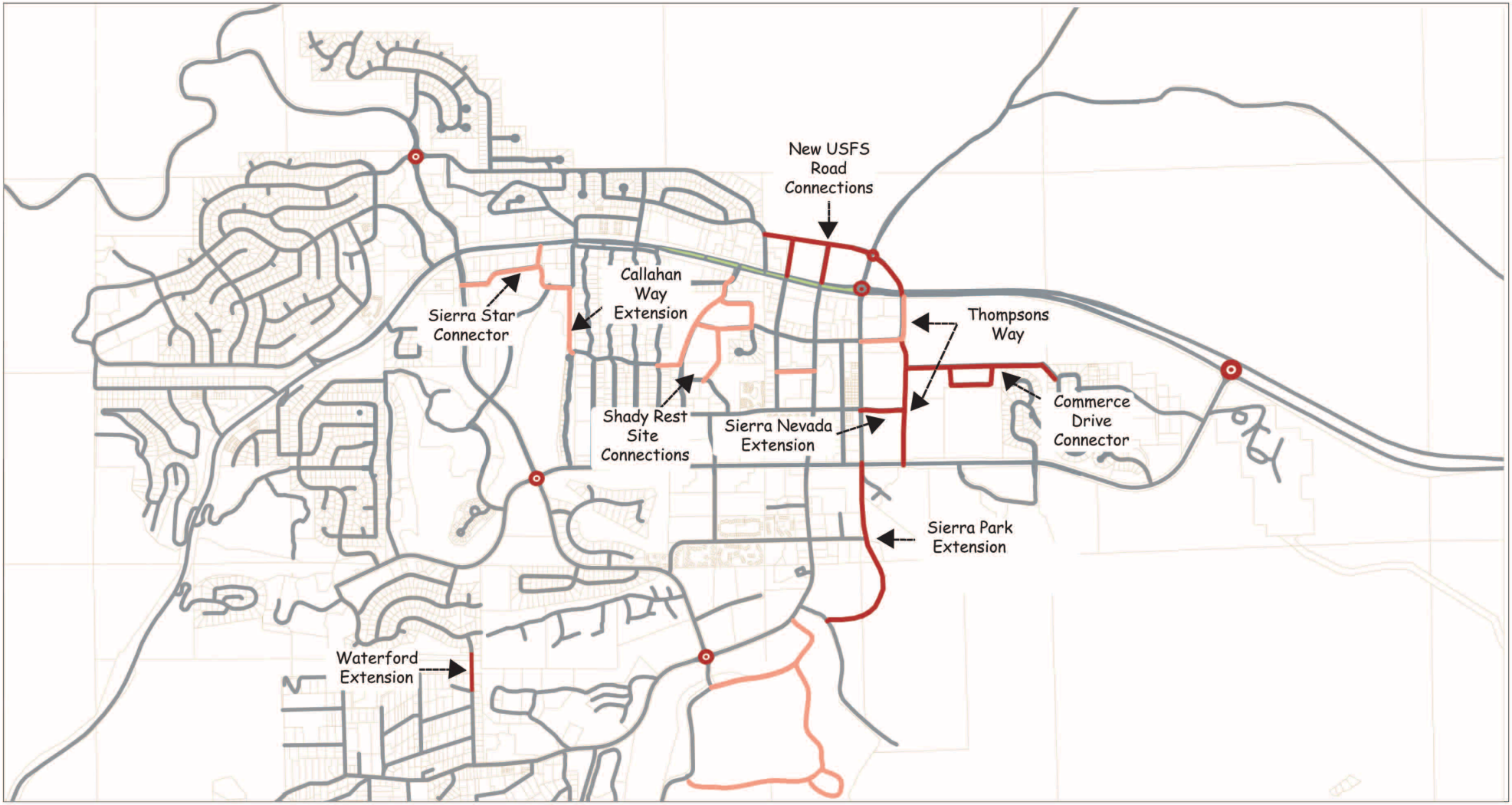


Figure 5-7: Future Circulation Network

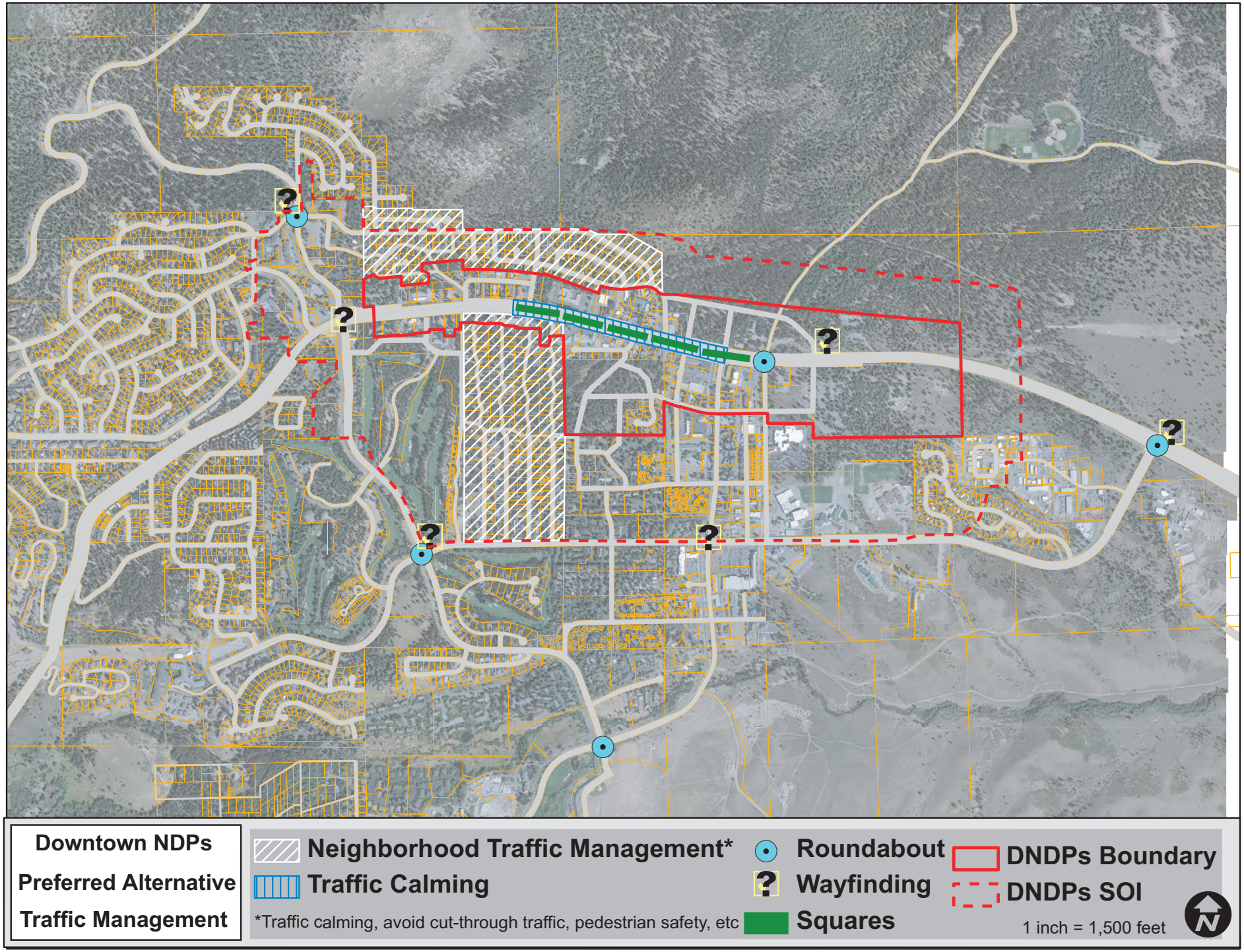


Figure 5-8: Traffic Management

Figure 5-9 and Figure 5-10 illustrate conceptual traffic flow and the different classifications of streets based on these proposed traffic management strategies.

e. Alternate Transportation Modes

While providing alternate routes and expansion of the road network is important to the success of the Preferred Concept, equally important is the concept of increased "mode split," which means the balance between the numbers of people using alternate modes of transportation to the private automobile. The Downtown NDP Concept assumes increased mode split in the form of increased transit ridership (facilitated by additional stops and improved service); a reduction of trips within the Downtown by locating housing and lodging close to shopping and services so that driving between destinations becomes less necessary (known as "internal capture"); and an improved walking environment.

As discussed in Chapter 3, the alternatives process included discussion of a new gondola line as an additional transit mode that could carry large numbers of people and act as a "signature" feature for Main Street. There continues to be considerable disagreement as to whether a gondola is an appropriate or feasible option. However, the concept of a new transit mode that could quickly transport people to and from the downtown area, whether in the form of a gondola, tram or rapid bus line, was well-received during the process.

The proposed median that is an integral part of the DNDP Concept provides an opportunity to reserve right-of-way for a future gondola line, placing it in the public right-of-way rather than adjacent to private properties.

f. Pedestrian Facilities

An integral part of increasing mode split is improving the environment for pedestrians. Numerous studies have shown that willingness to walk to a destination increases greatly when conditions are perceived as safer for travel by foot, when pedestrian facilities are connected and well-maintained, and when the walking occurs in an attractive, interesting and pedestrian-scaled environment.

Creating a safe and walkable downtown is central to the DNDP concept. This would be facilitated by providing year-round pedestrian facilities (i.e. sidewalks and paths cleared of snow in the winter), additional safe crossing opportunities, particularly on Main Street, and providing better connectivity and wayfinding with regard to the broader trails and pedestrian network. Figure 5-11 shows the potential pedestrian network that would be included as part of the DNDP concept.

