

# SNOWCREEK

*Town of Mammoth Lakes, California*





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# EXECUTIVE SUMMARY

## DISTRICT PLANNING PROCESS SUMMARY

The goal of a Neighborhood District Plan, as directed by the Town of Mammoth Lakes Town Council, is “to determine the specific, form, function, and character of an area”. The Snowcreek District Plan herein provides guidance for the future development of the Snowcreek District that considers the directives of the Neighborhood District Planning process, the 2007 General Plan update, concurrent project submittals within the District, community input, and Town of Mammoth Lakes Planning Commission, relevant committees, and Staff input. The Snowcreek District encompasses approximately 452 acres in the southern portion of the Town of Mammoth Lakes bounded by Sherwin Creek Road to the east, United States Forest Service (USFS) lands to the south, the Old Mammoth neighborhood to the west, and Minaret Road and adjacent residential neighborhoods to the north.

The concurrent project application within the Snowcreek District is the Snowcreek Master Plan Update 2007 application, submitted by the Snowcreek Investment Company L.P. (Applicant) in 2007. The Master Plan Update proposed an update to the existing Snowcreek Master Plan approved in 1981. The proposed development program for an area of approximately 237 acres includes:

- 850 residential high, medium and low-density dwelling units, including stacked flats and townhomes;
- A full-service hotel with up to 250 hotel rooms/suites, 150 rooms/suites Private Residents’ Club, restaurants, wellness center, pool, spa, and an ice rink;
- Up to 75,000 square feet of non-residential uses;
- A welcome center with a nature/historic interpretive center;
- An 18-hole golf course and golf club with pro-shop and café;
- A swim club and snack bar;
- A general store; and
- An outfitter’s cabin for equipment rental and staging of various outdoor activities.

The proposal to update the 1981 Snowcreek Master Plan was submitted prior to the Town enacting its 2007 General Plan (which described the Character of Neighborhood Districts) and the Town's Neighborhood District Planning Ordinance. Additionally, the Applicant had submitted a Master Plan Update and had completed, but not certified, an EIR prior to the revised District Planning Process’s approval on April 2<sup>nd</sup> 2008 by the Town Council. Therefore, the Snowcreek Master Plan Update 2007 application is subject to a revised NDP process that requires the development of a District Planning “Framework,” collection of substantial public input, and the development of a District Plan that includes alternatives for the remaining undeveloped portion of Snowcreek.

Hart Howerton (HH) was retained by the Town of Mammoth Lakes as a third-party planning consultant to conduct a study according to the revised NDP process for the Snowcreek District in coordination with the Community Development Department and the Applicant. The baseline of study for the assignment was the Applicant’s Master Plan Update submittal proposing a destination resort on the Snowcreek VIII property. This submittal was used to establish initial program assumptions and for comparison and evaluation of alternative plan and program studies.

Hart Howerton participated in Planning Commission public meetings to solicit input from the public and the Town’s various Commissions and eventually presented Hart Howerton’s analyses and alternative plans. The goal was to reach a preferred plan that best addresses the Framework Issues, intent of the General Plan, the Applicant’s vision, and allows the Planning Commission to take action on the Applicant’s proposal. The District Planning Process is summarized in **Chapter I**.

## APPROACH AND ANALYSIS

**Chapter II** defines and describes the study area, the Snowcreek District and the District Sphere of Influence. Included are a description of existing land uses, open space, circulation patterns, and mobility.

**Chapter III** explores the opportunities and constraints for Snowcreek District and the Sphere of Influence, organized within the Framework Issue

topic categories, summarized below:

1. **Land Use** – The Issues in this category generally refer to the identification, organization, mix and location of various land uses, as well as site layout and site planning issues.
2. **Circulation and Mobility** – These Issues refer to the movement of people and vehicles within the District and the connectivity and location of roads, transit, trails, parking, activity nodes and Emergency Vehicle Access (EVA).
3. **Recreation, Open Space and Public Access** – The Issues in this category address open space planning and programming, recreational opportunities, public access and amenities.
4. **Character of Development** – Issues in this category address the scale and massing of proposed buildings, density of proposed development, quality of architecture, public and private areas, and creating a “sense of place” .
5. **Sustainability** – Issues that express concerns about environmental quality, sustainability and conservation of natural resources in neighborhood and project design.

**Chapter IV** analyzed the District and Sphere of Influence in the context of the key planning framework issues. Various site planning solutions and responses were explored within the context of the General Plan guiding principles and Opportunities and Constraints presented in Chapter III. This analysis drew from Hart Howerton’s industry knowledge of mountain resort product typology and demand demographics, extensive experience with four-season resorts, and an understanding of end-user demand for activities and services. In addition, three cases of completed (or in-progress) comparable mountain resort projects were studied. The analysis to a series of observations and organizing land use and circulation concepts that addressed each of the key issue topic categories.

