

# Appendix A:

## Focus Group List and Meeting Notes

## **Downtown NDPs Focus Group**

### **Focus Group Members**

Bill Sauser	Tourism & Recreation Commission (TRC)
Bill Taylor	Mammoth Lakes Housing, Mammoth Lakes Trails and Public Access (MLTPA)
Bruce Woodward	Architect, Board of Appeals/Building Advisory Committee
Chuck Lande	Community Stakeholders Group (CSG), Snowcreek VIII Owner
Dan Dawson	Community Stakeholders Group (CSG), Valentine Reserve
Elizabeth Tenney	Planning Commission, Post Office Beautification
Eric Wasserman	Chamber of Commerce, Mobility Commission
Gary Small	Sierra Valley Estates
John Mueller	Property Owner
John Vereuck	Property Owner, Mobility Commission
John Walter	Advocates for Mammoth, CSG
Mary Handel	Property Owner Representative
Rick Wood	Property Owner Representative
Tom Cage	Mammoth Community Water District, Property Owner, CSG
Tony Colasardo	Property Owner, TRC

### **Town Staff**

Mark Wardlaw  
Ray Jarvis  
Ellen Clark  
Jen Daugherty  
Jessica Morriss  
Haislip Hayes  
Peter Bernasconi

**Downtown NDPs  
Focus Group Meeting #1  
September 17, 2009**

**Meeting Notes**

**Attendees:**

<i>Focus Group</i>		
▪ Bill Sauser	▪ Elizabeth Tenney	▪ John Walter
▪ Bill Taylor	▪ Eric Wasserman	▪ Mary Handel
▪ Bruce Woodward	▪ Gary Small	▪ Rick Wood
▪ Chuck Lande	▪ John Mueller	▪ Tom Cage
▪ Dan Dawson	▪ John Vereuck	▪ Tony Colasardo
<i>Town Staff</i>	<i>MMSA</i>	
▪ Mark Wardlaw	▪ Rebecca Paranick-Poiset	
▪ Ellen Clark	▪ Jim Smith	

**Meeting Introduction**

Town staff Mark Wardlaw and Ellen Clark reviewed the agenda and meeting materials, including an overview of the NDP objectives, process, and Framework approved by the Planning Commission and Town Council.

The importance of the Focus Group as a group of engaged individuals, representing significant knowledge and a diversity of interests was noted. The purpose of the study and its intended outcome is to come up with consensus-based solutions for the future of Main Street Corridor and for Shady Rest as separate but related districts, with land use ideas expressed as zoning changes, and not placing specific buildings on pieces of property.

The study will recommend changes (if needed) or refinements to existing land use, mobility and infrastructure in the downtown area to address identified issues. The Guiding Principles accepted by Town Council, and the General Plan already provide many ideas about what the future of the downtown could be. The Hart Howerton plan is one proposed concept, and there are others possible, including ones that could involve much less extensive change. The Town Council directed that the alternatives considered for Main Street include a plan involving smaller changes and improvements to existing conditions along Main Street.

The Downtown NDPs must tackle a range of complex and controversial issues. Some concerns, like the burden of costs for improvement, property takings and downzoning have been expressed already; others will come up in the process and will need to be addressed. The NDPs process will include review of issues and opportunities, alternatives, and recommendations for a preferred plan based on public and Focus Group input. It will be important to have a thorough process but also meet the expectation of the Town Council that the process will be completed efficiently over the next few months. Ultimately,

implementing a successful plan will require partnership between property owners, outside investors, the Town and other agency stakeholders.

### **Focus Group Discussion**

There was discussion about the relationship and use of the Hart Howerton (H/H) concept in the NDP planning effort. Some commented that there are many good ideas in that plan that could be useful for the Downtown NDPs (DNDPs) process, recognizing that H/H is a well-qualified firm that brought significant planning expertise in developing their concept.

The Focus Group generally agreed that the H/H concept should be “up on the wall” among the ideas and alternatives for the Downtown, and was a useful starting point for discussion. Even if the plan’s concepts aren’t quite right, it will be useful to consider the basis and intent of the concepts are (eg. improved connectivity). The H/H plan will be translated to a more diagrammatic form showing land use, rather than buildings.

The group discussed the importance of setting clear expectations and goals for the districts and subareas, to understand what the desired outcomes are, then work on solutions. The need to have early input from condo owners, and from agencies was also discussed. Town staff noted that they will be coordinating with these groups.

### **Guiding Principles**

The group reviewed and made the following comments on the eleven guiding principles set out in the Framework. Comments on the guiding principles are shown in italics below:

1. Vibrant mix of uses (retail, commercial, hotel/lodging, workforce housing, parks, etc). 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 (e.g. anchor retail, services, open space and parks, entertainment uses/special events, workforce housing, art, etc)
  - *General agreement on Guiding Principles 1 and 2*
  - *Vibrant was defined as “lively, animated” with people on the street.*
  - *Principles 1 and 2 may not be applicable to all areas of downtown.*
  - *Principles should minimize use of adjectives – sufficient to state “Mixed Use” as a goal.*
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”).
  - *General agreement with the need for better gateway to town and “welcome to Mammoth.”*
  - *Guiding Principle 3 should also address traffic calming to slow traffic as it enters town, while recognizing the need to move people through.*

4. Improve connectivity and circulation with bike and pedestrian paths, sidewalks, roads, and transit. Incorporate suitable traffic calming measures and innovative snow management.
5. Attractive and pedestrian-oriented streetscape that is walkable year-round, vibrant, landscaped, accessible and safe.
  - *General agreement with Guiding Principles 4 and 5.*
  - *Emphasize connection to North Village along resort corridor, including ways that get people out of their cars, and improve unsafe walking conditions.*
  - *Discussion of what “creative snow management” means (could be more clearly stated as “snow removal”), and use of assessment districts for snow removal, which is successful on Old Mammoth Rd.*
6. Maintain views of the Sherwin Range, the Knolls and Mammoth Mountain from public spaces and include significant tree preservation.
  - *General agreement, no changes.*
7. Assess strategically located public parking facilities to serve commercial areas. Convenient structured parking, small-scale surface parking, and shared and pooled parking.
8. Strip mall development pattern shifted to a pattern of commercial in front and parking in back.
  - *Guiding Principles 7 and 8 should be combined.*
  - *Principles should recognize the need for appropriate, strategic parking solutions, tailored to context and location within district including both underground and at-grade parking. One size doesn't fit all – underground or parking in rear not necessarily the right solution everywhere.*
  - *Good transitions to neighboring properties need to be provided from parking areas – appropriate screening .*
9. Provide public access to surrounding forest lands.
  - *General agreement, no changes.*
10. Energy efficient design and high quality architecture.
  - *General agreement.*
  - *“Quality Architecture” defined as site and Mammoth appropriate, quality materials and finishes.*
  - *Heating district/geothermal noted as part of energy conservation*
11. Emphasize the unique qualities of and provide a sense of arrival, transition and connection to each subarea within the district (see specific characteristics in the Neighborhood and District Character Element of the General Plan).
  - *Not every subarea or type of area needs a gateway.*
  - *Different land use and development types will naturally help to create definition between subareas.*
  - *Emphasis on successful transitions from area to area, and avoidance of a “hodgepodge” of development types and uses like there is today.*

**Critique of Hart/Howerton Plan**

The group provided their top “likes” and “dislikes” of the concepts in the H/H plan, including the following:

Likes	Dislikes
<ul style="list-style-type: none"> <li>▪ Town square</li> <li>▪ Retail area</li> <li>▪ Strong emphasis on entry to town/sense of arrival</li> <li>▪ Emphasis on distinctive qualities for each area</li> <li>▪ Sports fields/venue at entry to town</li> <li>▪ Concentrated and mixed-use pedestrian/ commercial district</li> <li>▪ Gondola extension</li> <li>▪ That Shady Rest is being considered in the plan</li> <li>▪ Emphasis on connectivity up Main Street to the Village/resort corridor</li> <li>▪ Clustering of sports fields with civic center - convenience and proximity.</li> <li>▪ Reduction in width of 203</li> <li>▪ Mixed use downtown</li> </ul>	<ul style="list-style-type: none"> <li>▪ Linear open space south of Main Street near Sierra Valley Sites</li> <li>▪ No workforce housing on Shady Rest site</li> <li>▪ Feasibility/cost of gondola station and potential effect on views</li> <li>▪ “Hotel only” district, and lack of mixed use transition to retail area.</li> <li>▪ Potential effect of gondola in taking people off the street and bypassing commercial areas</li> <li>▪ Divisiveness that H/H plan seems to have caused</li> <li>▪ 9-lane Main Street</li> <li>▪ “Wasted” real estate under Main Street</li> <li>▪ “Barracks”-like appearance of hotel district</li> <li>▪ Lack of mixed use extending west along Main Street from Old Mammoth Road</li> </ul>

**Other Comments**

- Shady Rest should be a combination of park and housing.
- Consider entry/gateway at Meridian/203.
- Mixed-use area should extend up further up Main Street.
- “Hotel district” should be more inclusive (ie. not just hotel, but a broader range of uses).
- How will ball-fields be animated in winter?

**Followups/Next Meeting**

- PDFs of H/H plan and list of Focus Group members to be emailed (RP) and posted on the web. (TML)
- Doodle poll for next meeting to be emailed (RP), targeting week of 10/12

**Downtown Neighborhood District Plans (DNDPs)**  
**Compiled Notes**  
**Focus Group Meeting October 13, 2009**  
**Community Workshops October 13 & November 5, 2009**

The following reflect comments from participants during the Downtown NDPs focus group meeting and community workshops held on October 13 and November 5, 2009.

***Good Experiences in the District***

- First job working at Kittredge
- Staying at Travel Lodge in 1975
- Staying at Holiday Haus over Thanksgiving with great snow
- Purchase of the Footloose building
- Mammoth in the 1960's and 70's – magic, funky, old, extremely authentic and unpretentious
- Clean-up/demolition of old buildings (Tommy Ho's)
- Cervinos (unique dining experience; incredible view)
- Bears in Shady Rest
- Slocums, Wave Rave – shopping and convenient parking
- Ice cream at Crickets
- Trees and wildlife
- Desire to bring back the draw/enjoyment of Main Street
- Good traffic flow (i.e. street width)
- Walking in front of Footloose (multi-use path) and Quality Inn (new sidewalk improvements)
- Recreation (snowmobiling) off Sawmill Cutoff
- Street width is good; makes it comfortable for bikers; don't reduce width
- New Fire Station

***What is already working? Where do you see evidence/examples of what we are trying to achieve?***

- Main shopping area on south side of Main Street/street front retail works
- 4th of July block party – walkable
- Frontage roads with parking
- Flat topography makes it easier to walk
- Retail in Subarea 2 (south Main Street) works pretty well
- Convenient parking, and parking at a shop's front door
- Existing Main Street design appeals to southern Californians; it is difficult to change their dependency on cars
- Outlet stores are working well and are well-liked; there are certain businesses doing well

- Sidewalks (e.g. OMR to Laurel Mtn)
- Schat's architecture

*What can be improved upon?*

- So much asphalt on Main Street is distracting
- Large pavement barrier separates north and south sides of Main Street; need to focus on moving people along each side of Main Street (east/west) rather than crossing it (north/south)
- Safe crossings – signals, roundabouts, crosswalks, overpasses, bridges, etc? Need to slow vehicle speeds and have safe crossings at appropriate places (handicap ramp at Joaquin, but can't cross)
- Connect street crossings with existing and planned sidewalks, multi-use paths, etc
- Need for a pleasant walking experience/synergy and shared parking (feet first)
- Need to keep sidewalks along Main Street open year round (access/walking is an overall issue)
- Coordinate feet-first infrastructure with snow removal (Caltrans blows snow onto sidewalks)
- Nothing working in Subarea 1 (not utilizing the frontage along Main Street/Old Mammoth Road)
- Increase mid-block connectors
- Winter traffic congestion at the end of the day when the mountain closes
- Like the way Main Street is now; wide is nice, but upgrade properties (remodel buildings)
- Commercial is “strip-like” and we need to get away from that
- Increase mixed use with retail on first floor and residential or office uses above
- Topography in Subareas 4 and 5 make it difficult for retail uses; these subareas should be focused with lodging uses
- Define a theme/character to reduce hodgepodge
- Facades should tie together in theme/character
- People need a choice of housing types, which should be located appropriately in town
- Improve wayfinding in the district
- Integrate recreation activities (range of hike, bike, etc) in the design culture of the community – make it seamless and accessible from the point of arrival
- Create a “park once” destination for visitors (i.e. don't need cars after arrive to Mammoth) – commit to getting people out of their cars
- Need convenient parking
- Concern with auto-oriented visitors (visitors from Southern California will still use their cars)
- Create joint parking structures for employees that are close to transit