PREFERRED ALTERNATIVE: TRAFFIC DISTRIBUTION

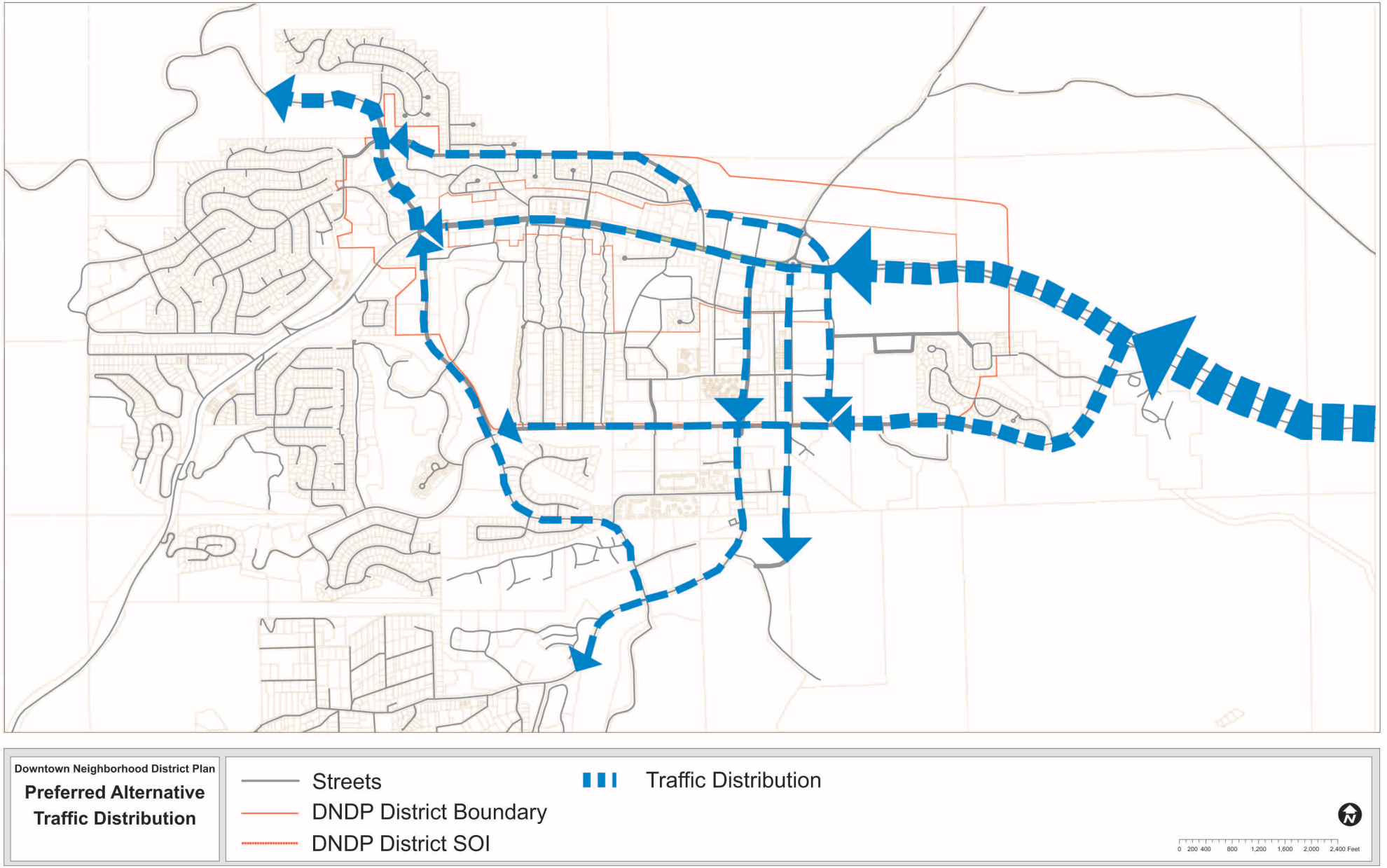


Figure 5-9: Traffic Distribution

PREFERRED ALTERNATIVE: STREET CLASSIFICATION



Downtown Neighborhood District Plan

Preferred Alternative

Street Classification

Arterial Street

Collector Street

Local Street

0 200 400 800 1,200 1,600 2,000 2,400 Feet

Figure 5-10: Street Classification

PREFERRED ALTERNATIVE: PEDESTRIAN MOBILITY



Figure 5-11: Pedestrian Mobility

g. Public Parking

The need for adequate, well-designed public parking was a key issue raised during the DNDP process. Business owners in particular were concerned that a lack of convenient public parking can have a negative effect on trade. Currently, much of the parking in the Downtown area is provided in surface parking lots; there is limited sharing of parking, and it is not efficiently sited.

The Downtown NDP concept envisions a series of strategically located public parking facilities, in the form of surface and underground parking structures and shared parking lots, conveniently located near transit and within an easy walking distance of businesses and restaurants. On-street parking would be provided along Main Street as part of the Main Street "complete street." Work completed for the Town by Nelson/Nygaard, a well known transportation consulting firm, has suggested the value of effective parking management strategies, such as the use of timed and/or metered parking to ensure that spaces are used as efficiently as possible. Nelson/Nygaard has also advocated for the use of tailored parking standards that account for factors such as proximity to transit, shared parking opportunities, and mixed use characteristics of an area, to avoid "overparking."

2. Snow Management

Due to Mammoth's winter climate, snow management is an important consideration. Snow deposited during winter storms and pushed or blown into large berms affects traffic and pedestrian flow and safety, and can impact access and visibility for local businesses during winter months.

The Downtown NDP concept calls for an aggressive and effective snow management strategy for Main Street, similar to that currently in place on Old Mammoth Road and in the North Village.

Instead of creating large berms or piles of snow along each side of Main Street, snow would be pushed and stored on a short term basis within areas reserved for on-street parking immediately following a storm, avoiding snow being blown or pushed onto sidewalks. Then, snow would be blown into trucks for removal and storage elsewhere. As is discussed later in this chapter, because this method of snow removal is more costly, a funding mechanism to handle the increased cost of snow management would have to be found.

3. Aesthetics and Character

The next thematic component of the DNDP Preferred Concept concerns the visual and design conditions within the study area, particularly for the Main Street corridor, which would see the most dramatic change in character.

a. Town Entry and Gateway

A central idea of the DNDP Concept is creation of a dramatic and distinctive sense of entry to the town that follows a logical visual sequence or transition from undeveloped and open space east of Sierra Park Road to the urbanized downtown.

The General Plan's "transect" concept reflects the idea that all features of a particular transect zone should reflect common and logically-related characteristics. For example, an urban transect will have more formal streetscape elements like sidewalks, street lighting and street furniture; open space in the form of plazas and squares rather than more natural parkland; and more intensive development types. A non-urban transect zone should reflect characteristic of a "rural" environment in terms of streetscape and landscape.

Defining an appropriate and distinctive entry to the Town was a key component of the Framework and issues discussion. The DNDP concept reinforces this gateway idea by:

- Defining a clear transition from rural to urban through appropriate design and streetscape standards.
- Incorporating opportunities for gateway monumentation and signage at the Town entry.
- Inclusion of a roundabout at Sierra Park Road as "marker" feature.
- Incorporation of a town square and civic center on the USFS property north of Old Mammoth Road. This idea was originally included in the Hart Howerton Concept, as illustrated in Figure 5-12.
- Development of a sports park/event center on the Town/County property south of Main Street at the town entry (see Section 5.b, below) as a signature feature to help to define the town entry.

Figure 5-13 and Figure 5-14 illustrates some of the ideas related to streetscape, public art and entry monuments that could be implemented within the Downtown area, utilizing the greenways, landscaped areas, and parkways that are an integral part of the concept.

b. Streetscape

The term "streetscape" refers to the visual elements of a street, including the road, adjoining buildings, street furniture (such as benches, trash receptacles,



Figure 5-12: Hart Howerton Civic Center Concept

and light fixtures), trees and open spaces, etc, that combine to form the street's character. Most participants in the DNDP process agreed that the character and streetscape along Main Street is in need of significant improvement and change.

To achieve this, the Downtown NDP Concept envisions substantial upgrades to the Main Street streetscape. This includes:

- Appropriate natural landscaping (street trees and parkways) and paved hardscape areas that can be maintained year round, is suitable to the Mammoth environment, and does not significantly increase water use.
- Opportunities for strategically located public art, of a scale and type that enhances the overall streetscape and complements the character and function of the street.
- Incorporation of appropriate community-signage and way finding for both pedestrians and automobiles.
- Development of an appropriate palette of street furniture that is suitable for the character of Main Street and Mammoth Lakes.

Examples of streetscape features are shown in Figure 5-13.

Streetscapes, Public Art, and Entry Monuments

















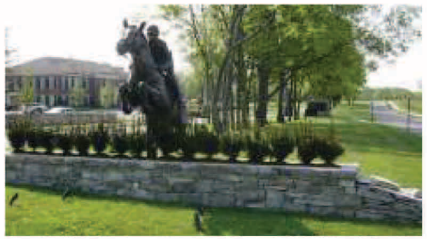












Figure 5-13: Streetscape, Public Art and Entry Monuments

Medians, Roundabouts, and Plazas



Figure 5-14: Medians, Roundabouts, and Plazas

c. Traditional "Main Street" Character

In the DNDP Concept, Main Street is reconfigured to create a scale and character more typical of a traditional downtown "main street." Figure 5-15 shows examples of the characteristics and building types found in a traditional mixed use downtown core. As shown in these examples, this includes features such as buildings oriented to the street and with minimal setbacks to the sidewalk, and active ground level uses such as retail storefronts. An active and pedestrian-friendly environment is encouraged through creation of public spaces like small plazas, as well as inclusion of development standards that allow for outdoor dining and street vendors.

Figure 5-16 shows the streets within the DNDP study area that would be designated as primary and secondary retail streets. They include Main Street from Sierra Park Road to Manzanita Road, North Old Mammoth Road, and Tavern Road and parts of Laurel Mountain Road. Secondary retail streets would be located on the periphery of the downtown, and would provide a transition to residential and lodging areas. Certain site conditions, such as topography, may preclude some of these properties from being designed to function as part of a traditional pedestrian oriented retail street.