Hart Howerton analyzed the organization of key land uses on the Snowcreek site as a way of determining the best location for site land uses, exploring the synergy between uses, addressing off-site concerns and connections, and fulfilling program needs. This analysis led to the development of several plan options. These site plan concepts were aggregated into three Plan Options in **Chapter V** and are described below and in greater detail in the report.

## OPTIONS EXPLORED FOR THE SNOWCREEK DISTRICT

**Chapter V** includes three alternative options that were developed and compared to the Applicant’s proposed plan. The options allowed a further examination of key issues including golf course and hotel options, program elements, residential density, open space and public amenities, and circulation.

**Option A** was representative of the development character of surrounding existing neighborhoods that are generally lower density. With about 300 residential units, this option would not typically have sufficient critical mass to support a hotel and an associated 18-hole championship golf course. As such, this option utilizes the existing 9-hole golf course envelope but allows for a new golf practice range facility.

**Option B** represented a medium-density alternative, similar to the density of adjacent Snowcreek phases V and VI. This approximately 450-unit alternative would include mostly townhomes and stacked condominiums. This option could support a mid-market hotel (3-4 stars) that might best be located adjacent to Old Mammoth Road to allow high visibility, golf course access and easy access to Mountain portals and downtown restaurant and retail activities. This option also does not have enough critical mass to support an 18-hole championship golf course.

**Option C** represented a higher density project with a major hotel anchor and more substantial recreational and public open space amenities. The option accommodates an 18-hole championship golf course, a luxury iconic hotel, and substantial four season recreational activities and amenities. This alternative contains approximately 790 units comprised of townhomes and stacked condominiums.

Option C was selected by the Planning Commission as the preferred plan as it meets the Town’s expectations as expressed in the General Plan and other planning policy statements. This option was determined to best address and respond to the Framework Issues better than the other options and the Applicant’s Plan.

## PERSONS AT ONE TIME (PAOT)

The 2007 Town of Mammoth Lakes General Plan prescribes a peak PAOT (“persons at one time”) limit of 52,000 people, which includes both residents and visitors. The 2007 General Plan PAOT projections incorporate the population assumed to be generated by the development allowed in the Snowcreek District in the 1981 Master Plan, which allows 2,332 dwelling units which includes 1,029 units which have been constructed and another 118 units which have been approved, as well as 150,000 square feet of commercial development. Development of the preferred alternative as described in this Report will not exceed the number of dwelling units or commercial square footage allowed by the 1981 Master Plan or the PAOT contemplated by the 2007 General Plan Update. For that reason, the Town has already accounted for both the resident and visitor population of the Snowcreek District in its PAOT projections and no further analysis is required in the Snowcreek District Plan.

## KEY RECOMMENDATIONS

The preferred plan sets the overall structure, organization of land uses and circulation, and development character by which future planning and design for the Snowcreek District can go forward. Recommendations related to this plan, organized by Framework Issue Category, are presented in detail in **Chapter VI**. Some of the key recommendations are summarized below. For all recommendations please see Chapter VI.

### *Circulation and Mobility*

- The circulation plan for Snowcreek VIII should connect all areas of the development through multi-modal public ways that safely combine roads, multi-use trails, bike lanes, and pedestrian trails.
- A central open space corridor should provide a meandering public path that combines landscape, gathering spaces and seating, informal play areas, and potentially a water feature.
- To encourage mobility and reduce potential traffic congestion, the site’s internal circulation should be connected to Old Mammoth Road in two locations.
- Emergency vehicle access should be provided from an internal collector road near the hotel area to Sherwin Creek Road.

### *Open Space and Recreation*

- Summer and winter recreation should be centered around “activity” areas or “nodes” which serve as convenient internal staging points for the use of trails, parks, open space, the golf course, hotel amenities, and the Outfitters Cabin.
- At least two major public nodes on the site are recommended to anchor activities and provide convenient access. One is the gateway area near the project entry and the other is the hotel location near the base of the Sherwin Range.
- The gateway node should be more connected to downtown and adjacent neighborhoods and provide retail, transit stop, public parking, and a public park. It should also be a site gateway to the internal open space and public trails within the site.
- A large, open, public lawn should comprise 1 to 2 acres for multiple summer and winter activities near the hotel.
- It is recommended that the preferred plan includes a full-service, 18-hole championship golf course designed by a top course architect. The golf facilities should deliver a world-class, memorable golf experience that would become part of the identity of Snowcreek and Mammoth Lakes.
- An Outfitters Cabin should be incorporated to the project as a meeting place providing information, equipment rentals and a “concierge” service to connect users to many of the recreational offerings in Mammoth Lakes – on- and off-site.
- In line with sustainable neighborhood design strategies that promote “feet first” mobility, sidewalks and pathway locations are recommended throughout the open space system.

- All public open space and recreation facilities should be linked by public trails and guided by wayfinding system.
- Sensitive and high quality design of common landscape and open space systems should be addressed through Design Guidelines recommended to be initiated by the developer and prepared by a professional landscape architect.