- Underground parking as mandatory for lodging and as much on-street parking as possible to support retail.
- Add a second supermarket to this district
- Make Main Street a pleasurable experience
- Establish a clear strategy to improve Main Street

***What could the district and subareas feel like 20 years in to the future?***

- More attractive, walkable and people-friendly (topography in Subareas 4 and 5 may not be entirely walkable)
- Landscaping, bikes, walkways, and street frontage character
- Existing lodging uses are upgraded (concern that can't have high land cost and low end lodging); hotel uses at the Village (SOI)
- North and south sides of Main Street do not need to be the same (e.g. north Main Street may not be a retail district like the south side of Main Street)
- Banff – sidewalk cafes on frontage roads
- Transit accessible
- Transportation hub
- Free gondola: a gondola would need to have multiple stops (not just to the Village/mountain)
- Recreation on USFS lands north of Urban Growth Boundary is utilized and connected to Shady Rest Park (e.g. snowmobile, cross-country ski)
- Enhanced recreation node at Shady Rest Park
- Opportunity for an Olympic training center
- Add more landscaping along Main Street and incorporate Murphy Gulch
- Stable, diversified economy – more new businesses, support entrepreneurship
- General purpose retail located on south Old Mammoth Road (outside of DNDP SOI)
- Ice rink should be visible to visitors and animate (i.e. ice rink in the Village – outside SOI); it won't exist without a cover to preserve the ice
- Mammoth Creek Park East – ice rink/football/soccer (outside SOI)

**Subarea 1**

- Entry to town is a “perfect” place for a civic center, sports facility (mixed use civic center)
- Sports fields/event area at the entry to town (although not a sense of arrival, it is pleasing, active and fun)
- Visitor Center is “good” gateway use; RV park is not (needs to be better screened)
- Option to relocate RV park to north side of Main Street near Shady Rest group camping sites and develop a park where RV park is currently; park would be year round with soccer fields, snow play, biathlon, and connected to schools

- Create a gateway/sense of arrival/appeal at OMR/Main Street intersection (e.g. big sign “we are here”, sculpture, etc) - highlight the mining and skiing history
- Add usable roundabout or square-about at OMR/Main Street intersection to create entry statement
- A distinct gateway with historic theme; wayfinding
- Need for a visible events area (arts, performance, etc) near retail to create synergy; located at the entry to town seems appropriate
- East part of Subarea 1 should be T1-T3

#### *USFS Site*

- USFS has potential for land trade, but lacks infrastructure
- Sports park and events arena on USFS site
- Keep some USFS housing at rear of property
- Improve appearance of USFS buildings
- Include a park at USFS compound
- Should not be commercial or residential uses in this area
- Front with commercial
- Grocery store location

#### *Civic Center Site*

- Existing Civic Center site is appropriate (since we already own the site) and Town and County offices should move.
- Museum or cultural center included as part of civic center uses
- Connect to Shady Rest park, which is already a popular walk-to destination

#### *North Old Mammoth Road Area*

- Mixed use with walkable retail (pedestrian retail/restaurant mixed use)
- M1 (Medium Density Mixed Use) - 35 to 45 feet (2-4 stories)
- Parking requirements for retail should be more realistic
- Deal with parking first, as a priority
- A good location for a joint parking facility is near Center Street/Shady Rest

### **Subarea 2**

- Mixed use with walkable retail (pedestrian retail/restaurant mixed use)
- Retail frontage along Main Street (not service type businesses; they should be concentrated elsewhere)
- Shopping and eating uses on the border of Subareas 2 and 4
- Move buildings closer to the street to achieve a better frontage
- Visitor focused
- Extend pedestrian connection and backage road south of Main Street
- Locals retail with housing above along Center Street

- Incorporate open space and housing off of Main Street
- M1 (Medium Density Mixed Use) - 35 to 45 feet (2-4 stories)
- Consider 3 story New York style lofts with views to the south (35 feet tall on north side of Main Street and 25 feet tall on south side of Main Street to preserve views)

#### *North of Main Street*

- Maintain mixed use commercial and residential east of the Post Office (daycare, service businesses), but provide transitions to neighborhoods
- North side of Main Street should be more retail and office uses than lodging
- Retail frontage along Main Street
- “Walk-to” neighborhood commercial
- Seems appropriate for smaller scale multi-family residential since it borders SFR
- “Iconic” hotels not appropriate in this area – but some lodging OK
- Locate parking structure (not fronting on Main)
- Post office should be in the Town Center since it is not a visitor use, and pocket parks added near existing post office
- Make Pinecrest one-way
- “Clean up” what’s there
- Concern re impacts adjoining residential neighborhoods
- Some redevelopment could occur with current zoning

#### *South of Main Street*

- Stronger retail frontage on Main Street needed
- Mixed Use retail and residential (housing above commercial)
- Backside of Center Street is underutilized
- Integrate Center Street with Main Street; take advantage of southern exposure on Center Street by north/south connections to Main Street; connect Center Street to Sierra Valley Sites
- Location for joint parking facility
- Connect to Shady Rest

#### **Subarea 3 (Shady Rest)**

- A park and affordable housing (single family and townhouses) for professionals; not lowest income
- ½ park (to the north) and ½ housing (to the south)
- Definitely have housing; last best opportunity for workforce housing neighborhood
- Maintain the wetland area as open space/park, but include some play facilities
- Less private open space will require more public open space for Shady Rest residents

- Consider housing around perimeter of the site, surrounding a central open space area
- Characteristic T3 or T4
- Make sure housing is “high quality” and well designed
- Not McMansions; locals single family residential (like Pinecrest Area)
- Opportunity for locals (affordable) single family, could be duplex, zero lot line; all affordable housing so far seems to be multifamily
- Should be mixed locals housing, both affordable and some market rate
- Affordable and market rate housing should be indistinguishable
- A mix of high-quality units for permanent residents (some for-sale, some for rent – not lower quality apartment-type housing); no market rate, all deed-restricted
- Make all of Shady Rest joint parking
- Needs road connectivity to connect through Subarea 3 to surrounding areas; consider extension of Dorrance Dr to Chaparral
- Northeast corner may be mixed use with walkable retail (pedestrian retail/restaurant mixed use)
- Possibility for an events area on northwest corner? Or too close to existing and future residential uses?
- Consider a supermarket on northwest corner

#### **Subarea 4**

- Move buildings closer to the road to change from sea of parking and consider backage roads
- Needs pedestrian access, businesses fronting the street, and parking behind; landscaping and streetscaping would be an incremental change
- Residential/lodging; visitor focused
- Topography issues; can’t see Sierra Valley Sites intersections from Main Street – improve safety/visibility for turning
- Building heights could vary depending on topography (less or more than 35 feet)
- Subarea 4 is anticipated for big changes on both sides of Main Street (M1 – Medium Density Mixed Use)

#### *North of Main Street*

- Mixed motel/hotel and residential (i.e. residential and lodging)
- No retail frontage (topography)
- Run-down and needs a concept

#### *South of Main Street*

- Retail frontage with strong pedestrian connection and surface parking behind
- Backage road with back door entries to businesses
- Angled parking with through lane (parking off Main); alley parking (like Bishop)

- Parking visible (or well signed) from Main Street
- Pedestrian and backage road changes will require significant change to snow management
- Mixed use retail with housing (M1)
- Locals shopping/convenience market

### **Subarea 5**

- Appropriate for residential housing and lodging; visitor focused
- Currently overbuilt with rental/visitor units – surplus, but should have lodging on west side; topography is a challenge
- Mixed use/small scale commercial and restaurants on east side (this area used to have successful retail) to support surrounding neighborhoods and Subarea 4
- Building heights could vary depending on topography (less or more than 35 feet)

#### *North of Main Street*

- Structured private parking for hotels (all lodging parking is underground)
- Market-rate residential/condos
- Smaller scale hotels (though larger structures may be possible depending on visibility from Main Street)

#### *South of Main Street*

- High density hotel and Lodging (L2-L3) – more height possible because of topography
- Restaurant
- Limited retail (mostly for hotel guests)

#### ***Transect: Land use and development characteristics***

- M1 – Medium Density Mixed Use along Old Mammoth Road, Tavern Road and Laurel Mountain Road
- Views matter - consider views with building height and variation
- Building heights should be variable based on views (tall buildings on the north side of Main Street in Subareas 4 and 5 may not work)
- Transition heights to the North Village – taller to the west but consider topography and views
- Heights should consider trees, views, setbacks and setbacks
- Building heights should stepback with ~35 feet height at the street
- Bring the proximity of features closer to the roadway edge to slow and calm traffic as well as to create a presence
- Keep existing zoning density
- Form-based standards and aesthetics
- Look at Burlington, Vermont as an example

***Mobility: Main Street/SR 203 and overall circulation, including feet-first***

**Main Street/SR 203 Design and Overall Circulation**

- Need to account for commercial traffic and effects on neighborhood streets
- Consider diagonal streets intersecting with Main Street (improve solar access)
- Truck routes should be considered
- Mobility needs to support the district

*Reduce Main Street/SR 203 to two lanes:*

- Consider reducing Main Street to 2 lanes – concern with how to deal with snow management; however, would benefit pedestrians (North Village has only 2 lanes and it is a congestion problem in the winter)
- No two lane road on Main Street but should be less than 200'
- Two lane Main Street will increase cut through traffic (Knolls, Sierra Valley Sites, etc)

*Backage roads:*

- Backage concept should be explored; need more ways to move people 7 days a week and year-round - this may be difficult for visitors
- Move frontage roads to “backage” roads to create less of an asphalt barrier
- “Backage” Road on north side of Main Street may not “fit”
- Pull traffic off Main Street (narrow Main Street and add “backage” roads)

*Greenway:*

- Design Main Street with a wide center median that has native trees, a pedestrian path and bike lanes (landscaped boulevard), with minimal street crossings; snow would be trucked

*Re-design frontage roads:*

- Re-design frontage roads (4 land Main Street is okay; fix frontage roads)
- Re-position the frontage road area to create parking (Aspen, Co)
- Keep some parking on frontage roads – option to keep one lane of parking and one lane for walkway (this may not work with topography around Sierra Valley Sites)

*Roundabouts and traffic calming:*

- Traffic calming at Town entry
- Roundabout or Town Square at OMR and Main
- A roundabout at Forest Trail/Minaret could be a safety issue with snow

*Other Streets:*

- Can Meridian Boulevard (SOI) help solve for Main Street?
- Keep Meridian as 4-lanes to move more traffic east west
- Put Old Mammoth Rd back to four lanes

### **Feet-first**

- Complete/fill in the gaps for sidewalks, paths, bike lanes, and MUPs. Connectivity of walking is critical
- Support walking in the winter (e.g. add feet-first infrastructure along the length of Main Street with appropriate crossings, snow removal, etc)
- Minimal crossings across Main Street (it is difficult for pedestrians to cross arterials - Main Street, Old Mammoth Road)
- Keep a buffer adjacent to road for sidewalks/multi-use paths and stormwater management
- SOI connectivity – Shady Rest Park, USFS lands and trails

### **Transit**

- Increase transit funding
- Encourage transit; get people out of their cars
- Non-motorized/buses on Main Street

### **Gondola**

- Gondola could serve as an anchor; it's fun, exciting and predictable (not affected by traffic)
- How would a gondola affect the design of Main Street?
- How/who pays for a gondola?
- Why gondola? Is it an amenity or essential?
- Does gondola move enough people to be a practical option (does it pull enough trips off Main Street)? Gondola impact is high (visual blight), it is fixed/inflexible/static and expensive
- Gondola discussions need to include parking structures
- Non-consensus on gondola: pros – gets people out of cars, with flights less people will have cars, connects Main Street to Village, attractive to visitors, may be cost effective over time vs bus system; cons – bypasses businesses on Main Street, will need to connect where people are staying (potentially lots of stops), concerns with aesthetics, eyesore, height of towers

### ***General/Other Comments & Concerns***

- Housing at the ground floor on Main Street is not good
- Use top floor residential for high-end penthouses
- Concern about mixed-use – who wants to live above retail? Consider offices above retail
- We don't need more lodging units; coordinate with visitation – seasonal and weekly fluctuations
- Existing housing is in the Sierra Valley Sites (SVS) and do not want to increase density in the SVS, but would like to diversity housing options
- Need to manage snow throughout – some snow storage necessary
- People only walk ~500 feet in the snow/ski boots