Street furniture includes elements like benches, street lighting, trash cans and planters

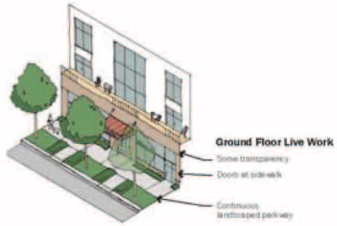
Downtown Core – Mixed Use, Street Front Retail, and Pedestrian Friendly













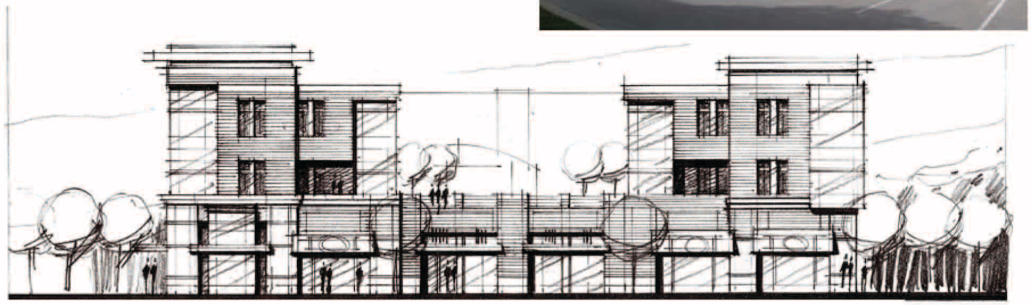


















Figure 5-15: Downtown Core: Mixed Use, Street-front Retail and Pedestrian-Friendly

PREFERRED ALTERNATIVE: RETAIL STREETS

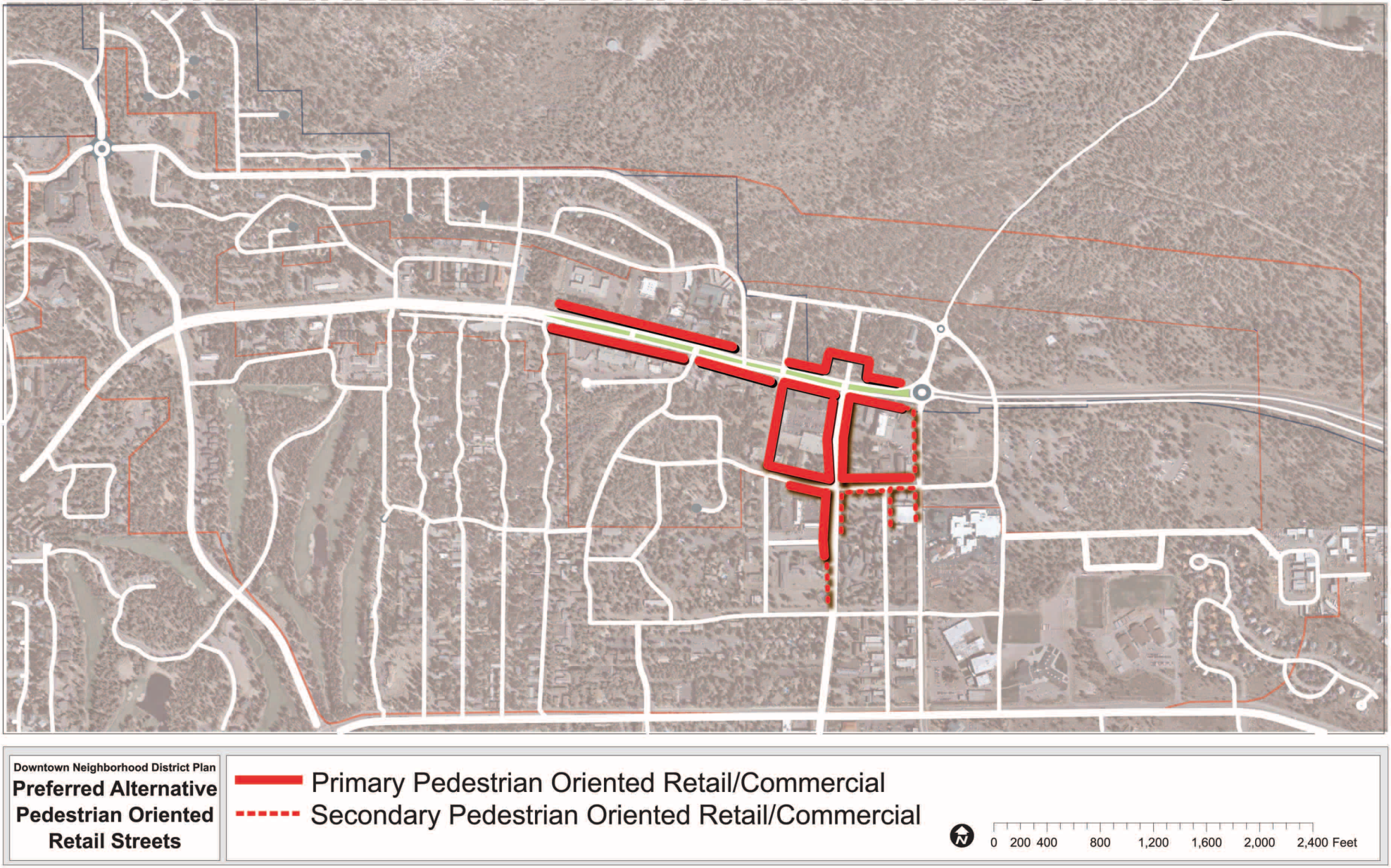


Figure 5-16: Retail Streets

4. Economic Development

Creation of an economically viable and implementable concept is a critical part of the DNDP concept, as are land uses and programming that can support the Town's destination resort goals. Without these aspects, implemented through public-private partnerships, public and private investment, and meaningful incentives for change, the concept cannot be successful.

a. Release of Excess Right of Way

The reduced Main Street cross-section, which proposes to eliminate the existing frontage roads and move future buildings close to the street, would create excess right-of-way along the Main Street corridor. This additional acreage could potentially be made available for purchase by adjacent property owners, offering an opportunity for this land to be returned to productive use, and providing a potential funding source for public improvements. Additional analysis on the feasibility of relinquishing the right of way to the Town will be completed.

b. Major Sports/Event Park

As shown in the DNDP Concept Diagram (Figure 5-1), the concept includes a major sports park and combined events facility located on the Town/County property at Main Street and Sierra Park Road. This idea was included in the initial Hart Howerton Concept (see Figure 5-17), and as shown could include several sports fields, as well as an outdoor performance venue that could host entertainment events. The proximity of the schools allows for possible shared use of sports facilities with the school district, and possible leasing or use of MUSD property. Figure 5-18 illustrates a number of examples of these types of facilities that have been built in other communities.

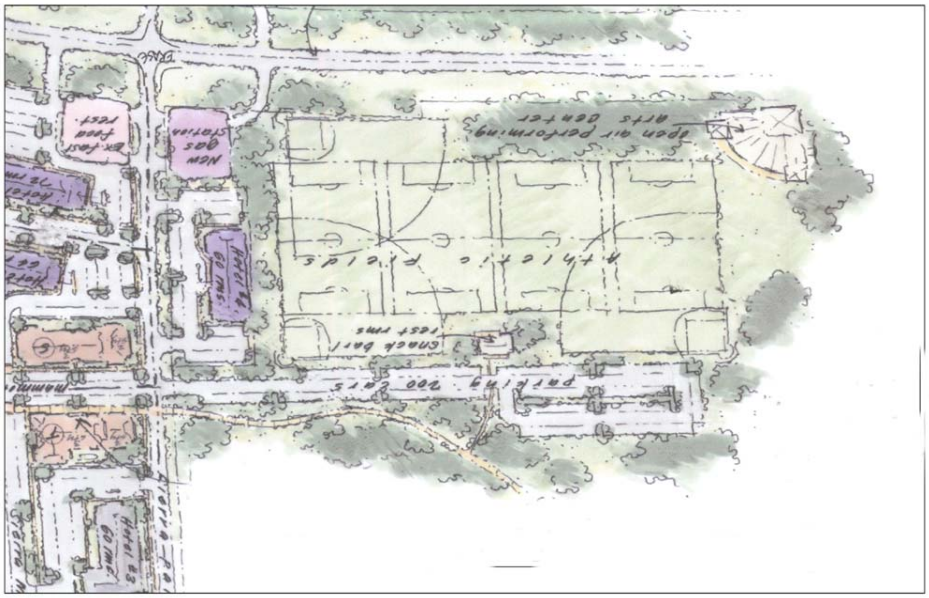


Figure 5-17: Hart Howerton Sports Park Concept

Public Event Spaces















Figure 5-18: Public Event Spaces

c. Multi-use animated spaces in commercial areas

Another opportunity for public-private partnership would be provided with development of smaller public spaces (plazas, pocket parks and squares) within the downtown core. Conceptual locations for public event venues, including the sports parks venue described above, are shown in Figure 5-19. The locations of public event venues should consider potential impacts to residential neighborhoods.

d. Joint Use Public Parking

As previously discussed, parking is a major issue and concern for the Downtown District. It is extremely expensive to construct surface, structured, and underground parking, which can tend to consume a significant portion of the developable area of a lot and make smaller properties very hard to develop.

The DNDP Concept includes a range of strategies to provide convenient shared public parking throughout the study area. These include off-site joint public facilities serving multiple downtown businesses, metered on-street parking, and private shared parking agreements. Illustrative locations for shared parking facilities are shown in Figure 5-20.