### *Land Use*

- The hotel, pro-shop, practice area, and Outfitters Cabin should be clustered in a node that takes advantage of views, the concentration of guests, and proximity to outdoor recreational opportunities.
- The preferred plan recommends a hotel with up to 250 guest rooms/suites and up to 150 Private Resident Club rooms/suites as a full-service resort of superior quality, offering top-class amenities and services to guests, including conference/event facilities, health club/spa, pool, restaurants and programmed activities.
- A general store of 1,000 to 3,000 square feet and mini-park should be clustered in the community-oriented gateway node with easy visibility, safe pedestrian and transit connections and access from Old Mammoth Road.

### *Character and Residential Density*

- The preferred plan recommends approximately 790 units with a variety of residential product types at a range of densities distributed throughout a residential “core” featuring three product types:
- **Low Density:** two-story townhouses around the perimeter of the developed core of the project with a recommended maximum height of 35 feet.

- **Medium Density:** two to three-story condominiums and townhomes with underground parking located throughout an intermediate ring around the developed core with a recommended maximum height of 45 feet.
- **Medium/High Density:** three-story condominiums with underground parking located throughout the central developed core of the project with a recommended maximum height of 45 feet.
- For the Applicant’s future plan submittals, it is generally recommended that the massing and forms of buildings, in detailed design, require sufficient façade articulation, reflect roof pitches and dormer character/organization that satisfy the mountain resort vernacular.

### *Sustainability*

The following sustainable community planning strategies were incorporated in to the recommendations and preferred plan.

- A vibrant community should be achieved by integrating diverse land uses and residential types within the community.
- The project should promote “feet-first” mobility through multi-modal transportation options.
- Multi-modal transportation options should be provided for residents, local visitors, and guests.
- Public amenities should be provided throughout the project site including passive and active recreation, public plazas and gathering spaces, trails, and landscaped areas.
- Native plant materials and landscape should be used to promote wildlife habitat and food sources consistent with the local ecology.
- Some workforce housing should be integrated within the community.



*Looking South Across the Undeveloped Portion of Snowcreek District*



## I. INTRODUCTION AND BACKGROUND

### THE SNOWCREEK OPPORTUNITY FOR MAMMOTH LAKES

With a stunning natural setting, expansive views and unique recreational opportunities, the Snowcreek District and Snowcreek VIII project area offer unique attributes in the Mammoth market. As one of the last undeveloped sites in the Town of Mammoth Lakes (“Town”), it has the potential to become a world-class and iconic four season destination resort.

The Town is also in a critical point in its evolution as a tourist destination. First, it is gaining commercial air service which will easily connect the Mammoth area with new visitors. This new expanded market will begin to differentiate the visitor market and an appropriate response is required to provide more diverse and focused recreational, commercial, and residential products. The Town has foreseen these changes, and the General Plan Update adopted in 2007 is in place to help guide this vision. Major developments currently in planning are now subject to the District Planning process which ensures a community-based approach to integrating new development in a framework which addresses economic, environmental, open space, circulation and mobility, and other community concerns that can help build the components of a sustainable, world-class four season resort destination.

A major development currently being considered, and the focus of this Neighborhood District Plan, is the Snowcreek VIII project (“The Project”). The owners (“the Applicant”) of this project submitted a Master Plan Update application in 2007. The proposed development program (see Figure 1-1) in this Master Plan Update for approximately 237 acres includes:

- 850 residential high, medium and low-density dwelling units, including stacked flats and townhomes;
- A full-service hotel with up to 250 hotel rooms/suites, 150 rooms/suites Private Residents’ Club, restaurants, wellness center, pool, spa, and an ice rink;
- Up to 75,000 square feet of non-residential uses;
- A welcome center with a nature/historic interpretive center;
- An 18-hole golf course and golf club with pro-shop and café;
- A swim club and snack bar;
- A general store; and
- An outfitter’s cabin for equipment rental and staging of various outdoor activities.

This proposed program forms the basis for this Neighborhood District Plan (“NDP”) study and is the focus of all Issues explored and alternatives presented.



- A** Welcome Center
  - Nature / Historic Interpretive Center
  - General Store
    - Food / Supplies
    - Deli
    - Coffee
    - Bait
- B** Hotel
  - Guest Suites
  - Private Residence Club
  - Retail
  - Lounge
  - Restaurants
  - Wellness Center
  - Fitness
  - Pool
  - Spa
  - Ice Rink / Pond
- C/D** High Density
  - Stacked Flats
- E/F** Medium Density
  - Stacked Flats, Townhouse
- G/H** Low Density
  - Stacked Flats, Townhouse
- I** 18-Hole Golf Course
- J** Swim Club / Snack Bar
  - Vacation Rental Office
  - Pool
  - Spa
  - Grill
- K** Golf Club
  - Pro Shop
  - Restaurant
- L** Outfitters Cabin
  - Equipment Rental
  - Hiking
  - Mountain Biking
  - Cross Country Skiing
  - Snow Shoeing
  - Sledding
  - Trail Head
- M** Equestrian Center
  - Horseback Riding
  - Hay Rides
  - Sleigh Rides
- N** Athletic Club
- O** The Lodges (Snowcreek VI)
- P** Snowcreek V
- Q** Snowcreek VII
- R** Propane Tank Farm/ Golf Maintenance