- Need a parking district
- Existing recreational amenities can't absorb amount of development proposed
- Sierra Center Mall and Minaret Mall will suffer when Town and County offices move
- New commercial shouldn't cannibalize existing commercial
- Segregate or mix visitor and locals serving retail and restaurants? Village appears to have higher price point
- Concern with the design of the Courthouse that will be built soon
- Concern about incorporating existing gas stations
- Existing development and circulation system are a limitation
- A lot can be accomplished within our existing zoning codes and standards
- Significant changes to housing and properties is a concern and is very expensive
- Need redevelopment agency
- Need to fully commit to reinvestment of all properties on Main Street
- Concern about unintended consequences

**Downtown NDPs  
Focus Group Meeting #2  
December 15, 2009**

**Meeting Notes**

**Attendees:**

<i>Focus Group</i>		
▪ Bill Sauser	▪ Elizabeth Tenney	▪ Mary Handel
▪ Bill Taylor	▪ Gary Small	▪ Rick Wood
▪ Bruce Woodward	▪ John Mueller	▪ Tony Colasardo
▪ Chuck Lande	▪ John Vereuck	
▪ Dan Dawson	▪ John Walter	
<i>Town Staff</i>	<i>MMSA</i>	<i>MLFPD</i>
▪ Mark Wardlaw	▪ Rebecca Paranick-Poiset	▪ Brent Harper
▪ Ellen Clark		
▪ Jen Daugherty		
▪ Jessica Morriss		

**Introduction and Staff Presentation**

Town staff Mark Wardlaw reviewed the agenda and presented a PowerPoint slide show to the Focus Group. The PowerPoint summarized previous public and focus group input and presented four draft alternative concepts: Polished Plan, Linked Anchors/Median and Roundabouts, Linked Anchors/Greenway, and Walkable Nodes. Each alternative concept included a discussion of street pattern, street sections, parking, pedestrian and bike network, trails and recreation, event venues, and land use, as well as a set of “givens” or fixed assumptions that apply to all alternatives.

**Small Group Exercise**

The Focus Group was divided into two groups. Each group had a facilitator and note taker, who guided the group through an exercise to review and critique the alternatives. One group was asked to focus on the Polished Plan and Linked Anchors/Greenway alternatives, and the other on the Linked Anchors/Median and Roundabouts and Walkable Nodes alternatives. Following the small group discussion, each small group reported back to the larger Focus Group.

**General Consensus**

The general consensus of the Focus Group was support of the Linked Anchors/Greenway and Walkable Nodes alternatives because these alternatives showed significant improvements that can result in positive and high impact change consistent with the DNDPs Guiding Principles. One of the small groups discarded the Linked Anchors/Median and Roundabouts because it failed to meet the goals and Guiding Principles of the DNDP. A “Polished Plan” was considered to be an appropriate step or initial phase of incremental improvements in the district. However, a “Polished Plan” would not result in significant enough improvements to achieve the goals of the DNDP, and therefore, was not considered as an appropriate standalone alternative.

### Critique of Polished Plan

What Works?	What Doesn't Work?
<ul style="list-style-type: none"> <li>▪ More likely to be achieved (lowest cost to implement)</li> <li>▪ Existing road design moves traffic quickly</li> <li>▪ Encourages properties and existing buildings to be upgraded (façade improvements)</li> <li>▪ Opportunities for small and incremental improvements to pedestrian infrastructure; consider boardwalk to connect retail south side of Main St</li> <li>▪ Retail focused on south side of Main St reduces the need for numerous pedestrian crossings</li> <li>▪ Allows for a mix of housing types and affordability levels at Shady Rest Tract</li> <li>▪ Doesn't preclude new development from including additional parking (land costs and construction costs affect whether new parking would be surface or underground)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Doesn't achieve significant change and improvement</li> <li>▪ Doesn't solve poor visibility of store fronts in winter (snow berms)</li> <li>▪ Remains dangerous to cross street to catch bus to ski area; don't encourage more pedestrian crossings on Main St (arterial – dangerous for pedestrians)</li> <li>▪ Large park/open space buffer at northeast corner of Shady Rest Tract will disconnect future housing from commercial uses</li> <li>▪ No improvement to town entry</li> <li>▪ Few parking locations in appropriate places (Main St retail is not walkable from Park &amp; Ride lot)</li> <li>▪ Doesn't support substantial shared parking</li> <li>▪ Doesn't address or encourage relocation of service uses that do not "fit" (e.g. Turner Propane)</li> </ul>

### Critique of Linked Anchors/Median and Roundabouts

What Works?	What Doesn't Work?
<ul style="list-style-type: none"> <li>▪ Non-consensus on whether roundabouts are pedestrian-friendly</li> <li>▪ Roundabouts could cause traffic to spread because people would avoid them (good and bad)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Roundabouts will increase emergency response times</li> <li>▪ Roundabouts do not support goals for feet-first</li> <li>▪ Too many roundabouts are included in this alternative - impractical</li> <li>▪ Not feet first; "Car centric"</li> <li>▪ Principally a traffic smoothing plan; not significant improvements in Main Street character, form or function</li> </ul>

### Critique of Linked Anchors/Greenway

What Works?	What Doesn't Work?
<ul style="list-style-type: none"> <li>▪ Doesn't require significant relocation/restructuring of existing buildings; moves primary travel lanes to buildings rather than moving buildings to road</li> <li>▪ May be feasible way to produce positive aesthetic change while minimizing downzoning or property takings</li> <li>▪ Elimination of frontage roads reduces pavement barrier to cross Main St and creates a pedestrian retail experience (less area to manage snow)</li> <li>▪ Large greenway from town entry to Manzanita seems feasible with topography</li> <li>▪ Allows snow storage to be moved from sides of street to central greenway – this may keep storefronts more visible in winter</li> <li>▪ Can the greenway accommodate skiers?</li> <li>▪ Greenway could accommodate a gondola or other “people-mover” that is attractive to visitors</li> </ul>	<ul style="list-style-type: none"> <li>▪ May not be able to achieve large greenway concept along the entire length of Main St because slopes/cross-slopes and road width varies</li> <li>▪ Adding new uses to north side of Main St may create more pedestrian desire to cross Main St unsafely</li> <li>▪ Greenway width, size, and design can vary along Main St (may not need parking at west end of Main St); doesn't need to be linear or symmetrical</li> <li>▪ Landscaping and trees in greenway may be damaged if used for snow storage in winter</li> <li>▪ Snow storage in greenway may block views of store fronts in winter</li> </ul>

### Critique of Walkable Nodes

What Works?	What Doesn't Work?
<ul style="list-style-type: none"> <li>▪ Walkable nodes are “feet first”</li> <li>▪ Node concept could improve success of retail by creating a traditional main street character and bringing buildings to the street</li> <li>▪ Allows compact and focused development that encourages feet-first mobility and active neighborhoods</li> <li>▪ Main Street would be crossable and walkable from Old Mammoth Road to Quality Inn – retail street</li> <li>▪ Walkable nodes would increase internal capture and decrease traffic</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nodes need to be integrated and not completely “self-contained” to encourage walking between districts</li> <li>▪ Removal of frontage roads may take away from businesses</li> <li>▪ Concern Main Street may become more congested without frontage roads</li> <li>▪ Squareabouts/squares will increase emergency response times</li> <li>▪ Roundabout at 203/Sierra Park Road shouldn't be the “entry experience”</li> </ul>

<ul style="list-style-type: none"> <li>▪ Squareabouts/squares would calm traffic</li> <li>▪ Sense of arrival and location of gateway is key; roundabout or town square would make a strong entry statement</li> <li>▪ A comprehensive parking management strategy is necessary, including strategically located parking structures</li> <li>▪ Shady Rest Tract - Mix of housing types and affordability levels, no retail, wetlands stay wetland but can be used as a park, may need additional park space besides wetland park</li> <li>▪ Shady Rest Tract – should be housing mitigation receiver site</li> </ul>	
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**Shady Rest Tract (Subarea 3) General Consensus**

The Shady Rest Tract should include a mix of housing types and affordability levels. The wetland area should be preserved and could be used as a park. Parks should be included on the Shady Rest site.

**Other Comments**

- Street design should support uses and uses should respect the street design.
- The Rite Aid/Do it Center block (Main St/OMR/Tavern/Laurel) should be included as an opportunity site because it is underdeveloped.
- Why direct cars onto Sierra Park Road (i.e. take cars off Main St and OMR where business are located)? [Mark response – need to better manage traffic flow on Main St in order to allow for changes].
- Where should the town entry statement on Main St be – Sierra Park Road or OMR intersection?
- Landscape sequence should go from “wild” to “manicured” as you approach and enter town.
- Parking management is a significant issue that needs to be addressed.
- Traffic Engineer will need to review traffic flows associated with each alternative.
- The Hart Howerton Concept is the only concept showing the entire Shady Rest Tract as a park.
- Signage and wayfinding is needed.
- Sidewalks on Main Street should be greater than 12 feet. Not like Old Mammoth Road.
- Existing landscape parkways on Main Street require significant maintenance and resources. Future design should not be maintenance and resource intensive.

- Group feels that a gondola is unlikely to happen, but would like to discuss it in more detail.
- Parking needs to be better managed.
- May need a redevelopment agency to help implement improvements.

**Follow Ups/Next Meeting**

- Next meeting to be scheduled towards the end of January 2010

**Downtown NDPs  
Focus Group Meeting #3  
January 29, 2010  
Meeting Notes**

**Attendees:**

<i>Focus Group</i>		
▪ Bill Taylor	▪ Elizabeth Tenney	▪ Mary Handel
▪ Bruce Woodward	▪ Gary Small (9 to 9:15am)	▪ Rick Wood
▪ Chuck Lande	▪ John Vereuck	
<i>Town Staff</i>	<i>MMSA</i>	<i>USFS</i>
▪ Mark Wardlaw	▪ Jim Smith	▪ Jon Regelbrugge
▪ Ellen Clark	▪ Rebecca Paranick-Poiset	
▪ Jen Daugherty		<i>MLFPD</i>
▪ Jessica Morriss		▪ Thom Heller

**Self Walk Around/Open House 9-9:15am**

Attendees were able to review previous and updated graphic information ahead of the Staff Presentation.

**Staff Presentation**

Community Development Director Mark Wardlaw reviewed the agenda and identified the purpose of the meeting, which was for the Focus Group to confirm the two synthesis alternatives that will be presented to the public in February (February 19 & 22 – public open house and February 23 – public workshop).

Mark Wardlaw also presented a PowerPoint slide show to the Focus Group. The PowerPoint summarized the Focus Group’s input on the four draft alternative concepts, and described the two synthesis alternatives: Greenway and Downtown. Both alternatives included a discussion of guiding principles, overall concept, street pattern, street sections, parking, pedestrian and bike network, trails and recreation, event venues, and land use. An analysis of the alternatives, including traffic modeling, PAOT and PIEC, will occur following the February 23<sup>rd</sup> public workshop.

**Group Discussion and General Consensus**

The general consensus of the Focus Group was to present the two synthesis alternatives to the public. There was no consensus on a preferred alternative at this time; however, the Focus Group members supported different elements of each alternative. Some felt that a hybrid of the Greenway and Downtown alternatives would be a good option. The Focus Group also suggested using more conceptual graphics for the public workshop because the detailed graphics can be distracting.

**Greenway Comments**

- Median creates a unique statement and doesn’t require existing buildings to be moved.
- Concern that median does not create enough positive or bold change.

- Greenway may be the “easy and safe” alternative because there is less change (e.g. buildings could remain in same location).
- Large median could be costly to maintain; if not well-maintained, it may become an eyesore.
- Snow storage in median will not create a pleasant driving experience (driving through a snow tunnel).
- Consider reducing the width of the median and hauling snow.
- Include town square at town entry.
- Include a median break for Center Street.
- Pedestrian-Oriented Retail Streets Graphic: include east Laurel Mountain Road as a primary pedestrian-oriented retail street, west Laurel Mountain Road as a secondary pedestrian-oriented retail street, and south Main Street between Laurel Mountain Road and Old Mammoth Road as a primary pedestrian-oriented retail street.
- Synthesis Table: describe Shady Rest Tract housing as “mixed income resident housing.”