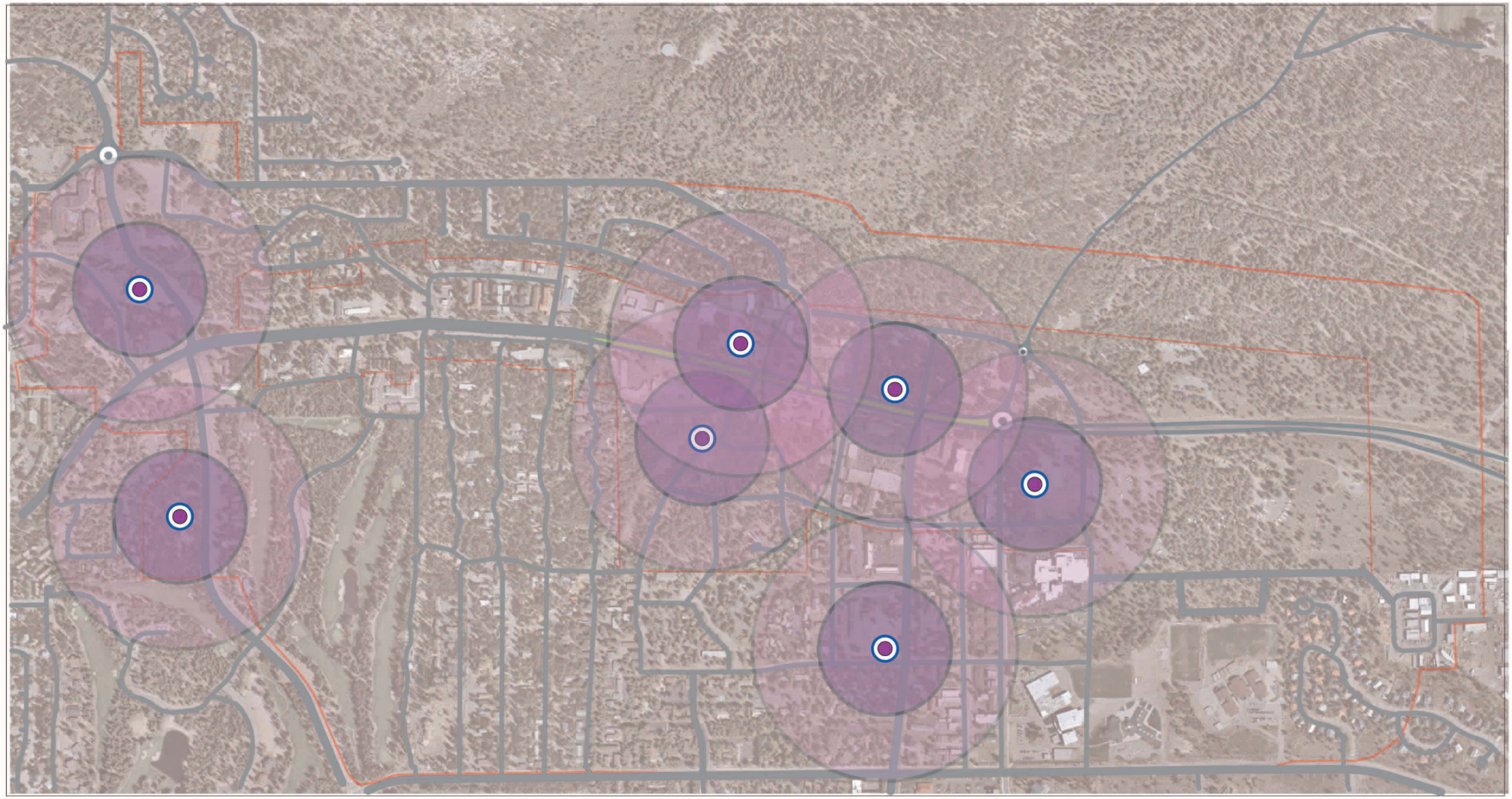
e. Shady Rest Livable Workforce Neighborhood

The importance of continuing to designate Shady Rest as a livable workforce neighborhood was emphasized throughout the NDP process. Shady Rest continues to provide a unique opportunity for the creation of housing for local residents and the local workforce. Shady Rest is envisioned as including a mix of housing types (from small lot single family homes, duplexes and triplexes), to townhomes and apartments. A mix of affordability is also desirable for Shady Rest, with both market rate and below-market rate units, and the livability for those units and the neighborhood as a whole is very important.

Open space, including the wetlands portion of the site, and one or more neighborhood parks to serve local residents would also be included. A neighborhood park at the north portion of the site should be visible and accessible from Main Street to the extent feasible, while also functioning as a buffer between the residential uses on Shady Rest site and Main Street.

Figure 5-21 shows a development concept for Shady Rest, as well as a series of images showing the types of housing and open space that might be included on the site.

PREFERRED ALTERNATIVE: VENUES



Downtown Neighborhood District Plan

Preferred Alternative Venues

Streets

DNDP District Boundary

DNDP District SOI

Event Venues (with 500 and 1000 foot walking radius)

Figure 5-19: Venues

PREFERRED ALTERNATIVE: PUBLIC PARKING

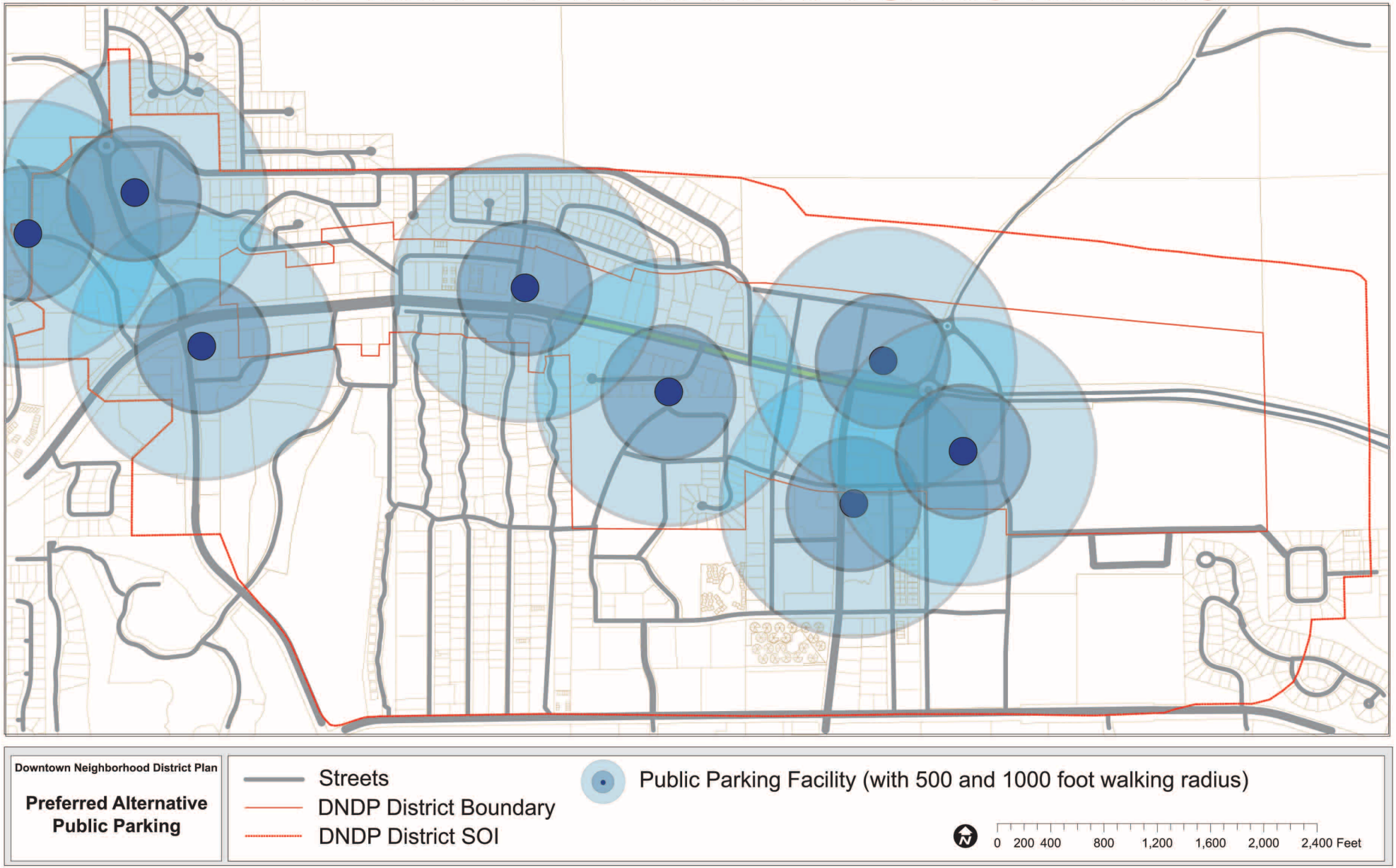
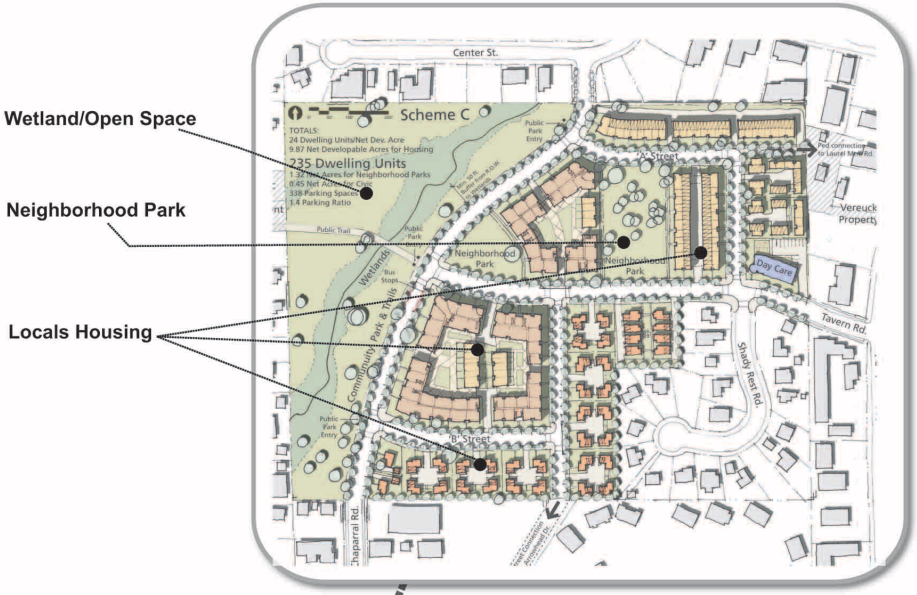
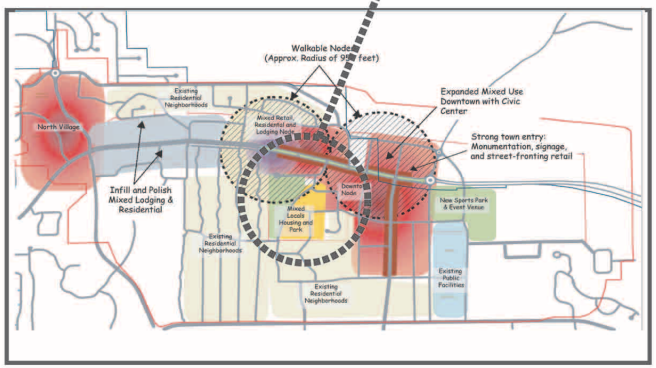