The Chadmar Group  
Figure 1-1 - Applicant's Plan

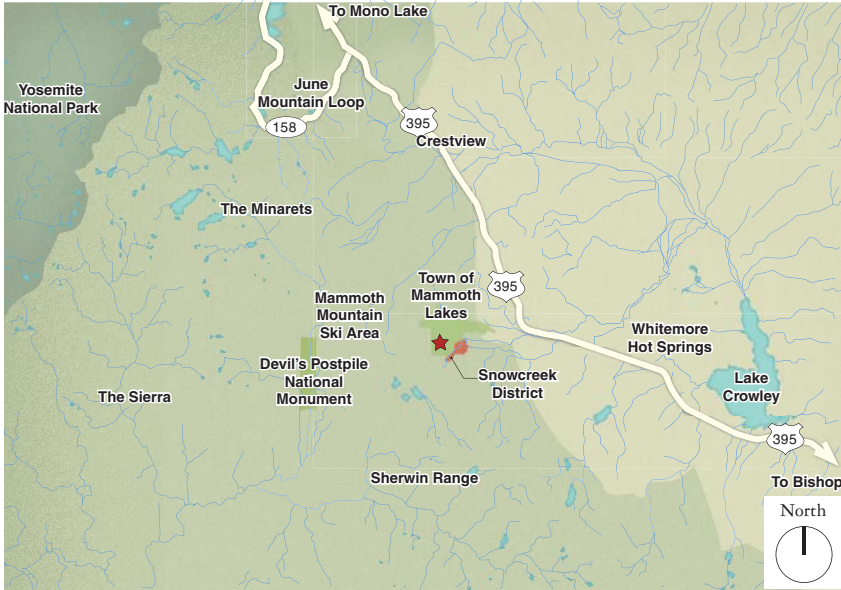


Figure 1-2 - Regional Map

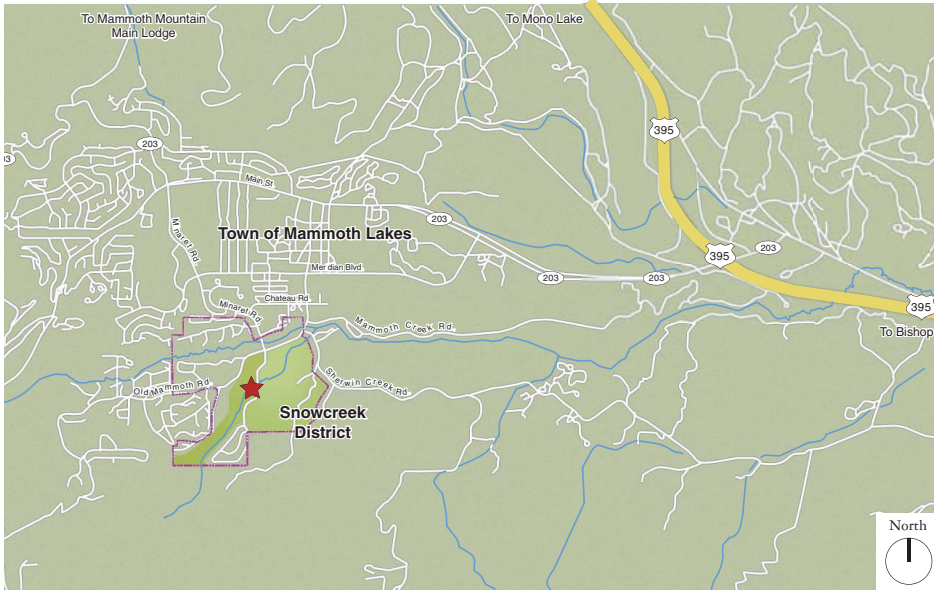


Figure 1-3 - Context Map

**STUDY AREA DEFINITION AND JURISDICTIONAL CONTEXT**

The Snowcreek study area is located south of downtown Mammoth Lakes (see **Figures 1-2 and 1-3**). The boundaries of the study area, comprising the Snowcreek District (“District”), and a Sphere of Influence, were established by the Planning Commission on May 14, 2008 and approved by June 18, 2008 by the Town Council (see **Figure 1-4**). The Snowcreek District comprises approximately 452 acres, and includes all phases of the Snowcreek project including the Snowcreek VIII project site, currently under consideration. Ninety-four (94) acres forming the eastern boundary of the District are part of a Land Exchange with the USFS. In connection with the land trade, a covenant was placed on the property that restricts future uses to “recreation, open space, and appropriate ancillary uses.” The land exchange property may not be further subdivided and uses not permitted include: residential housing units (except for maintenance staff housing), commercial lodging, or other transient occupancy uses.