### **Downtown Comments**

- Buildings would need to be moved up to the street; incentivizing redevelopment could achieve more positive and bold change.
- Concern with the reduced size of the travel way on Main Street (3 lanes).
- Concern with extensive retail included on north side of Main Street because unsafe for pedestrians to cross and town may not be able to support that amount of retail.
- Emergency Access: add a north/south road connection off new road north of schools that connects to State Route 203. Extend a greenway to, and include a roundabout, at the intersection of this new road and State Route 203 that identifies start of lower speed limit area.
- Concern with emergency access vehicles maneuvering around squares.
- Pedestrian-Oriented Retail Streets Graphic: same comment as Greenway.
- Synthesis Table: describe Shady Rest Tract housing as “workforce housing.”

### **Other Comments**

- Recognize relationship to community goals and destination resort.
- Analysis is necessary to determine feasibility of alternatives (e.g. who pays for infrastructure improvements? What degree of public-private investment?).
- Snow management is critical to the success of any alternative.
- Concern that no substantial change is included on west end of Main Street in either alternative; still need to reduce hodgepodge and connect.
- Road design needs to support the land uses.

### **Follow Ups/Next Meeting**

- Next Focus Group meeting to be scheduled (anticipate March).

**Downtown Neighborhood District Plans (DNDPs)**  
**Compiled Notes**  
**Open Houses - February 19 & 22, 2010**  
**Community Workshop - February 23, 2010**

The DNDP Focus Group has worked to develop consensus on two alternatives for the Downtown/Main Street area. The two alternatives, “The Greenway” and “The Downtown,” were presented at two public open houses and a community workshop in February 2010.

More than 45 people attended the two self guided open houses held on February 19<sup>th</sup> and 22<sup>nd</sup>. Visitors were able to view the DNDP process to date and see and comment on the plans and diagrams that explained the two major plan concepts and how they were developed. During the open houses, staff and Mammoth Mountain Ski Area answered questions and collected comments.

On February 23<sup>rd</sup>, a community workshop on the two DNDP alternatives was held. Over 35 community members participated and provided input on likes, dislikes, and favorite concepts included in the two DNDP alternatives. The public provided positive feedback on a number of components of the alternatives, particularly the pedestrian-oriented components, creating a better entry to town along Main Street, and developing a more attractive and walkable district. The input received at the open houses and workshop will be incorporated into a synthesis alternative that will be analyzed and presented to the DNDP Focus Group, Planning Commission, and Town Council. These compiled notes reflect comments from participants received during the open houses and workshop.

***Summary of Consensus Comments***

The public was generally enthusiastic with the DNDP progress and supported the principles guiding the alternatives development. The consensus from the open houses and workshops was to create a synthesis or hybrid plan that includes the following ideas or components:

- Four travel lanes,
- A smaller median,
- Street fronting buildings,
- Year-round pedestrian facilities,
- On street parking,
- Alternate transportation modes,
- Multi-use animated spaces,
- Sense of arrival/welcome statement,
- Calm traffic, but not push traffic to adjacent neighborhoods, and
- An aggressive snow management program.

**General/Overall Comments**

	<b>Likes</b>	<b>Dislikes</b>	<b>Other</b>
<b>Concept/Purpose</b>	<ul style="list-style-type: none"> <li>• Cohesive plan with connectivity</li> <li>• Create new investment with a “new Mammoth”</li> <li>• Stronger public goal and long term vision for Main Street</li> </ul>	<ul style="list-style-type: none"> <li>• There is too much focus on the road</li> <li>• Focus on more realistic solutions</li> <li>• Develop alternatives that are really “outside the box” with compelling draw</li> </ul>	<ul style="list-style-type: none"> <li>• How will this be implemented? Is it feasible?</li> <li>• Who pays/financially contributes?</li> <li>• Analyze the market outlook</li> <li>• Town has to decide what to focus on and invest in – “biggest bang for your buck”</li> </ul>
<b>Place/Program/Use</b>	<ul style="list-style-type: none"> <li>• Create entry statement into town</li> <li>• Workforce housing and park on Shady Rest Tract – workforce housing is connected to surrounding commercial areas</li> </ul>	<ul style="list-style-type: none"> <li>• Entire north portion of Shady Rest Tract should be park (not housing) and south portion for workforce housing</li> </ul>	<ul style="list-style-type: none"> <li>• Consider Shady Rest Tract as a master planned “town center” with the civic center, mixed-use, and walkable</li> <li>• Keep Shady Rest Tract as open space</li> </ul>
<b>Major Facilities</b>	<ul style="list-style-type: none"> <li>• Park/sports field at entry to town that would be connected to the schools</li> <li>• Gondola can improve commercial viability; people enjoy riding the gondola more than the bus</li> </ul>		<ul style="list-style-type: none"> <li>• Shady Rest Park already serves as a park/event facility; do we need another?</li> <li>• Having only one market in town affects traffic; bring in a Trader Joe’s type market</li> </ul>
<b>Mobility</b>	<ul style="list-style-type: none"> <li>• Pedestrian friendly</li> <li>• Wider sidewalks and connectivity</li> <li>• Year round, cleared and usable, trail system</li> <li>• Park once and walk</li> <li>• Convenient parking</li> </ul>	<ul style="list-style-type: none"> <li>• The new street from Center Street to Pinecrest does not serve any purpose; there are grade issues; consider moving east and/or focus on organized access points</li> </ul>	<ul style="list-style-type: none"> <li>• Pedestrian facilities should be adjacent to landscaped areas</li> <li>• Concern that existing pedestrian facilities are not usable year round (Caltrans); need to truck snow</li> </ul>

	<ul style="list-style-type: none"> <li>• Traffic calming, but not pushing traffic to adjacent residential neighborhoods</li> </ul>		<ul style="list-style-type: none"> <li>• Consider at least one underpass for safe pedestrian crossings at appropriate location(s)</li> <li>• Consider turning the frontage road into a pedestrian mall</li> <li>• Expand transit to Shady Rest Park</li> <li>• Evaluate geothermal for sidewalk snow melt throughout town</li> </ul>
<b>Street Character</b>	<ul style="list-style-type: none"> <li>• Street-front retail with attractive streetscape</li> <li>• Landscaped street and street trees</li> </ul>		<ul style="list-style-type: none"> <li>• Keep and allow freestanding commercial buildings</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• No eminent domain; however, key properties will have to change</li> </ul>		<ul style="list-style-type: none"> <li>• Redevelop vacant malls instead of putting in more commercial</li> <li>• No more high rises and high density – it’s not Mammoth – focus density and height at nodes (e.g. the Village)</li> <li>• Consider filling properties on south side of west Main Street to bring buildings up to the street level</li> <li>• Consider wildlife sanctuary off SR 203</li> </ul>

***The Greenway - Specific Comments***

	<b>Likes</b>	<b>Dislikes</b>	<b>Other</b>
<b>Concept/Purpose</b>		<ul style="list-style-type: none"> <li>• Potential wasted real estate with large median</li> </ul>	
<b>Place/Program/Use</b>	<ul style="list-style-type: none"> <li>• Greenway as a park with usable space for multi-use paths, signage, transit options, ski back trail, and possibly events space</li> </ul>	<ul style="list-style-type: none"> <li>• It is awkward to use the middle of a busy street as a park</li> <li>• Large median may require a high level of maintenance</li> </ul>	
<b>Street Character</b>	<ul style="list-style-type: none"> <li>• A ceremonial street with slower traffic; a grand boulevard</li> </ul>		
<b>Other</b>	<ul style="list-style-type: none"> <li>• Storing snow in the median would keep it from blocking businesses</li> </ul>		

***The Downtown - Specific Comments***

	<b>Likes</b>	<b>Dislikes</b>	<b>Other</b>
<b>Concept/Purpose</b>	<ul style="list-style-type: none"> <li>• Excess right-of-way could encourage and incentivize redevelopment and improvements</li> </ul>		<ul style="list-style-type: none"> <li>• What happens with excess right-of-way?</li> </ul>
<b>Mobility</b>		<ul style="list-style-type: none"> <li>• Concern with reducing Main Street to two travel lanes; may feel “too crowded”</li> </ul>	

**Downtown NDP  
Focus Group Meeting #4 (Close-out Meeting)  
May 24, 2010**

**Meeting Notes**

**Attendees:**

<i>Focus Group</i>		
▪ Bill Sauser	▪ Elizabeth Tenney	▪ John Vereuck
▪ Bill Taylor	▪ Gary Small	▪ Mary Handel
▪ Bruce Woodward	▪ John Mueller	▪ Tom Cage
▪ Dan Dawson		
<i>Town Staff</i>	<i>MMSA</i>	<i>Caltrans</i>
▪ Mark Wardlaw	▪ Rebecca Lande	▪ Miya Edmonson
▪ Ray Jarvis	▪ Ron Cohen	▪ Forest Becket
▪ Ellen Clark		
▪ Jen Daugherty		<i>MLTPA</i>
▪ Jessica Morriss		▪ Drew Blankenbaker

**Staff Presentation**

Community Development Director Mark Wardlaw presented an overview of the progress towards the preferred concept for the Downtown Neighborhood District Plan (DNNDP). Focus group members were presented with a series of graphics representing the preferred plan concept and were provided with packets of the graphics for reference. The preferred concept represents a synthesis of the ideas identified by the Focus Group as the strongest concepts from the alternatives previously reviewed. A series of meetings with agency partners, including Caltrans, were also held to gather input on the preferred concept.

The goal of this Focus Group meeting is to review the components of the preferred plan and get consensus direction, before the concept is brought to the Planning Commission and Town Council. Mr. Wardlaw emphasized that the DNNDP concept is not the final “plan”, but represents a well-developed starting point for more detailed analysis, including traffic studies.

Mark Wardlaw summarized the elements of the concept, which envisions a very different and improved character and functionality for the Main Street corridor. The east end of Main Street would be part of a redefined, walkable Downtown, with a traditional “main street” character. Mr. Wardlaw described the series of “catalyst” sites that are important to the DNNDP concept. These sites include the USFS site (which the preferred concept identifies as a future civic center), a sports park and event site on the south side of Main Street at the entrance to town, and the Shady Rest Site as a workforce neighborhood with open space and neighborhood parks.

Public Works Director Ray Jarvis presented the circulation system for the DNDP concept and townwide. Key elements of the circulation system are appropriately spreading traffic to minimize congestion, improved signage and wayfinding, new street alignments, and mode split, including enhanced pedestrian and bicycle access with complete streets.

New street alignments would help to offset the removal of the Main Street frontage roads as shown in the DNDP concept. One potential new street alignment is an extension of Sierra Park Road south to connect with Chateau Road and Sherwin Creek Road. The Sierra Park Road extension would also improve emergency egress from the Old Mammoth area of town.

The Main Street configuration in the DNDP concept includes four traffic lanes, two each way, a center median/placeholder, and new traffic management devices such as roundabouts. The frontage roads would be eliminated and parallel parking added. Bike lanes and pedestrian facilities would extend along the length of Main Street. The Town is currently working with Caltrans to look into new signals along Main Street to make street crossings safer for pedestrians, which would be a nearer term improvement.

Snow management on Main Street would include trucking snow in order to create a safe walkable environment. Trucking snow would also eliminate the snow berms that are barriers to storefronts in winter, which improves business vitality and allows for safer street crossings. The Town will work with Caltrans to develop a snow management plan for the DNDP concept.

Mr. Wardlaw noted that the idea of increasing mode split, and encouraging people to get out of their cars and bike, walk or use transit were strongly emphasized by the public and Focus Group, and is important to the preferred concept. Since there has been no consensus on the idea of a gondola along Main Street, it will be further studied to see how a gondola would affect circulation and transit. However, it appears that if a gondola was appropriate it would be located in the center of Main Street right-of-way rather than adjacent to buildings on private property. Additional methods of increasing mode split, such as bus rapid transit will also be studied.

Mark Wardlaw described previous consensus that Main Street should be well-designed, attractive, and the buildings moved to the street. Buildings would move to the street as redevelopment occurs over time, which will need to be transitioned and phased appropriately (e.g. frontage road). Building heights would be two to three stories at the street; any taller parts of buildings would be stepped back to maintain views and solar access.

## **Group Discussion and General Consensus**

### ***Overall Concept***

The Focus Group had consensus that the preferred concept represents a reasonable concept to move forward with and analyze, even though not all Focus Group members are comfortable with every aspect of the concept. The Focus Group agreed that they “all can live with this concept.”

### ***Building Height and Step Backs***

There was consensus that building heights should be two to three stories at the street; however, there was no discussion about what appropriate step back heights should be. Dan Dawson stated that no building should be taller than two to three stories at any point and preferred higher lot coverage and site disturbance to taller buildings. Other focus group members preferred building heights to step back to taller than three stories towards the center of the site to minimize site disturbance (reduce building footprints) and preserve trees. There was concern about shade and ice build up from taller buildings, particularly ice on streets. However, it was also noted that ice buildup can be an issue for any north-facing building, regardless of its height.