Figure 5-20: Public Parking

Shady Rest Site Development Concept

























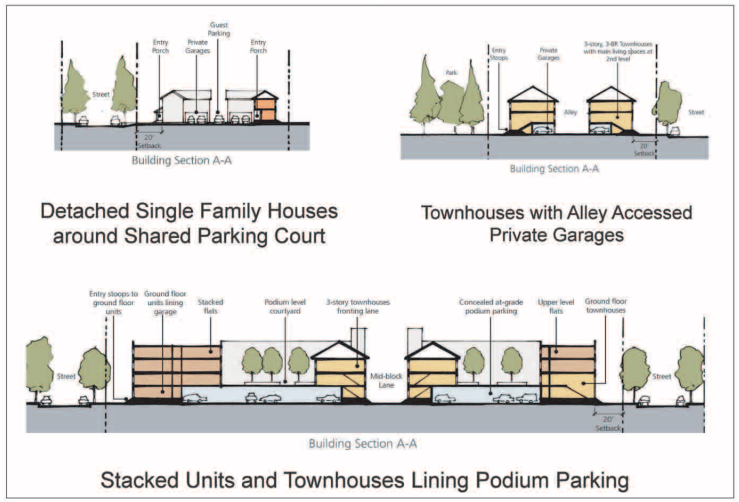


Figure 5-21: Shady Rest Site Development Concept

C. Preferred Concept Recommendations

This section presents a series of recommendations that support the physical development concept outlined above.

1. Land Use and Development Standards

a. Land Use

Recommendation 1.1. Develop zoning standards that allow for implementation of land uses as conceptually shown in Figure 5-22, which reflect the concept shown in Figure 5-1 and vision for the DNDP study area described in Section A.1 above. The recommended land uses shown in Figure 5-22 are keyed to a series of "place types" which are described more fully in Appendix C. Specific land uses for each subarea include :

Subarea 1:

- *Downtown:*
  - 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).
- *USFS Property:* Civic/government uses, public open space, and employee housing.
- *Town/County Property*: Civic/government uses, recreational open space/park, event venue.

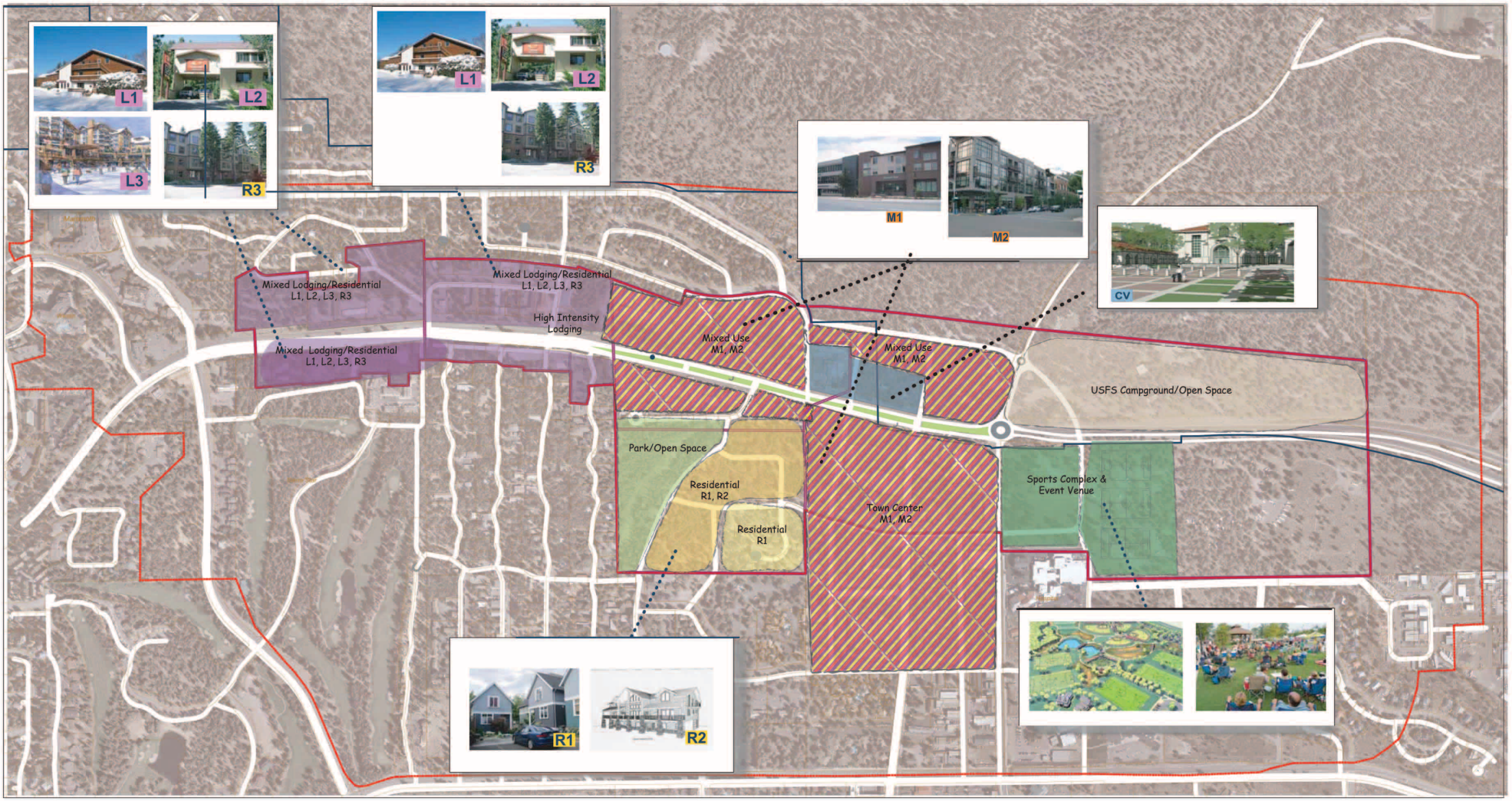
Subarea 2:

- Mixed use development (ground floor retail with office or residential above), mixed use lodging/residential, and mixed use retail/office, standalone retail and commercial, residential and lodging. Medium and high density residential.

Subarea 3:

- Mixed density residential (townhomes, duplex/triplex, and multi-family residential).
- Public parks/open space.
- Community facilities (e.g. childcare center, community center).

PREFERRED ALTERNATIVE: LAND USE



Downtown Neighborhood District Plan

Preferred Alternative Land Use

- Downtown NDP Study Area
- Downtown NDP SOI
- Urban Growth Boundary

0 200 400 800 1,200 1,600 2,000 2,400 Feet

Figure 5-22: Land Use

Subareas 4 and 5:

- Mixed lodging (hotels, motels, inns and specialty lodging).
- Medium and high density residential: Townhomes, apartments and condominiums.
- Limited and ancillary commercial (e.g. small neighborhood market, real estate offices, and hotel gift shops) and restaurants associated with lodging development.

b. Street Level Development Standards

Recommendation 1.2. Street front retail should be required on the streets identified in Figure 5-16. 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. Public art shall complement and may be incorporated into the way finding system as appropriate.

Recommendation 1.6. Extensive blank walls or facades visible from the public right-of-way should not be permitted along retail streets in the downtown 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 Main Street 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. Figure 5-23 shows recommended setbacks for various streets within the DNDP Study Area. The following setbacks are recommended:

- Main Street/Other Designated Retail Streets: Commercial and mixed use buildings should generally be built to the property line along Main Street and other designated retail streets. A maximum setback of up to ten feet may be allowed to accommodate entry courts, space for outdoor dining and patios, etc. Figure 5-24 shows the conceptual street section and setbacks for the downtown portion of Main Street.
- Main Street (West of Manzanita), Center Street, Mountain Boulevard, Sierra Boulevard, Alpine Circle, Thompsons Way: Minimum 10 feet, with participation in snow removal district or snow removal plan. Otherwise minimum 20 feet.
- Shady Rest Streets: Minimum 10 feet, with participation in snow removal district or snow removal plan. Otherwise minimum 20 feet.
- Commercial to Residential Transition: 15 feet Minimum.

Recommendation 1.9. Develop incentives for development and redevelopment to bring buildings up to the recommended setbacks, such as sale of excess right of way if feasible.

d. Building Height and Massing

Recommendation 1.10. Buildings should generally be between one and three stories. Height above three stories may be approved pursuant to the Community Benefits/Incentive Zoning policy, where it would allow for clustering of building mass to provide additional public open space, would not cause significant impacts to scenic views, or create significant shade and shadow impacts to public open space areas.

Recommendation 1.11. Building heights fronting designated retail streets should be one to two stories, and varied to allow for architectural interest within the pedestrian realm.