The Sphere of Influence (SOI) extends approximately 500 feet beyond the District Boundary and includes portions of the Old Mammoth neighborhood to the west, mostly USFS lands to the south and east, and portions of the Juniper Ridge, Sierra Star, Meridian and Old Mammoth Road districts to the north. The proposed East Open Space Stream Corridor District Study (EOSSC) extends across approximately 45 acres in the northeastern portion of the District. A portion of this area is within the Open Space Stream Corridor zoning overlay designed to protect sensitive stream drainage courses from development, recognize and preserve these environmentally sensitive areas as community resources, protect water quality and preserve wetland habitat. The overlay permits development as specified by the underlying zone.

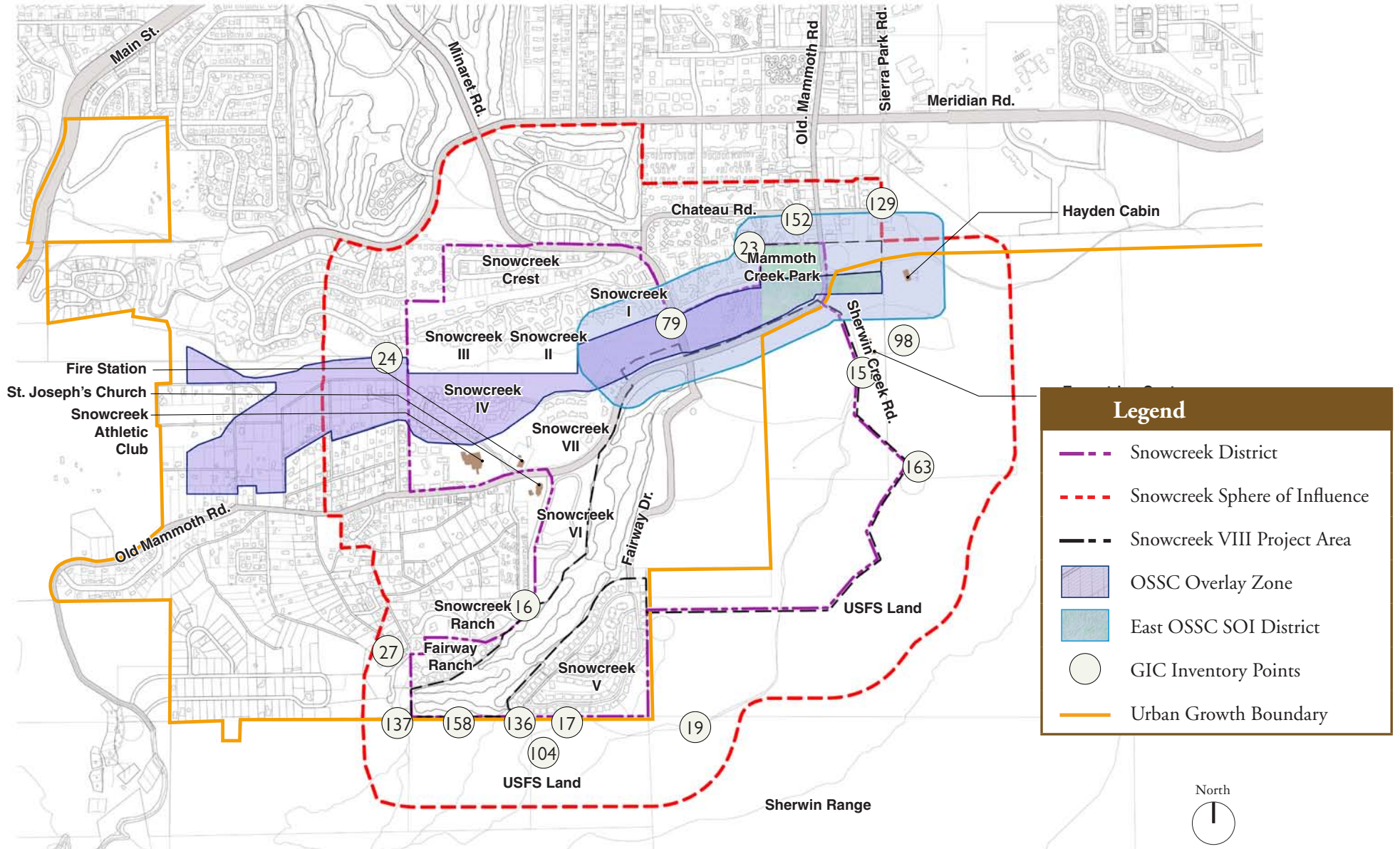


Figure 1-4 - Study Area and Jurisdictional Boundaries

GIC Point/Location*	
16	Southern terminus of public right-of-way on Ranch Road, south of gate
17	Snowcreek V between units 757 and 758
19	Kerry Meadow
23	Meadow Lane access to Mammoth Creek Park
24	MLTS Main Path eastern terminus at Majestic Pines Drive
27	Tamarack Street
79	Intersection of Minaret Road and Meadow Lane, north side
98	Sierra Meadows Ranch
136	Snowcreek V between units 747 and 748
137	Tamarack Street at Urban Growth Boundary
151	Winter terminus of Sherwin Creek Road
152	MLTS Main Path at Mammoth Creek Park
158	Path along Snowcreek V fence line
163	Burrow Pit/Kerry Meadow access at Sherwin Creek Road

\*Refer to Appendix E of the Town of Mammoth Lakes Trail System Master Plan for descriptions of the GIC points. - DRAFT(August, 2008)

Table 1-1 - *Relevant Draft MLTPA GIC Points*

The Urban Growth Boundary (UGB) passes through the Snowcreek District. The UGB, as defined in the 2007 General Plan, aims to “ensure a compact urban form; protect natural and outdoor recreational resources; [and] prevent sprawl.” No residential, commercial or industrial development is permitted outside the UGB. Permitted uses beyond the UGB include recreation facilities, other public facilities and public utility installations. Part of the UGB runs north-south along the eastern perimeter of the project site and continues along the southern boundary of the existing Snowcreek V community.

Mammoth Lakes’ natural setting and open space opportunities attract a wide range of users whose access often transcends jurisdictional or property boundaries. The Town engaged Mammoth Lakes Trails and Public Access (MLTPA) to take inventory of known and familiar points of public access to publicly- and privately-owned open space and recreation lands throughout Mammoth Lakes. The *Mammoth Lakes Trails and Public Access GIS Inventory Contract* (April, 2008 draft) identifies and describes the location, related outdoor recreation activities, related facilities and special circumstances for each known open space or recreation access point. Still in draft form, the GIS Inventory does not represent Town policy but provides a reference database intended for use in planning and policy decision-making. The GIS Inventory references these points by number and those relevant to existing uses within the District and SOI are presented in **Figure 1-4 and Table 1-1**.