### ***Analysis and Phasing***

Focus Group agreed that the feasibility of the gondola should be resolved first because it will determine the function of the center median.

The road improvements to Main Street were also identified as being the most important first implementation task, since that will guide future land use decisions and attract investors to redevelop. Focus Group members expressed a concern that, without the physical roadway changes in place, other changes would end up being piecemeal and could result in incompatible adjacent road and building configurations.

### ***Focus Group On-Going Involvement***

The Focus Group is invested and engaged in this process and would be interested in continuing to be involved with future steps and phases of this process. The Focus Group would act as a sounding board for future analysis and phasing/implementation steps.

### ***Other Comments***

- Concerns about assessment district costs for trucking snow on Main Street. Some feel that the Old Mammoth Road assessment district for trucking snow is fair. The cost of trucking snow and the assessment district will be part of the future analysis of the DNDP concept.
- Concerns about how the “transition” area between the end of the median and Downtown and areas to the west would be designed and handled.
- Concern about pedestrians crossing Main Street; it will be important to consider appropriate land uses on each side of the street to minimize crossings.
- On the concept diagram, center the eastern walkable node circle more on the north Old Mammoth Road area and move the western circle to the east as well.

### **Next Steps**

- DNDP Report will be prepared with high level recommendations and presented to Planning Commission and then the Town Council. The DNDP Report will include implementation steps including further analysis and incorporating the DNDP recommendations into the Zoning Code Update.
- Future implementation steps for DNDP include:

- Traffic study (success/failures, problems to correct, land use changes, mobility improvements, pedestrian and bicycle analysis, mode split, public parking, etc)
  - Gondola feasibility analysis
  - Zoning Code Update (incorporate DNDP recommendations for land use and development standards)
  - Mobility plan
  - Land disposition (e.g. land swap with USFS for civic center site, Caltrans right-of-way)
  - Snow management and operations plan
  - Implementation costs and funding
  - Phasing and incentives
- Focus Group to meet as needed in future for discussion of future analysis and implementation.

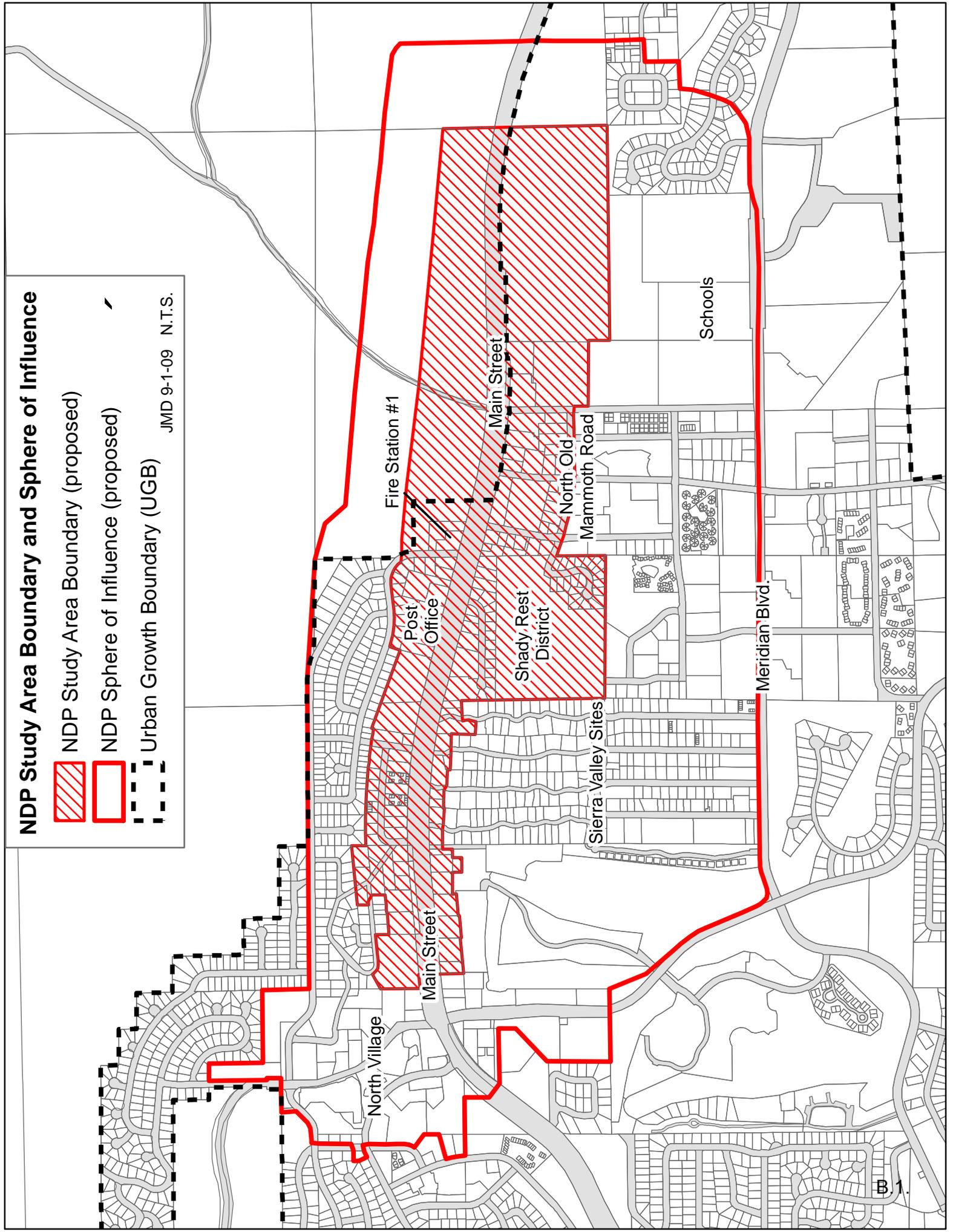
# Appendix B:

## Downtown NDP Approved Framework

# NDP Study Area Boundary and Sphere of Influence

-  NDP Study Area Boundary (proposed)
-  NDP Sphere of Influence (proposed)
-  Urban Growth Boundary (UGB)

JMD 9-1-09 N.T.S.



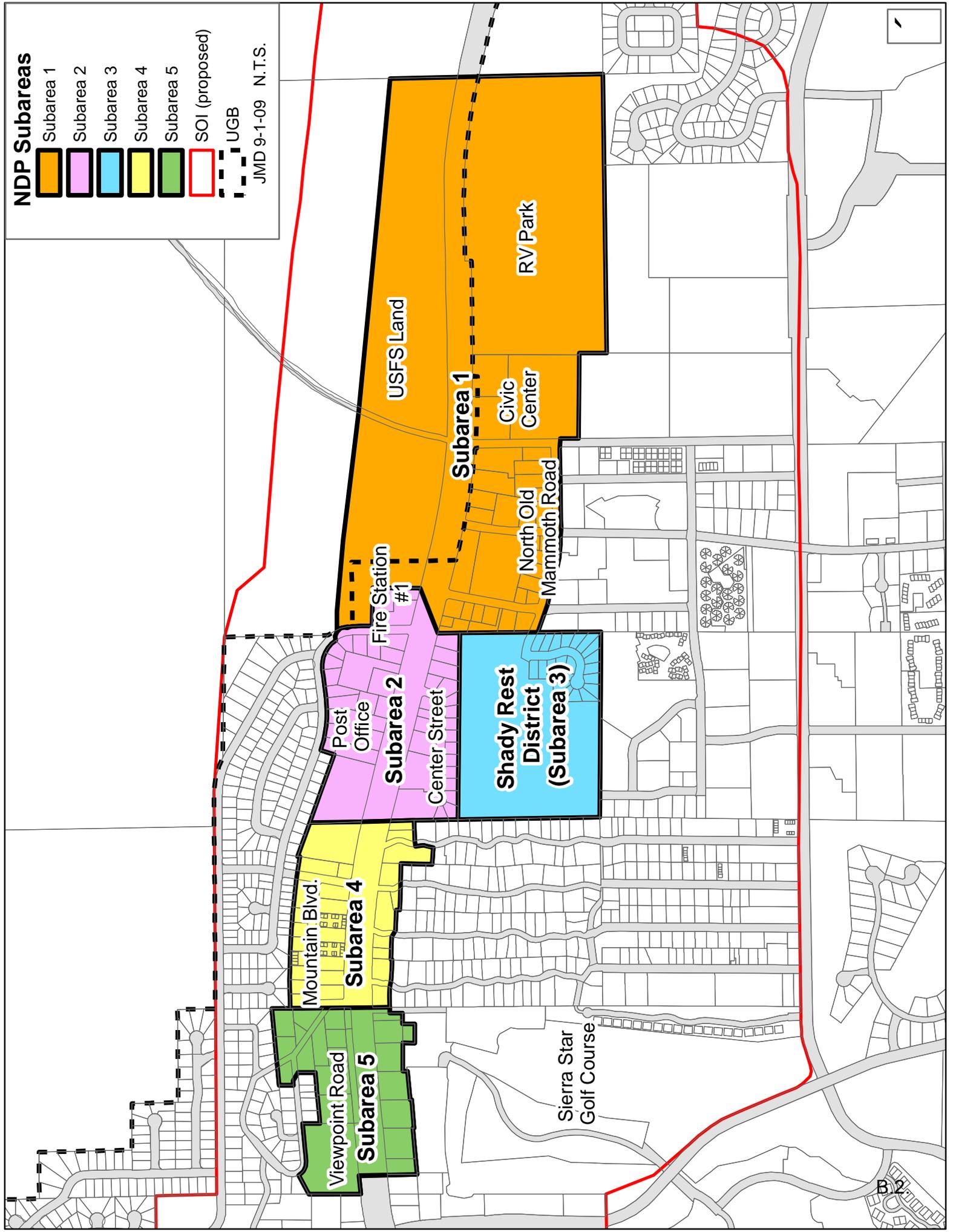
**NDP Subareas**

- Subarea 1
- Subarea 2
- Subarea 3
- Subarea 4
- Subarea 5

SOI (proposed)

UGB

JMD 9-1-09 N.T.S.



**DNDPs KEY GUIDING PRINCIPLES**  
**Downtown NDPs Framework - Focus Group Revisions 9/17/09**

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 to the North Village along 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).

\* This is a summary set of key guiding principles; the comprehensive list of guiding principles will be included and referenced in the DNDPs. Numbering does not imply priorities.

## **Downtown NDPs Framework – Guiding Principles General Plan and Accepted District Studies**

### **Main Street District (Subareas 2, 4 and 5)**

The Main Street, Old Mammoth Road, and Shady Rest areas should invite pedestrian activity and provide gathering places and opportunities for interaction in a vibrant mix of retail, commercial, and workforce housing. Development should be attractive with a high level of detail and active storefront uses resulting in a pleasing pedestrian-oriented streetscape. Commercial corridors should be walkable year-round, vibrant, colorful, and accessible. Uses should be mixed to allow offices, residential housing and visitor accommodations above ground floor retail.

Buildings should have distinctive mountain architecture and varied roof forms with accentuating physical landmarks at intersections, street corners and other appropriate locations. The streetscape should be safe and designed for the pedestrian with the inclusion of street furniture, trees, flowers and planters, interesting sidewalk surfaces and public art.

New development should improve connectivity and circulation with bike and pedestrian paths, sidewalks and roads.

#### ***General characteristics:***

1. Maintain views of the Sherwin Range, the Knolls and Mammoth Mountain from public spaces
2. Landscaping reinforces Eastern Sierra native pine, fir, aspen, ground cover and wildflowers
3. Landscaping establishes scale and street edge
4. Pedestrian-oriented sidewalk/boardwalk with public art, centrally located parks, plazas, courtyards and pedestrian links that create a sense of exploration
5. Walk-to neighborhood or community parks in all districts
6. Mid-block pedestrian access
7. Occasional small plazas and courts visible from the public way that can be used as public event venues
8. Active day and evening and through all four seasons
9. Retail and services in storefront setting, located next to the sidewalk
10. District animation with retail oriented to the street
11. Higher lot coverage may be acceptable with pockets of effective landscaping and open space
12. Encourage transit-oriented development

13. Strip mall development pattern shifted to a pattern of commercial in front and parking in back
14. Convenient structured parking and small-scale surface parking
15. Shared and pooled parking
16. Alley and side street access for deliveries, service and emergency access and pedestrian connections appropriate to district character

### ***Special Study Area***

Improvement of the function, operations and design of the Main Street/State Route 203 corridor in Mammoth Lakes has long been an objective of the Town. This area, joined with Shady Rest and Old Mammoth Road, presents the opportunity to foster the development of a compact, pedestrian-oriented, mixed use community core.