Recommendation 1.12. Building massing should be stepped back at a maximum angle of 45 degrees for portions of the building above 35 feet, to encourage solar access to the public/pedestrian realm, and protect public views to the extent possible. (See Figure 5-24)

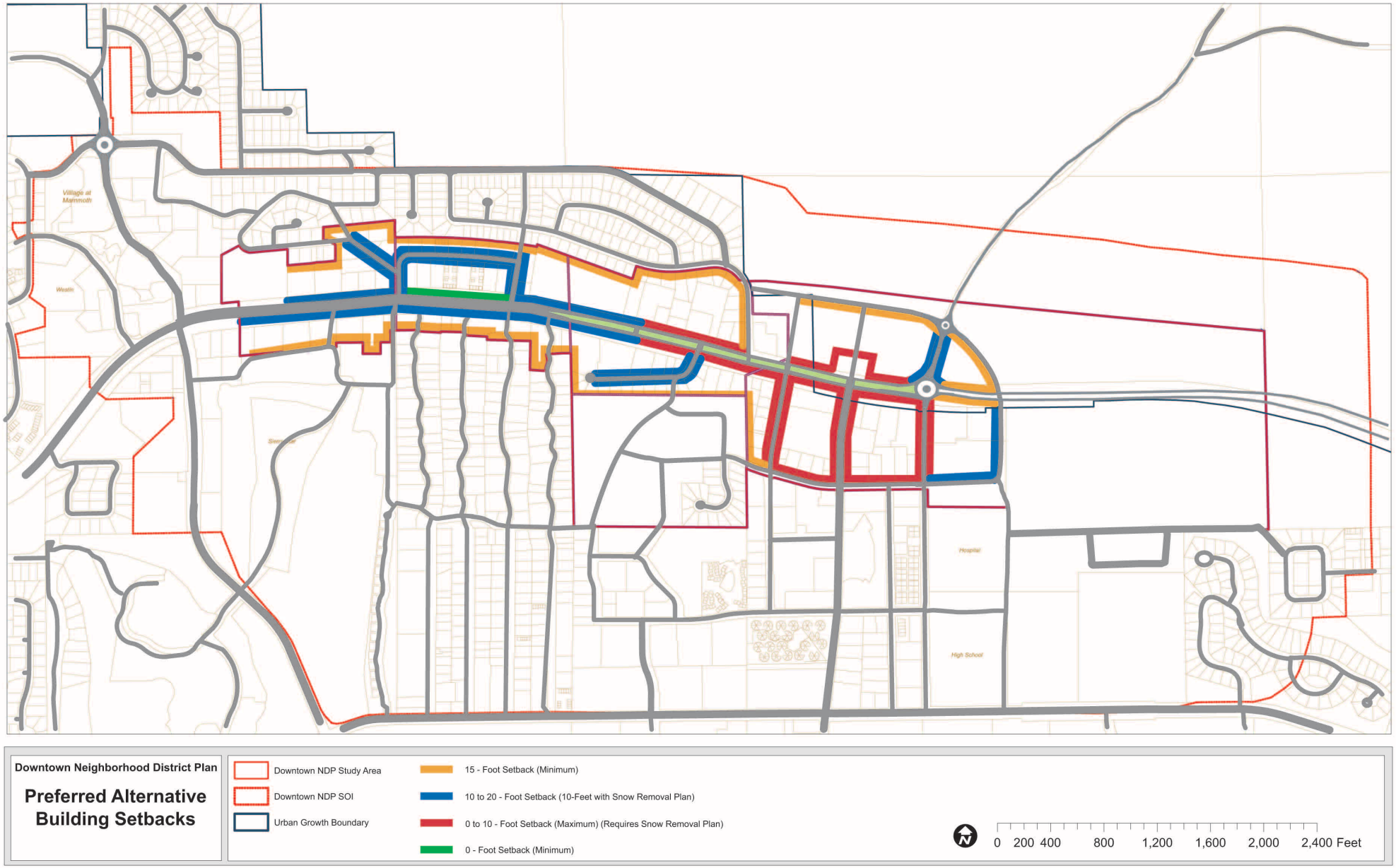
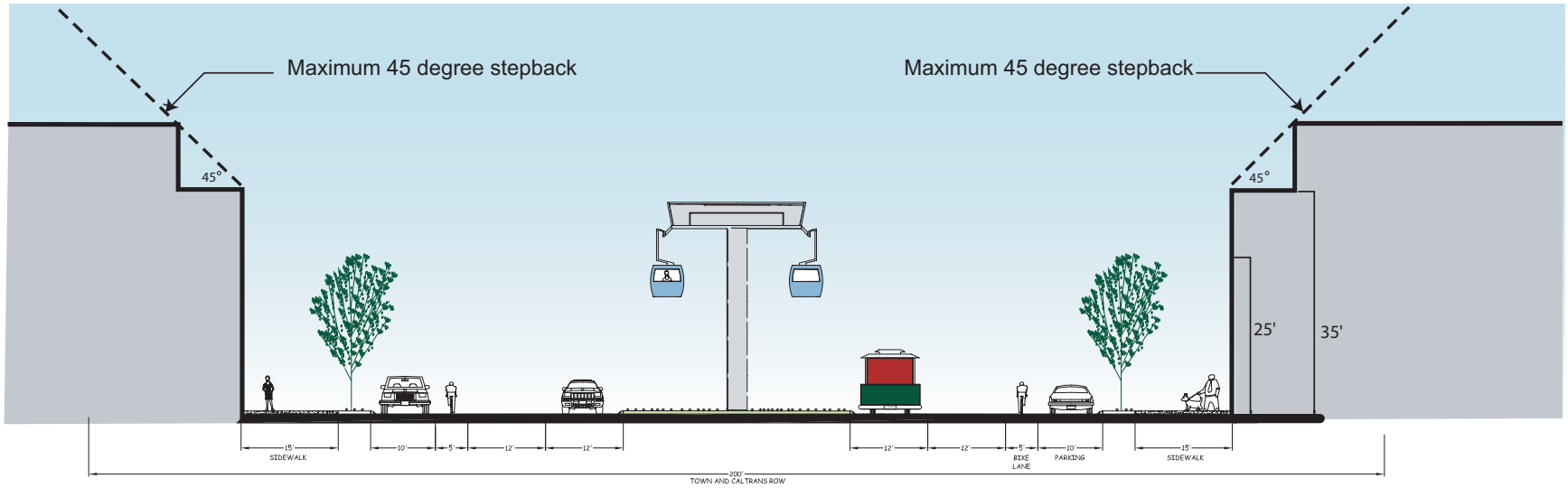


Figure 5-23: Building Setbacks

MAIN STREET CROSS SECTION AND BUILDING HEIGHTS



DOWNTOWN SECTION

Figure 5-24: Main Street Cross Section and Building Heights

Recommendation 1.13. 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 1.14. 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. Figure 5-25 illustrates conceptual transitional building envelopes between different land use areas, and compares them to those allowed under current zoning.

2. Placemaking

Recommendation 2.1. Create an entry statement at Main Street and Old Mammoth Road/Sierra Park Road that signals the entrance to Mammoth Lakes and the downtown. This entry statement may include a roundabout, town square, public art, landscaping, and signage, monuments, building placement and/or other appropriate and attractive features.

Recommendation 2.2. 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 2.3. Architectural styles and materials suitable to the local context and mountain community context of Mammoth Lakes should be utilized in all buildings.

Recommendation 2.4. 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.

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.

EXISTING AND CONCEPTUAL BUILDING ENVELOPES

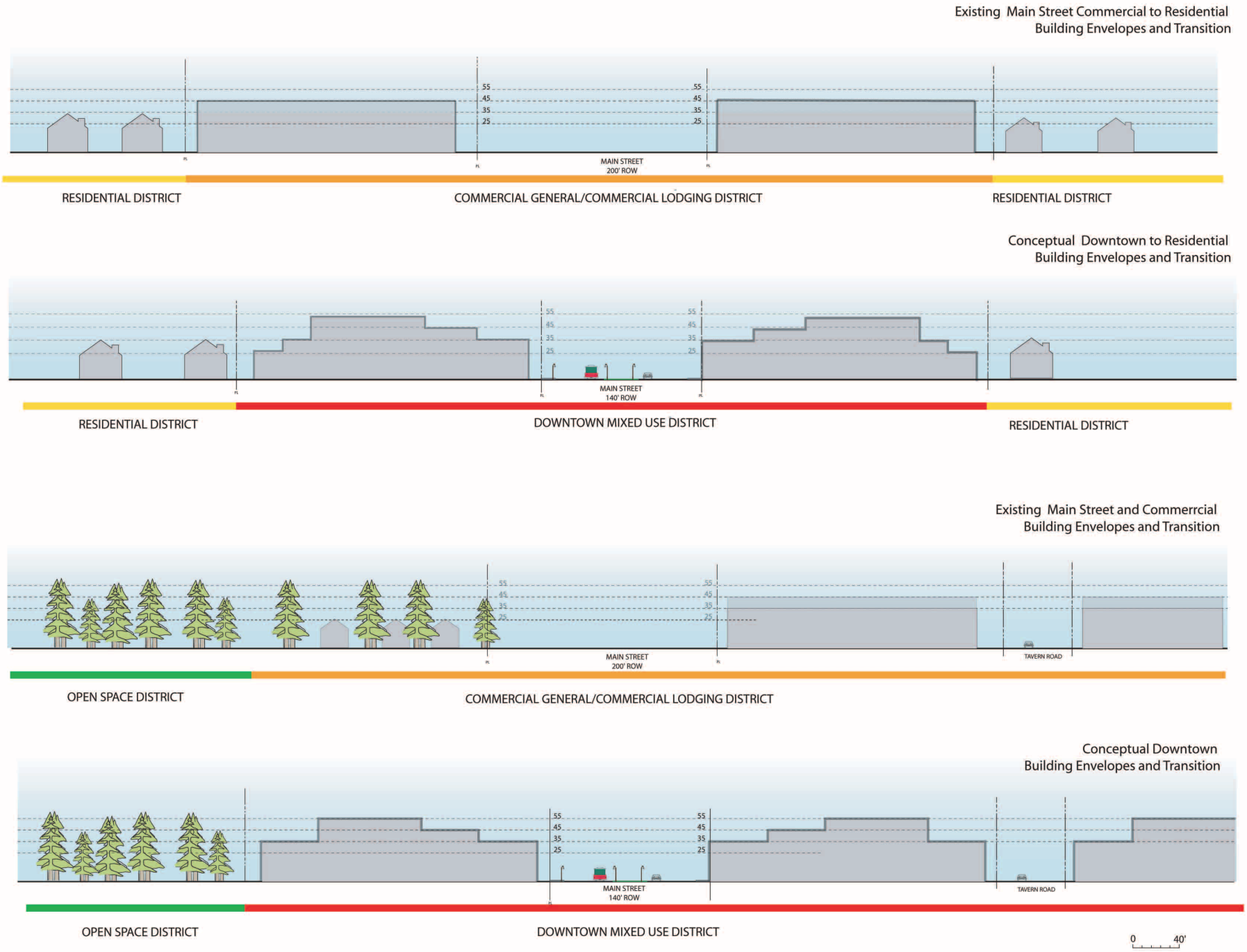


Figure 5-25: Existing and Conceptual Building Envelopes

Recommendation 3.2. Implement the new streets and connectors shown in Figure 5-6 and Figure 5-7, including the following, subject to additional traffic study and analysis:

- Thompsons Way, which provides access to the new Courthouse, and which would be extended to the south to connect to Meridian Boulevard.
- Sierra Nevada Road Extension.
- Commerce Drive connector from Sierra Park Road to the industrial park (emergency access only).
- Extension of Sierra Park Road from Meridian to connect with Chateau Road and Mammoth Creek Road.
- New roads through the USFS property.
- Sierra Star Connector from Minaret Road to Callahan Way.
- Callahan Way extension.
- Shady Rest Site connector roads, connecting from Center Street to Tavern Road and Chaparral Way/Arrowhead Road.
- Waterford Street connection.