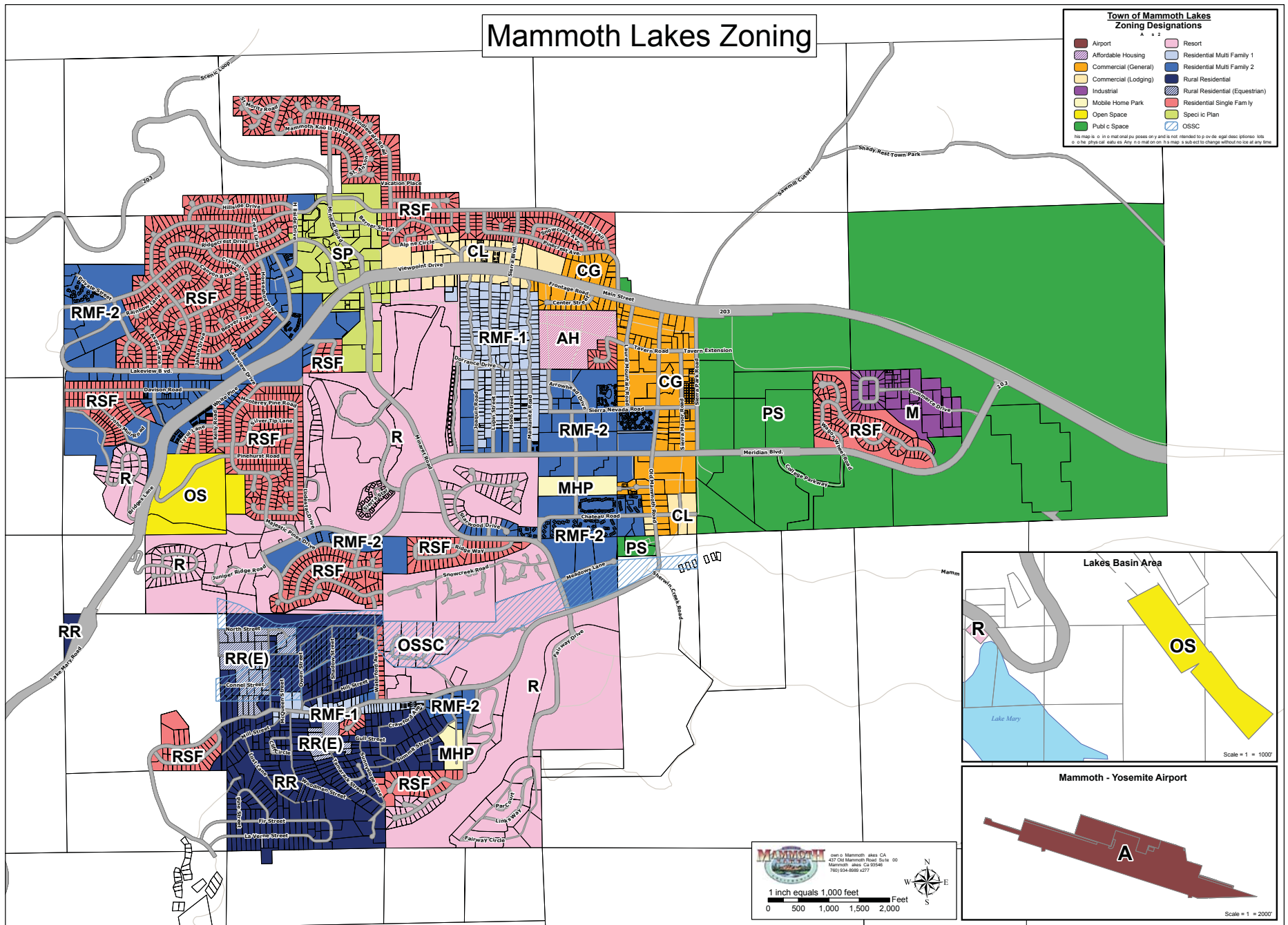


Figure 1-5 - Town of Mammoth Lakes Zoning

## REGULATORY AND PLANNING BACKGROUND

Relevant regulatory considerations and planning efforts are discussed in this section. These include the Town's Zoning Code, General Plan and other specific studies and planning efforts.

### ZONING CODE

The current zoning designations in the Snowcreek District are R and OS with an Open Space Stream Corridor overlay (see **Figure 1-5**). Uses permitted in the OS zone include public or private parks, passive recreational facilities, historical landmarks, agricultural activities, stables and other recreational uses and facilities.

The R zone allows commercial and residential structures with a height limit of 35 feet. If a majority of the ground floor is dedicated to understructure parking the Planning Commission may approve a 10 foot discretionary height increase to 45 feet. Any proposals for structures beyond this height require a variance to the zoning code.

In 1981, the Town adopted as Ordinance, a Master Plan for Snowcreek that allowed for the construction of 2,332 dwelling units, of which 1,147 have been constructed, leaving 1,185 units to be constructed.

### GENERAL PLAN

The *Town of Mammoth Lakes General Plan 2007* sets forth the community's vision for the Town's future and establishes standards, guidelines, and priorities that aim to guide the realization of that vision. The General Plan is organized by a series of "Elements" including: Economy; Arts, Culture, Heritage and Natural History; Community Design; Neighborhood and District Character; Land Use; Mobility; Parks, Open Space and Recreation; Resource Management and Conservation; and Public Health and Safety. The General Plan articulates the intent and goals of each element, which are supported by specific policies and actions. The General Plan Land Use designations are shown in **Figure 1-6**.

The Land Use element determines how the community will retain its desired character and support a sustainable economy. The General Plan designates the