Extensive community participation will be required, including residents, businesses and property owners, California Department of Transportation (“Caltrans”), other local agencies and districts, and Town appointed and elected officials. The planning effort should:

1. Assess the form and function of the overall right-of-way and potential for reducing or eliminating frontage roads
2. Determine how to improve overall circulation and pedestrian convenience and safety
3. Assess strategically located public parking facilities to serve commercial areas
4. Determine how to improve the appearance of State Route 203 and the entrance to town
5. Assess the form and character of existing and future development and the creation of mixed use neighborhoods

### ***Main Street characteristics***

1. Grand boulevard, most significant entry and exit for the town
2. Primary intersections (Old Mammoth Road, Manzanita Road, Minaret Road) create visual book-ends to neighborhoods
3. Multiple safe pedestrian crossings from north to south side of Main Street
4. Landscaping and commercial mixed use development located so as to frame and enclose the boulevard
5. Incorporate Murphy Gulch as a natural landscape amenity.
6. Reduction or elimination of frontage roads
7. Long major street divided into distinct and unique areas:
  - a. From town entry to Laurel Mountain Road:
    - (1) Landmark entrance architectural design
    - (2) Integrates civic center design with Eastern Sierra forest

- (3) Inspirational and inviting to the community, a town square
  - (4) Mixed use and shared parking resource
  - (5) Old Mammoth Road entrance
  - (6) Connected and integrated with Shady Rest workforce neighborhood and Sierra Nevada Road
- b. From Laurel Mountain Road to Manzanita Road/Sierra Blvd:
- (1) Create a vibrant mix of retail, commercial and workforce housing
  - (2) Neighborhood commercial for central Mammoth neighborhood
  - (3) Outdoor enjoyment
  - (4) Forested and natural
- c. From Sierra Blvd to Minaret Road and Lake Mary Road:
- (1) Mountain portal and gateway to the North Village District
  - (2) Lake Mary Road gateway
  - (3) Smooth transition and connectivity from commercial to commercial
  - (4) Mixed use, lodging and residential
  - (5) Heavily forested, greater setbacks and acknowledgement of slopes
  - (6) Lower lot coverage
  - (7) Promenade on both sides

**Gateway (northwest), Civic Center and North Old Mammoth Road (Subarea 1)**

***Gateway characteristics\****

Located south of State Route 203, east of Old Mammoth Road, the Gateway District should be an attractive and iconic corridor in to and out of town, and should communicate Mammoth Lakes' character. It includes schools, hospital, industrial park, library, parks, trails, open space and the future Civic Center site. The District should provide a safe pedestrian environment, and emphasize linkages between all elements in the Gateway District and the community's residential neighborhoods. Significant public views should be preserved through high-level design standards

- 1. Viewsheds to White Mountains, Sherwin Range, the Knolls and Mammoth Mountain are preserved
- 2. Campus setting, spacious and comfortable with gathering areas
- 3. Civic character and a town square
- 4. Civic, educational, recreational, public uses and athletic fields
- 5. Broad setbacks and open space between buildings
- 6. Pedestrian-friendly approach along Sierra Park Road and Meridian Boulevard
- 7. Pedestrian linkages among all uses
- 8. Access to surrounding forest lands
- 9. A sense of arrival to each component within the district
- 10. Circulation pattern to provide for short-term visits and drop-offs

11. Long-term parking underground
12. Industrial uses screened from public view
13. Shared use of facilities and parking
14. Transit with bus pullouts and shelters

\* Not all of these characteristics apply to the northwest portion of the Gateway District included in the Main Street NDP.

### ***Civic Center characteristics***

The Civic Center, located within the Gateway District on the southeast corner of State Route 203 and Sierra Park Road, should be attractive, welcoming, accessible, and the symbolic center for the community. The Civic Center should embody the natural setting and spirit of Mammoth Lakes, and be designed as a functioning public space to support special events.

The Civic Center should have a cohesive design with building elements and forms in common and appropriate building placement and design. Civic architecture should recognize historic patterns of the town and represent rugged mountain architecture. Buildings should be articulated, elegant and built with design elements that create a sense of permanence and strength. Building design should include a building base designed for pedestrians with a high level of detail and quality materials. Iconic features should be integrated into civic architecture and places.

1. Attractive, welcoming and symbolic center for the community
2. Reinforce rugged, natural setting of the town
3. Conveniently accessible to the community and clients:
  - a. Emergency access
  - b. Transit, vehicular, bike and pedestrian access
  - c. On-street and underground parking
  - d. Customer service
4. Serves as important community activity center:
  - a. Strategic parking resource linked to transit
  - b. Public event venue
  - c. Economic development catalyst to Tavern Road and Sierra Park Road areas
5. Sierra Park Road design as a significant public street/open space
6. Reinforce the importance of:
  - a. Legislative and judicial function of the people
  - b. Public safety and security

- c. Civic events and functions
- d. Daily use and enjoyment
- e. A place of employment

***North Old Mammoth Road characteristics***

- 1. Traditional small-scale mixed use “Main Street” development pattern

***District Goals from the NOMRSS***

Program opportunities include but are not limited to:

- 1. Convention and conference facilities
- 2. Performance and cinema theaters
- 3. Anchor retail and entertainment uses with emphasis on residential and community services
- 4. Open space
- 5. Plazas and special event areas
- 6. Arts, culture and heritage facilities
- 7. Public parking facilities potentially utilizing land within the public right-of-way
- 8. Workforce housing
- 9. Child care facilities
- 10. The intersection with Main Street is an entryway to town and should include the following characteristics:
  - a. Grand boulevard, most significant entry and exit for the town
  - b. Primary intersections (Main Street and OMR) create visual book-ends to the neighborhoods
  - c. Multiple safe pedestrian crossings from north to south side of Main Street

**Shady Rest District (Subarea 3)**

***Shady Rest characteristics***

- 1. A livable in-town neighborhood for the workforce:
  - a. Not fractional, not second homes
  - b. Mechanisms to ensure units remain at determined rates in perpetuity
  - c. Variety of unit size and scale
- 2. Preservation and restoration of unique site features, including wetlands
- 3. A community-oriented design:
  - a. Neighborhood context and connections:

- (1) Pedestrian and auto connections to adjoining areas and neighborhoods (e.g. Sierra Valley District, Tavern Road, Main Street, and Center Street)
- (2) Traffic calming and management with adjoining neighborhoods
- (3) Trail and pedestrian emphasis
- (4) Transit accessible
- b. Integrated site planning and architectural design:
  - (1) Accessible wetlands and community park(s) connected to the community
  - (2) Significant tree preservation
  - (3) Unobtrusive, articulated buildings
  - (4) Minimum paving, maximum permeable surface
  - (5) High quality materials
  - (6) Parking
  - (7) Energy efficient design
  - (8) Innovative snow management
- 4. A future catalyst to surrounding commercial areas
- 5. Developed in phases:
  - a. High quality of living throughout (no disparity, grouping, or phasing by income)
  - b. Reasonable product absorption rate
- 6. Long-term affordability:
  - a. Durability of materials and design
  - b. Designed for low operating and maintenance costs and energy efficiency
  - c. Transit accessibility
- 7. Provision of key resident amenities such as:
  - a. Child care
  - b. Active and passive recreation

**Downtown Neighborhood District Plans (DNDPs) Framework  
Preliminary Issue Identification**

<b>Element or Topic</b>	<b>Issues</b>	<b>General Plan Summary Evaluation Item</b>
<p><b>Neighborhood and District Character</b> (Sense of place)</p>	<ol style="list-style-type: none"> <li>How can the district achieve the district character description in the General Plan (i.e. mixed-use, vibrant and pedestrian-oriented district)?</li> <li>Does this district require a level of commercial, resort or housing amenities unique to achieving the character of the district or that could be enhanced to better serve the community?</li> <li>How does the district provide for additional tourism (mid-week and shoulder season visitation), economic diversification, office space, etc? How does district support long-term visitation year-round with midweek occupancy (DRCEDS)?</li> <li>Existing services (e.g. Vons) are already maxed out or do not exist; what impact could this district have on existing services and quality of life?</li> <li>How is redevelopment constrained (e.g. existing uses, property ownership, financing, previous legal challenges, etc)?</li> <li>How will the configuration, design, and disposition of excess rights-of-way and lands of State Route 203/Main Street be addressed?</li> </ol>	<ol style="list-style-type: none"> <li>Neighborhood and District Character Element.</li> <li>Neighborhood and District Character and Policy E.3.D.</li> <li>Goal E.1 and E.2; Policy E.1.J, E.2.A, E.3.C, and E.3.D.</li> <li>Goal E.1, E.2, and E.3.</li> <li>N/A.</li> <li>N/A.</li> </ol>
<p><b>Arts Culture, Heritage and Natural History</b> (Arts and cultural resources)</p>	<ol style="list-style-type: none"> <li>Does this district require a level of arts and culture unique to achieving the character of the district or that could be enhanced to better serve the community?</li> <li>Does this district offer a unique heritage or natural resource that should be preserved (e.g. view sheds)?</li> </ol>	<ol style="list-style-type: none"> <li>Neighborhood and District Character and Goal A.2 and A.3.</li> <li>Goal A.1, A.2, R.1 and R.2.</li> </ol>
<p><b>Community Design</b> (Transect characteristics,</p>	<ol style="list-style-type: none"> <li>What are the Transect characteristics of the district?</li> </ol>	<ol style="list-style-type: none"> <li>Appendix B.</li> </ol>

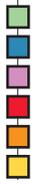
<p>design, building height and “village in the trees”)</p>	<p>10. How does the district fit within the forest as a “village in the trees?”</p> <p>11. What are appropriate building heights (minimum and maximum), massing, setbacks and/or step backs? Should a diverse range of building types be analyzed?</p> <p>12. How should views and view corridors be preserved?</p> <p>13. How will neighborhood livability be addressed (including view preservation)?</p> <p>14. Is the DNDPs area intended to serve locals, visitors, or both?</p>	<p>10. Goal C.1 and C.2; Policy C.2.V and C.2.X.</p> <p>11. Goal C.1, C.2 and C.3; Policy C.2.D, C.2.E, C.2.I, C.2.L and C.2.N.</p> <p>12. Goal C.2; Policy C.2.J, C.2.V and C.2.W.</p> <p>13. See 12.</p> <p>14. Neighborhood and District Character.</p>
<p><b>Land Use</b> (Mix and types of uses [housing, commercial, retail, etc.], density, PAOT and PIEC)</p>	<p>15. Does the district require a set of land use characteristics such as hotel, mixed-use, single family or multi-family unique to achieving the character of the district or that could be enhanced to better serve the community?</p> <p>16. Does the district require a level of density unique to achieving the character of the district or that could be enhanced to better serve the community? How is density calculated?</p> <p>17. How will the PAOT model and PIEC table be used to evaluate density alternatives?</p> <p>18. What is an appropriate mix of, types, and location(s) for housing (including affordable/workforce housing), lodging/hotel, commercial and retail spaces?</p> <p>19. How will Hart Howerton’s Main Street Concept be evaluated in the DNDPs?</p> <p>20. How are the NOMRDSS, Shady Rest Neighborhood District Plan and North Village Planning Study incorporated? What is the relationship to South Old Mammoth Road?</p> <p>21. How will the district provide for appropriate transitions and/or buffers? What is the relationship of this district to adjoining portions of town?</p>	<p>15. Neighborhood and District Character; Goal L.1, L.2 and L.3; Policy L.3.F, L.5.A, L.5.E and L.5.F.</p> <p>16. Neighborhood and District Character; Goal L.1 and C.2; Policy C.2.F and C.2.H.</p> <p>17. Goal L.1 and Policy L.1.A.</p> <p>18. Goal L.1, L.2, L.3 and L.5.</p> <p>19. N/A.</p> <p>20. Goal L.1 and Policy L.1.D.</p> <p>21. Goal L.1 and Policy L.1.B.</p>