Recommendation 3.3. Implement roundabouts instead of traffic signals where feasible. Possible locations for roundabouts include the intersections of Meridian Boulevard and Main Street, and intersection of Old Mammoth Road and Main Street. Further analysis shall be completed by a traffic engineer to identify specifications for these roundabouts to determine feasibility.

Recommendation 3.4. Traffic calming measures should be incorporated into new and existing streets, particularly to reduce auto speeds in areas heavily used by pedestrians and bicyclists, as well as in residential neighborhoods, to improve safety and reduce the use of residential streets as cut-through routes.

Recommendation 3.5. Install signage and way finding to improve traffic flow, reduce trips on Main Street and Old Mammoth Road and safely direct pedestrians, bicyclists, and other users to their destinations.

b. Street Design

Recommendation 3.6. Narrow and reconfigure Main Street to eliminate the existing frontage roads, and create a four-lane cross section with a median, including turn pockets to allow safe turning movements.

Recommendation 3.7. 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 3.8. 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.

Recommendation 3.9. 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.

Recommendation 3.10. Coordinate with MCWD and other utility providers to consider opportunities for relocation of existing underground utilities in Main Street.

c. Parking

Recommendation 3.11. 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 3.12. Shared public and private parking throughout the DNDP study area is encouraged. Potential locations for shared public parking facilities are shown in Figure 5-20, above. Shared parking facilities should be strategically located and designed to reduce the amount of land dedicated to parking.

Recommendation 3.13. 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 3.14. A comprehensive parking management plan should be developed for the downtown area, which should:

- 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 3.15. 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 3.16. Conduct further assessment to determine the most appropriate and safest locations for pedestrian and bicycle crossings on Main Street.

Recommendation 3.17. Provide bicycle parking in publicly accessible areas throughout the DNDP study area, 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 3.18. 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.

e. Transit

Recommendation 3.19. Transit should be encouraged and accommodated with necessary pull-outs, shelters, and signage, and safe and convenient year-round access to transit stops should be provided.

Recommendation 3.20. Transit should be improved and enhanced to increase mode split and reduce the number of private vehicles on the streets. Options such as an expanded gondola system and rapid bus should be further evaluated and studied to determine feasibility; however, the preferred concept should be able to accommodate these types of future transit infrastructure.

Recommendation 3.21. Transit hubs and stops shall be coordinated with areas of higher density and adequate parking facilities.

4. Snow Management

Recommendation 4.1. Develop a detailed snow management strategy to address snow storage and removal along Main Street, including clearing of pedestrian facilities. The strategy should address operations, maintenance, and financing and be coordinated with Caltrans.

5. Parks, Open Space, and Recreation

Recommendation 5.1. Implement a connected network of open spaces throughout the DNDP study area. Conceptual locations for parks, open space, and recreation facilities in the study area are illustrated in Figure 5-26.

Recommendation 5.2. Provide sports fields and an outdoor event venue at the entrance to town, north of the schools and south of Main Street (Town/County property). The schools should have convenient access to the sports fields. Public parking, transit, and other amenities such as restrooms, bleachers/seating, food and beverage purchase/service, picnic areas, play equipment, information, and landscaping (e.g. shade) should be provided.

Recommendation 5.3. Provide a park/open space area on the northwest portion of the Shady Rest site to preserve the wetlands and riparian area and to provide community open space. Further analysis is necessary to determine if active recreation is appropriate in this area, which should be evaluated during the planning process for future development.

Recommendation 5.4. Provide accessible pocket parks and usable open space throughout the district to encourage walking and enhance quality of life.

Recommendation 5.5. Feet-first infrastructure and trails should connect all parks, open space, and recreational facilities in the DNDP study area. This infrastructure should be usable year round via walking, hiking, cross-country skiing, snowshoeing, etc.

Recommendation 5.6. Utilize the center median on Main Street as an attractive open space area that is appropriately landscaped (vegetation and hardscape) and maintained. The median shall function as a pedestrian refuge and may include benches, public art, and signage and way-finding.

PREFERRED ALTERNATIVE: OPEN SPACE AND RECREATION

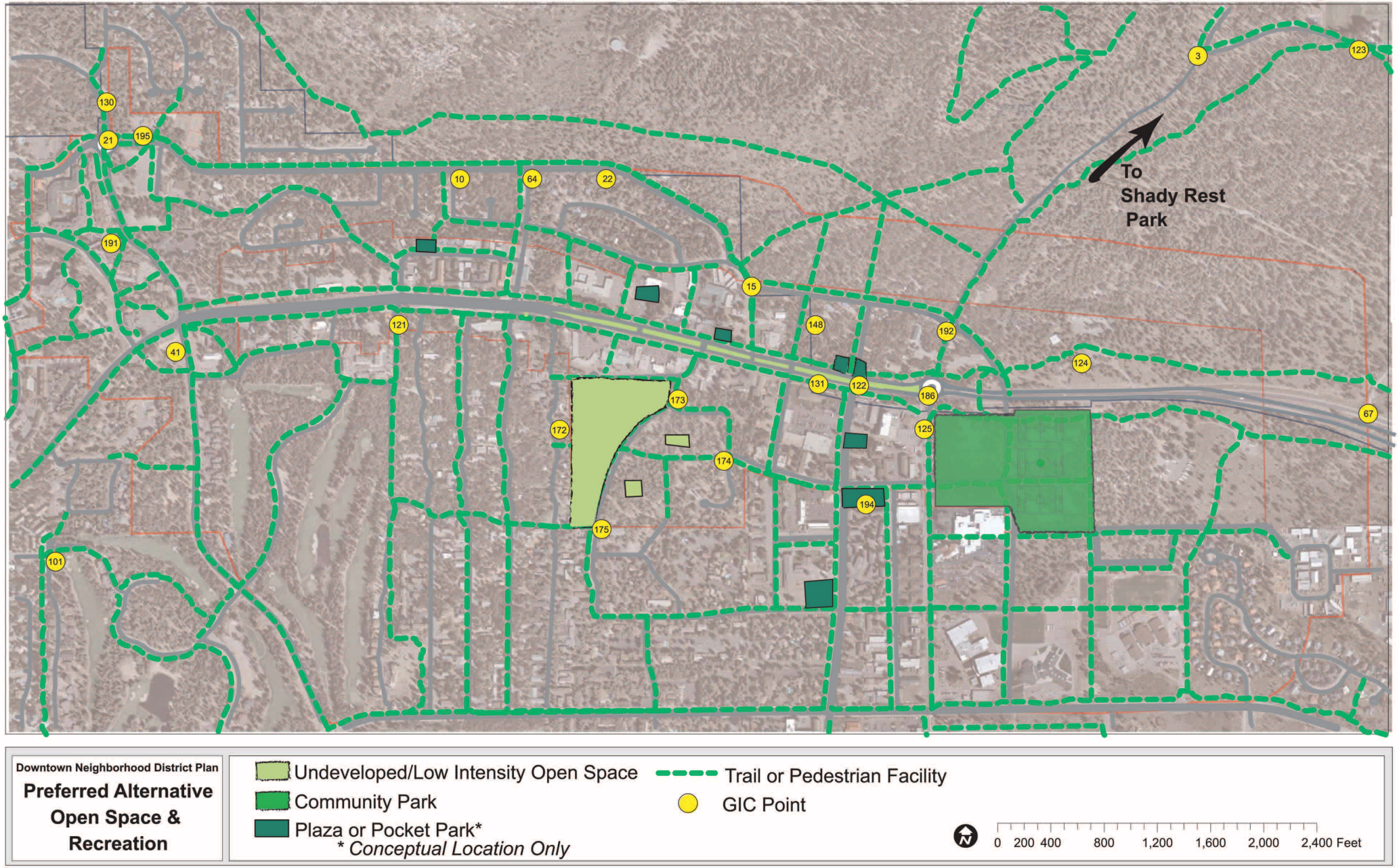


Figure 5-26: Open Space and Recreation

6. 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 DNDP 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 6.1. 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 6.2. 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 6.3. Conduct additional study to evaluate the feasibility of, and if feasible implement, recycled water pipelines along Main Street to facilitate eventual use of recycled water supply.

Recommendation 6.4. 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 6.5. Limit impervious surfaces to the extent possible, to allow the maximum area for natural infiltration and reduce storm water flows.

Recommendation 6.6. 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 6.7. Infrastructure and future development should be designed to be "geothermal ready" in anticipation of a future geothermal heating district along Main Street.

7. 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 5-1 identifies community benefits specific to the Downtown District 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 in the first part of the table.