Snowcreek District area for Resort use. This designation "allows commercial mixed uses including visitor lodging, amenities and services, and workforce housing. Resort developments include recreation, meeting spaces, and commercial services that support the resort atmosphere. The base density is 6 to 8 residential dwelling units per acre and 12 to 16 hotel rooms per acre."

### *General Plan Guiding Principles and Policies – Snowcreek*

Within the Neighborhood and District Character Element, The General Plan defines twelve distinct Districts within the Town, some of which will require specific plans as a basis for future land use decisions.

The General Plan summarizes the desired characteristics and roles for the Snowcreek District. These include:

- The Snowcreek District should not be exclusive
- It should connect to the larger community, allowing public access to Snowcreek and surrounding public land
- Snowcreek should be designed to be a livable neighborhood that includes workforce housing, convenience retail, public amenities and active/passive recreation activities
- It should contribute to the Town's economy, tourism and mix of recreation amenities while preserving the area's unique features.

Snowcreek District characteristics to be preserved include:

- Western range and meadow: spacious setting, broad and wide open with backdrop of Sherwin Range
- Anchor for, and connection to Old Mammoth District
- Stress stewardship of land and resources
- Provide access and staging areas to Sherwin Range and "community" uses accessible from Old Mammoth Road
- A variety of resort lodging supported by restaurants, resort services, neighborhood conveniences, commercial, retail, and outdoor ancillary recreation designed as a traditional small-scale village:
  - a. Active day and evening and through all four seasons
  - b. Dispersed structures, light on the land, vertical emphasis and detailing (not heavy or strong horizontality)
  - c. Landscape that reinforces sage, manzanita and wet meadow