<p><b>Mobility</b> (Feet-first, park once, way-finding, trails, and pedestrian facilities).</p>	<p>22. How will future development be integrated with the existing development and entitled projects (e.g. courthouse, police station, Holiday Haus, etc)?</p> <p>23. Does this district require a level of mobility such as circulation, parking, transit, way-finding and/or trail amenities, and snow removal unique to achieving the character of the district or that could be enhanced to better serve the community?</p> <p>24. How will this NDP be tied into the Mobility Study and Trails Master Plan? What are the street and trails plans for this district?</p> <p>25. How does the district achieve “feet-first, transit second and cars last” mobility?</p> <p>26. How can pedestrian safety on Main Street be improved?</p> <p>27. How will ownership of Main Street/SR 203 be addressed in the DNDPs? Can the district’s traffic pattern be improved (do we need more signals?, other traffic calming measures, etc)?</p> <p>28. How will this district be efficiently and effectively integrated and connected with the rest of the community year round, including public access to USFS lands?</p> <p>29. Is there enough transit capacity for this district? Are gondolas a feasible option?</p> <p>30. How will shared and pooled parking opportunities be incorporated? How can we ensure adequate and convenient parking is provided?</p> <p>31. How will snow storage/removal be addressed (snow currently blocks views to storefronts and vehicle line of sight)?</p> <p>32. Where is cut-through traffic a problem and how can the NDP improve this issue?</p>	<p>22. Goal L.1, L.3 and L.5.</p> <p>23. Neighborhood and District Character; Goal M.1, M.3, M.4, M.5, M.6 and M.9.</p> <p>24. Mobility Element, Appendix D, and Action P.5.C.1.</p> <p>25. Goal M.3, M.4 and M.5; Policy M.3.B, M.4.A, M.4.B, M.4.F, M.5.A and M.5.B.</p> <p>26. Policy M.4.B, M.4.C, M.4.F and C.2.P.</p> <p>27. Policy M.4.F.</p> <p>28. Goal M.3; Policy M.3.A.</p> <p>29. Goal M.5; Policy M.5.A, M.5.B and M.5.C.</p> <p>30. Goal M.5 and M.6; Policy M.6.A, M.6.B and C.2.H.</p> <p>31. Goal M.9 and Policy S.3.D.</p> <p>32. Goal M.3, M.7 and M.8; Policies M.7.A, M.7.D, M.7.F, M.8.A, and M.8.C.</p>
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<p><b>Parks, Open Space and Recreation</b> (Recreational opportunities and facilities and open space – Parks and Recreation Master Plan).</p>	<p>33. Does this district require a level of park, open space or recreation amenities unique to achieving the character of the district or that could be enhanced to better serve the community?</p> <p>34. How will this NDP be tied into the Parks and Recreation Master Plan? Where should parks be located? What size parks are necessary or appropriate?</p> <p>35. What year round activities are provided for people of all ages to accommodate build out of the district?</p> <p>36. Where are year round public trails located throughout the district? Are they adequately connected to the Town system, MLTPA GIC points, and adjacent USFS land?</p>	<p>33. Neighborhood and District Character; Goal P.2, P.3, P.4 and P.5.</p> <p>34. Goal P.2, P.3 and P.5.</p> <p>35. Goal P.4; Policy P.4.B.</p> <p>36. Goal P.3 and P.5; Policy P.3.B, P.3.C, P.5.B, P.5.C and P.5.D.</p>
<p><b>Resource Management and Conservation</b> (Tree preservation, wetlands and riparian habitat, and sensitive natural resources)</p>	<p>37. Does this district require a level of tree retention or sensitive natural resources preservation such as wetlands and riparian habitat unique to achieving the character of the district or that could be enhanced to better serve the community?</p> <p>38. Do any Natural Resource Studies apply?</p> <p>39. How is the district designed for long-term sustainability (e.g. PIEC analysis)?</p> <p>40. What design practices and alternative energy opportunities will be or can be incorporated (passive solar, geothermal, etc)?</p>	<p>37. Neighborhood and District Character; Goal R.1, R.2 and R.4.</p> <p>38. Goal R.1, R.2 and R.4.</p> <p>39. Goal C.1; Policy C.2.F, C.2.H and C.2.O</p> <p>40. Goal R.6, R.7 and R.8; Policy R.8.E.</p>
<p><b>Public Health and Safety</b> (Emergency access, safety, and public services).</p>	<p>41. Does this district have special public resource needs such as emergency access and egress, fuel-tree reduction or public services unique to achieving the character of the district or that could be enhanced to better serve the community?</p> <p>42. How should storm drain issues be addressed in the NDP (e.g. Sierra Valley Sites)?</p> <p>43. How can the district enhance the school system and children?</p>	<p>41. Goal S.3, S.4, and M.7; Policy M.7.F, S.3.L, S.3.N and S.4.A.</p> <p>42. Goal S.3.</p> <p>43. Goal S.1 and S.2; Policy S.1.C.</p>

Appendix C:  
Placetypes Workbook

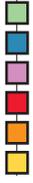
# Downtown Neighborhood District Plans



## Place Types Workbook



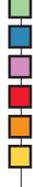
## How to Use the Place Types Workbook



Thank you for participating in the Downtown Neighborhood District Plans (NDP) meetings and workshops. This workbook provides background material for the small group mapping exercise that will be featured at the first public workshop and at the Focus Group meeting.

During the exercise you will be asked to identify the areas within the Downtown NDPs study area that are appropriate for different types of development and uses, illustrating how you think the Downtown study area should develop in the future. You have a selection of place types, grouped into residential, commercial, mixed use, lodging, civic, and open space categories, from which to describe the type and characteristics of uses you would like to see.

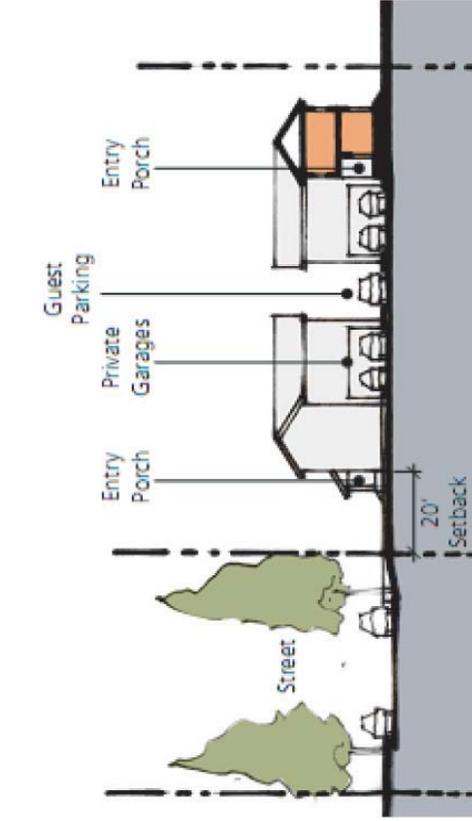
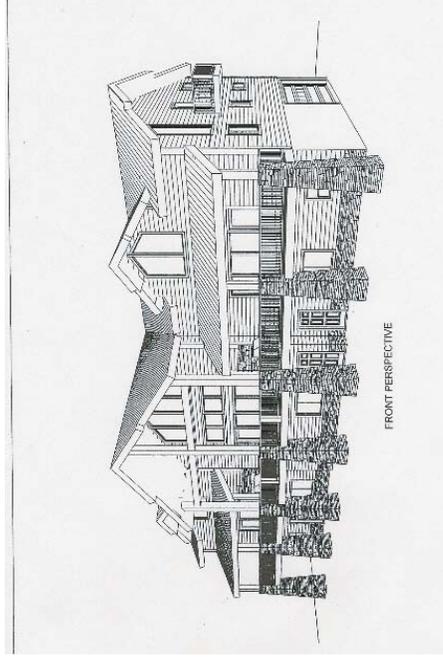
This workbook describes the character of the different place types. Each place type is illustrated with photos and illustrations of typical building types and conditions. Supporting information is also provided describing the place type's relationship to the transect and possible zoning/land use districts, physical characteristics including building stories and height range, typical uses, and parking conditions. Many of the examples are drawn from within Mammoth or our peer resort communities.



**R1**

**RESIDENTIAL**

Small-lot Single Family, Duplex and Triplex



**Description**

**Transect:** T3, T4

**Land Use Districts:** Low/Medium Density Residential

**Form and Character:**

1-2 stories

25 to 35 feet

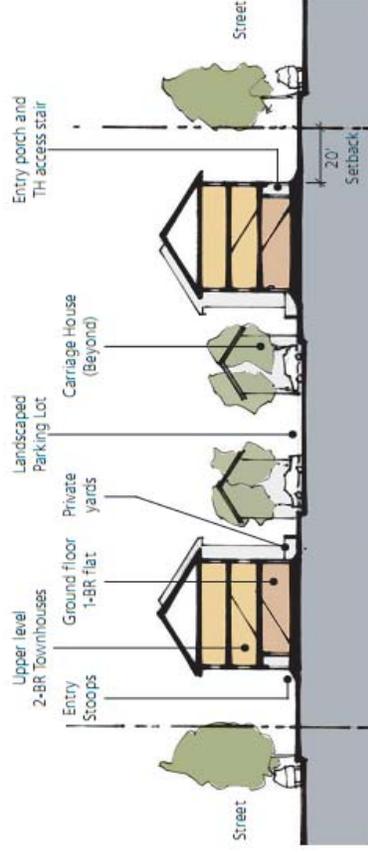
Detached or attached units

Courtyard parking and integrated garages

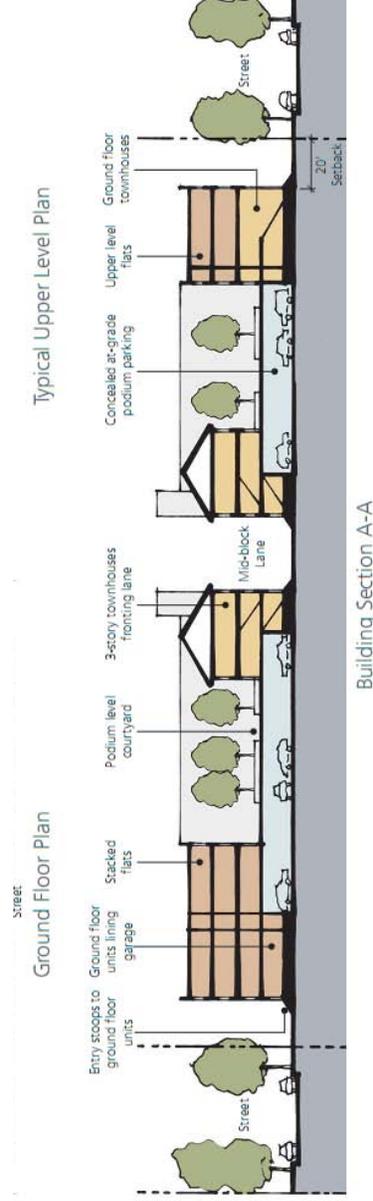
# R2

## RESIDENTIAL

### Stacked Flats and Townhouses



Building Section A-A



Building Section A-A

### Description

**Transect:** T4, T5

**Land Use Districts:** Medium/High Density Residential  
Low/Medium Density Residential  
Downtown Mixed Use

### Form and Character:

3 stories

35 to 45 feet

Residential flats, 3 story townhomes, and ground floor townhomes

Understructure or courtyard parking

**R3**

**RESIDENTIAL**

Multi-Family Apartments or Condominiums



**Description**

**Transect:** T4, T5, T6

**Land Use Districts:** Medium/High Density Residential

Downtown Mixed Use

**Form and Character:**

3-5 stories

35 to 65 feet

Understructure or surface parking

**M1**

**MIXED-USE**

Medium Density Mixed Use



**Description**

**Transect:** T4, T5

**Land Use Districts:** Downtown Mixed Use  
Visitor Mixed Use

**Form and Character:**

2-3 stories

25 to 45 feet

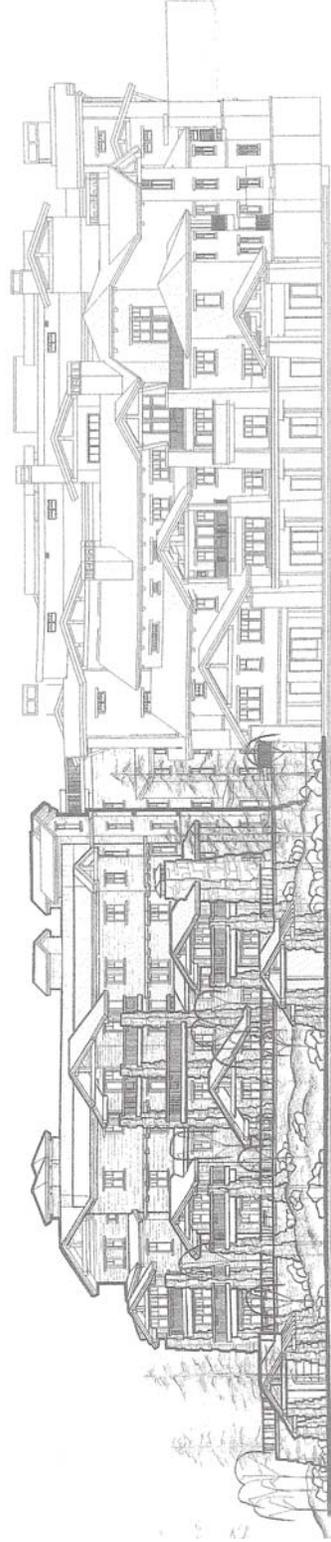
Retail ground floor with residential apartments or lodging above