Table 5-1: DNDP Required Project Components & Community Benefits

Project Requirements		Why	Where	Basis	Notes
1	Streetscape improvements	• Improve aesthetic conditions • Enhance pedestrian environment	• Main Street, Old Mammoth Road and other designated retail streets	General Plan	
2	Public access improvements and enhancements (e.g. mid-block connectors)	• Enhance recreation experience • Support "feet first" mobility	• Throughout district	General Plan	
3	Affordable and workforce housing	• Enhance community livability and affordability for local workforce	• Throughout district	Municipal Code/Housing Policy	
4	On-Site Recreational Open Space for Multi-family Residential Units	• Ensure livability and access to open space for residents	• Throughout district	Municipal Code	150 sf of indoor or outdoor recreation space per unit required, per Code
5	Public Plazas	• Enhance destination resort character • Enhance district character	• Subareas 1 and 2	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	• Ensure adequate parking for uses	• Throughout district	Municipal Code	
7	Street-Front Retail on Designated Streets	• Enhance destination resort character • Enhance district character	• On designated retail streets	General Plan	

Incremental Benefits Above Project Requirements[3]		Why?	Where?	Notes
8	Special event areas and plazas, in excess of any number required.	• Enhance destination resort character • Enhance recreation experience	• Subareas 1 and 2	• See 5 above.
9	Public and Shared Parking Facilities	• Support successful commercial district	• Throughout district	• Community benefit considered for provision of public parking spaces above the number needed to serve project demand.
10	Parks, sports fields and active recreation facilities	• Enhance destination resort character • Enhance resident and visitor recreation experience	• Subarea 1 (Town/ County Site) • Subarea 3	• Parks and open space considered as a community benefit for acreage provided above required minimum ratio.
11	Open space and passive recreational space	• Enhance destination resort character • Enhance resident and visitor recreation experience	• Throughout district	• Parks and open space considered as a community benefit for acreage provided above required minimum ratio.
12	Arts, culture, and heritage facilities	• Enhance destination resort character • Enhance resident and visitor recreation experience	• Subarea 1	• Provision of arts, cultural, and heritage facilities beyond those required for environmental mitigation or by code.
13	Enhanced transit facilities	• Support "feet first" access • Support successful commercial district	• Main Street and Old Mammoth Road Corridor	• Provision of transit facilities beyond those required for environmental mitigation or by code.

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

Significant Benefits Above Project Requirements		Why?	Where?	Notes
14	Anchor retail and entertainment uses	• Enhance destination resort character • Create successful shopping district	• Subarea 1 (Main Street and Old Mammoth Road and vicinity)	• Retail spaces designed and located to accommodate an anchor retail tenant, or entertainment use (e.g. movie theater).
15	Convention and conference facilities	• Enhance destination resort character • Enhance resident and visitor recreation experience	• Subarea 1	
16	Child care facilities	• Enhance community livability for local workforce	• Throughout district	
17	Performance and cinema theaters	• Enhance destination resort character • Enhance resident and visitor recreation experience	• Subarea 1	
18	Underground on-site parking facilities	• Support attractive pedestrian-oriented district. • Support "feet first" mobility	• Throughout district	• Underground parking is desirable, and is more expensive to construct than surface parking
19	Snow play areas	• Enhance destination resort character • Enhance resident and visitor recreation experience	• Subarea 4 and 5	

D. Next Steps

The concepts and recommendation provided in this report represent a well-developed starting point for the further refinement and codification of the Downtown NDP into a final "Concept." This refinement process will include additional technical analysis and review to evaluate the ideas presented, determine their feasibility and any potential "fatal flaws" and develop more detailed standards and guidelines that can frame appropriate development standards. Next steps are expected to include:

1. Conduct mobility analysis, in cooperation with Caltrans, including:
    a. Traffic modeling of the townwide road network, that considers land use and mobility system changes.
    b. Study feasibility of a potential gondola line and preferred dimensions and design of Main Street median.
    c. Identify needed traffic system requirements and improvements, including intersection and network improvements.
    d. Analysis of pedestrian, bicycle and parking facility needs within the Main Street corridor.

2. PAOT and PIEC analysis, including reporting by district for the Downtown NDP study area.
3. Additional meetings and coordination with partner agencies, including Caltrans, USFS, MCOE, MUSD, and others as needed, to discuss feasibility of property development concepts.
4. Compile and report analysis outcomes to the Planning Commission and other Commissions, and to the Town Council for input and direction.
5. Based on Planning Commission and Town Council approval, develop and codify standards as part of the Zoning Code Update effort, including required CEQA analysis.

E. Phasing and Implementation Concept and Considerations

This section highlights some of the phasing and implementation tasks that may be necessary to enact the recommended DNDP Concept. This task list is preliminary only, and will be subject to change and refinement as the components of the DNDP concept are refined. Some of these tasks are more complex and time intensive, such as negotiating with the USFS regarding disposition of USFS lands (B.1), than others. As shown in the table, ongoing coordination and partnership with other agencies and organizations, including Caltrans and others, will be critical. Outreach to Main Street property and business owners is also an important ongoing part of this process.

Table 5-2: DNDP Implementation Tasks

	Description of Task	Responsible Agencies	Term		
			1 year	2-5 years	5+ years
A. Main Street Right-of-Way					
1	Complete analysis of potential right-of-way, real estate, existing infrastructure, and operations/maintenance transfer(s), including snow management, needed to implement the DNDP	Town, Caltrans	✓		
2	Evaluate the cost and feasibility of Caltrans relinquishing Main Street right-of-way to the Town	Town, Caltrans	✓		
3	Negotiate with Caltrans regarding the disposition of Main Street right-of-way	Town, Caltrans	✓	✓	
4	Create a policy regarding disposition of any excess Main Street right-of-way	Town, Caltrans		✓	
B. Civic Center Complex					
1	Negotiate with USFS regarding disposition of USFS lands, including RV Park	Town, USFS		✓	✓
2	Amend the General Plan to allow for the Civic Center Complex on USFS lands outside of UGB if needed	Town, USFS, County, Hospital		✓	✓
3	Create and adopt a master plan for the Civic Center Complex on USFS lands	Town, USFS, County, Hospital		✓	✓
4	Create and adopt a master plan for the current Civic Center site (sports field/event venue site)	Town, County, MUSD, Hospital, USFS		✓	✓
C. Shady Rest Tract (Subarea 3)					
1	Update the Shady Rest Master Plan to be consistent with the DNDP	Owner/developer of Shady Rest Tract, Town		✓	✓
D. Mobility					
1	Prepare a pedestrian and vehicle access management plan	Town, Caltrans, ESTA, MMSA, MLTPA	✓		
2	Analysis of alternate transportation system feasibility and mode split impacts, including associated cost (e.g. gondola system, rapid buses, new transit stops, and others)	Town, ESTA, MMSA	✓		
3	Prepare a detailed snow management implementation plan for the DNDP study area, including operations, maintenance, and financing	Town, Caltrans, ESTA, MMSA	✓		

Description of Task		Responsible Agencies	Term		
			1 year	2-5 years	5+ years
4	Complete parking opportunity site survey and district utilization study including parking demand, shared parking, and financial feasibility	Town, Caltrans, ESTA, MMSA	✓		
5	Prepare a pedestrian and vehicle signage and wayfinding plan for the DNDP study area	Town, Caltrans, ESTA, MMSA, MLTPA	✓		
6	Complete the Mobility Plan that will detail the circulation system and street sections	Town, Caltrans, MLFPD, ESTA, MLTPA	✓	✓	
E. Implementation					
1	Complete CEQA and adopt the Trails System Master Plan	Town, USFS, MLTPA	✓		
2	Complete CEQA and adopt the Parks and Recreation Master Plan	Town, USFS, MLTPA	✓	✓	
3	Complete CEQA and adopt the Mobility Plan	Town, Caltrans, MLFPD, ESTA, MLTPA, USFS	✓	✓	
4	Develop a DNDP Facilities and Facilities Financing Plan including a redevelopment agency (RDA)	Town	✓	✓	✓

Build Momentum: Short Term Actions

A series of affordable implementation components that will showcase the benefits of the Concept, beginning as soon as possible and continuing at closely spaced intervals, is important to represent affordable "wins" for the community. As many have suggested, building the new Main Street cross section as the first phase of Concept implementation would be the most desirable and practical; however, additional analyses and coordination, as described above, must be completed before this can occur. There are a range of action items that can be implemented in the near-term, to build early momentum for a revitalized Main Street:

- Implement pilot projects, including temporary conversion of selected frontage road segments into attractive pedestrian walkabout and gathering spaces.
- Install wayfinding and informational signage.
- Install a message/gateway marker.
- Establish a design palette and begin installation of street furniture like benches, lighting, trash cans, and planters.

- Encourage aesthetic upgrades through simple improvements like installing "twinkle" lighting, seasonal banners, and national flags, refreshing landscaping, and improved property maintenance.
- Implement a focused public art installation program along the Main Street corridor.
- Develop and build support for alternative snow removal/management options and programs.
- Provide additional transit service and shelters/stops.
- Develop and implement a special events program.
- Develop financial and/or other incentives for commercial property enhancements and improvements consistent with the Concept.
- Partner with agencies and others to achieve positive short term improvements:
    - Caltrans: Improve pedestrian crossings to be safer, install signals where appropriate, and restripe Main Street to test new cross section (bike lanes, center median, and on-street parking).
    - MCWD: Enhance existing irrigation systems to be more water efficient.
    - SCE/HSEF: Upgrade existing lighting.
    - ESTA/MMSA: Implement a pilot project for a rapid bus system and downtown transit hub, and improve existing bus shelters.
    - Mono County: Improve the existing Civic Center site through signage, landscaping, benches, attractive fencing, or other means.
    - Mono County/Hospital/ESTA/Administrative Office of the Courts (AOC): Utilize the future Courthouse parking lot during off-court hours to test feasibility of a special event public parking facility in that location.

Financial Considerations

Many questions and concerns have been raised about the financing of the DNDP Concept and the potential burden on public funds and on property and business owners. Financial feasibility analyses are vital to implementation of the Concept and will be completed as part of the next steps in implementation. These analyses will evaluate costs of maintenance, such as hauling snow, road and landscape upkeep, and costs of public facilities, such as sports parks/event venues, parking structures, gondolas, and others. Results from financial feasibility analyses will be presented to the Town Council and public for review and consideration prior to implementation.