Underground and on-street or shared parking

**M2**

**MIXED-USE**

Medium/High Density Mixed Use



**Description**

**Transect:** T5, T6

**Land Use Districts** Downtown Mixed Use  
Visitor Mixed Use

**Form and Character:**

3-5 stories

35 to 60 feet

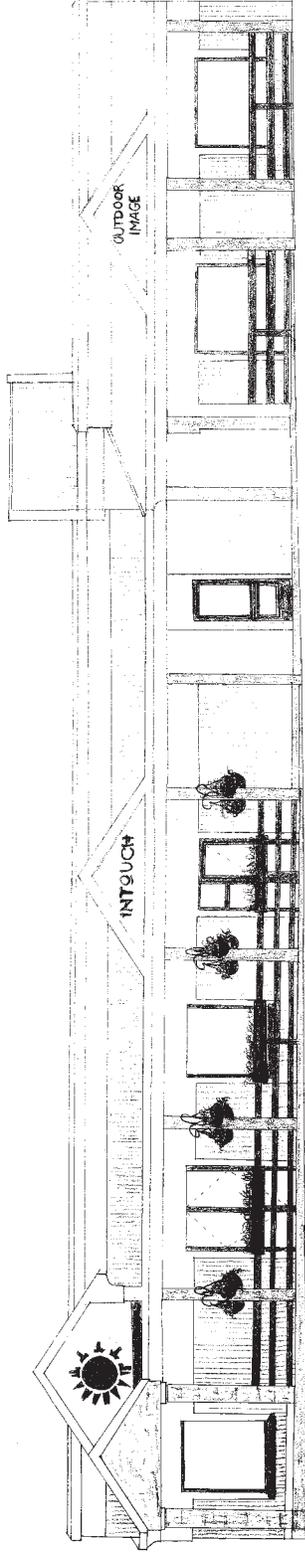
Retail ground floor with residential apartments or lodging above

Underground and on-street or shared parking

**C1**

**COMMERCIAL**

Small-Scale Commercial



EAST ELEVATION

**Description**

**Transect:** T4, T5

**Land Use Districts:** Commercial General  
Downtown Mixed Use

**Form and Character:**

1-2 stories

25-35 feet

Single or multi-tenant

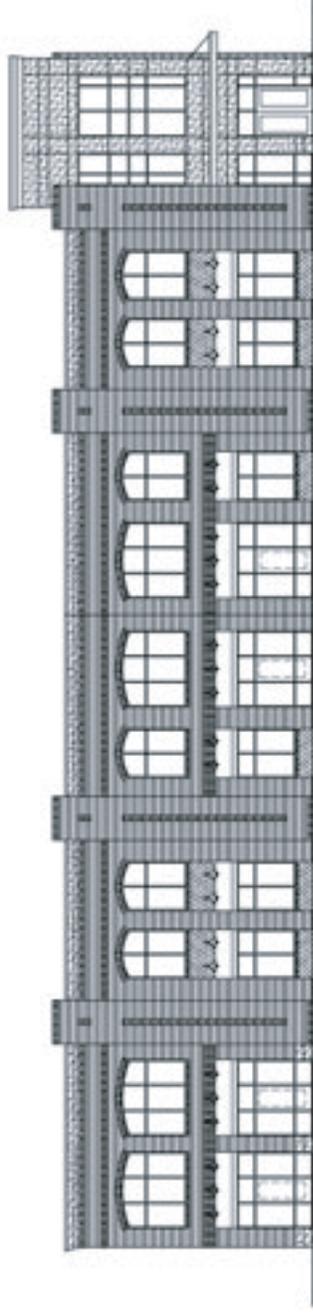
Surface parking



**C-3**

**COMMERCIAL**

Mixed Retail and Office



**Description**

**Transect:** T4, T5

**Land Use Districts:** Commercial General

**Form and Character:**

2-4 stories

35-55 feet

Retail ground floor with office above

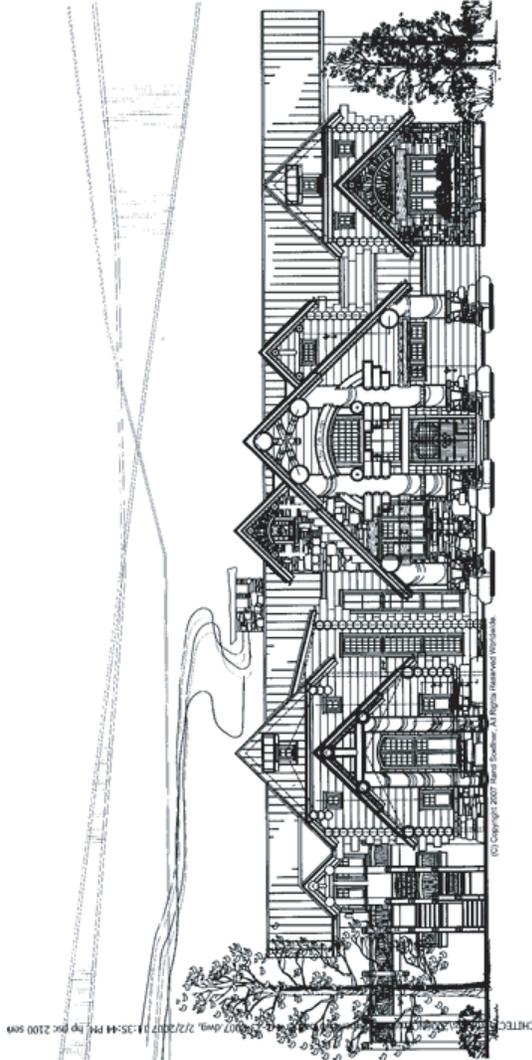
Multiple tenants

Surface parking

**L1**

**LODGING**

Boutique Hotel or Inn



**Description**

**Transect:** T4, T5

**Land Use Districts:** Visitor Mixed Use  
Hotel

**Form and Character:**

2 - 3 stories

25 to 45 feet

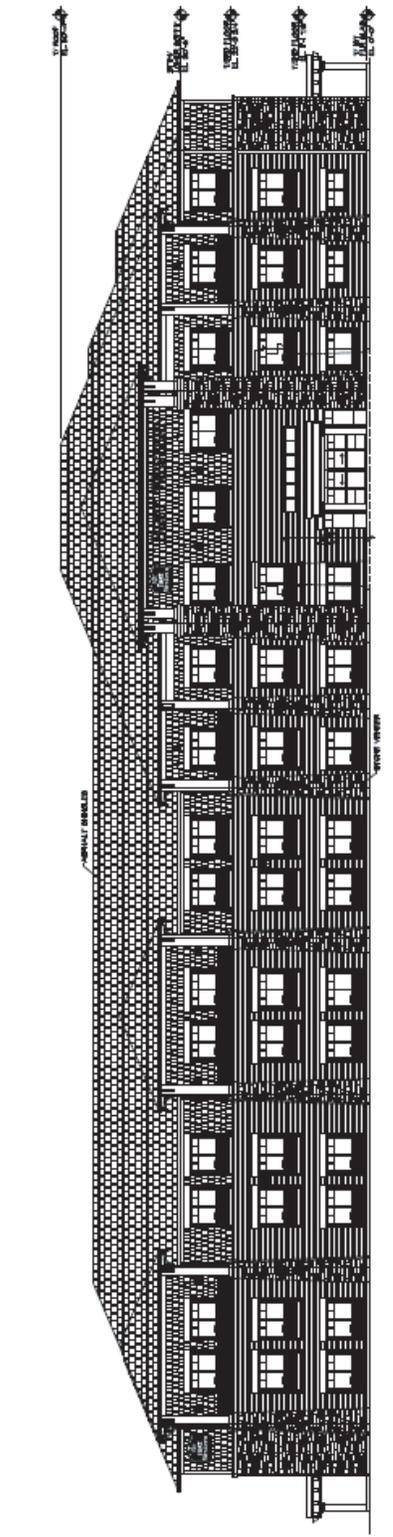
25-50 rooms

Surface and understructure parking

**L2**

**LODGING**

Mid-Size Hotel/Motel



**Description**

**Transect:** T4, T5, T6

**Land Use Districts:** Downtown Mixed Use  
Visitor Mixed Use  
Hotel  
Medium/High Density Residential

**Form and Character:**

3 - 4 stories  
40 to 55 feet  
100-150 rooms  
Branded or flag hotel  
Surface or underground parking

**L3**

**LODGING**

**Large Scale Resort Hotel**



**Description**

**Transect:** T5, T6

**Land Use Districts:** Visitor Mixed Use  
Hotel

**Form and Character:**

4 - 6 stories

45 to 75 feet

>200 rooms, conference space,  
full-service restaurant(s)

Branded or flag hotel

Underground parking

**CV**

**Civic Center**



**Description**

**Transect:** T4, T5, T6

**Land Use Districts:** Civic/Public

**Form and Character:**

2-4 stories

35-45 feet

Civic Buildings

Public plaza

**OS1**

**OPEN SPACE**

Passive Open Space



**Description**

**Transect:** N/A

**Land Use Districts:** Open Space

**Form and Character:**

Natural/undeveloped open space

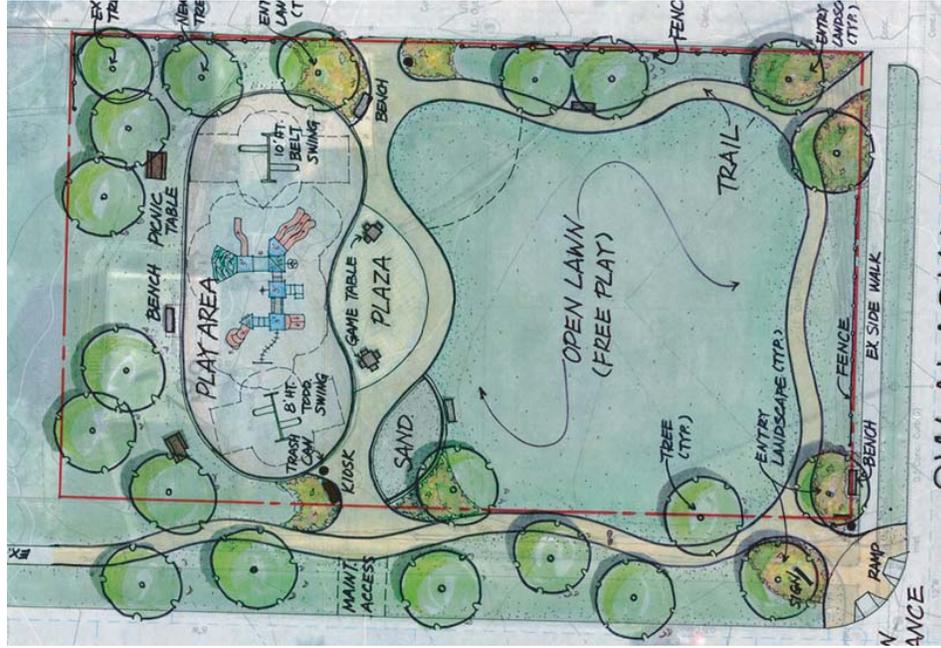
Trails

Limited ancillary facilities and uses (restrooms, picnic areas, interpretive facilities)

**OS2**

**OPEN SPACE**

Neighborhood Park



**Description**

**Transect:** N/A

**Land Use Districts:** Open Space  
Civic/Public  
Low/Medium Density Residential

**Form and Character:**

Open play areas  
Playground or tot lot  
Ancillary facilities (restrooms, picnic tables)

**OS3**

**OPEN SPACE**

**Community Sports Park**



**Description**

**Transect:** N/A

**Land Use Districts:** Open Space

**Form and Character:**

- Multi-use sports fields
- Outdoor performance/event space
- Ancillary facilities and uses (restrooms, concessions, picnic facilities)