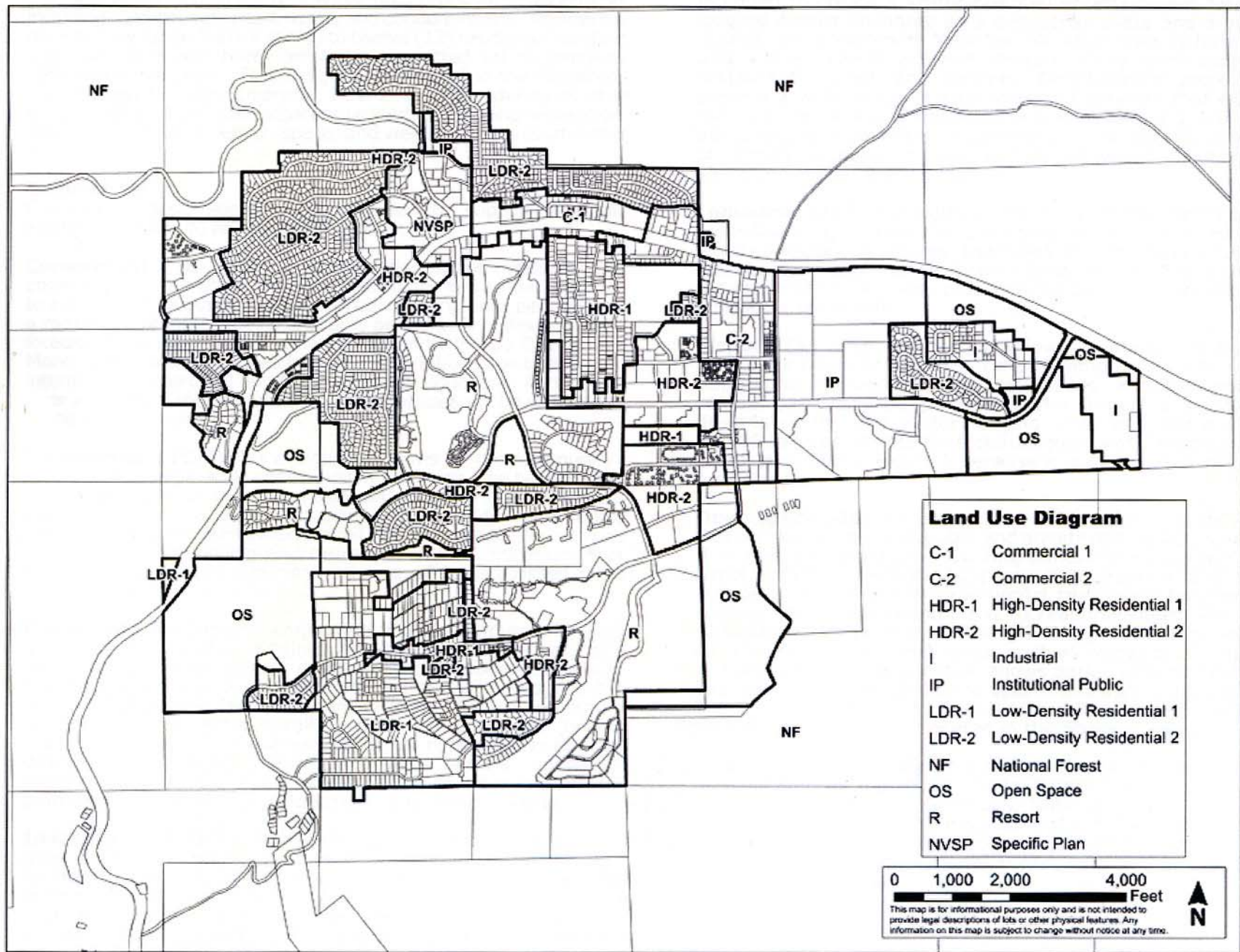


Figure 1-6 - General Land Use Designations



- Full-service four season resort with visitor/recreation amenities such as:
  - a. Horseback, sleigh and hay wagon rides, golf and tennis
  - b. Clubhouse with food and beverage service
  - c. Special events “town commons”
  - d. Center for arts and culture
- Integrated with Mammoth Creek Park and Mammoth Creek Corridor, the historical museum site, equestrian center, parking, trails, and snow play, and future possibilities such as a recreation center or amphitheater.

**OTHER STUDIES**

Five draft planning documents were referenced for this Study:

- (1) The *Town of Mammoth Lakes Trail System Master Plan* (August 2008 Draft; not yet approved) sets forth the vision for an integrated system of infrastructure and programs that will support both recreation and mobility while connecting various residential, business, and recreation nodes throughout Town. The Plan will identify the Town’s existing trail system, analyze needs and requirements and will present recommendations and guidelines for design, operations, maintenance, costs, funding, benchmarking, and evaluation. The Plan makes extensive references to MLTPA’s inventory of “GIC Points,” key public access points throughout Town, as described previously. The Plan does not provide for any trails planning within specific districts and it is the responsibility of the individual districts to create the internal trail system plans. Projects within the Snowcreek District will reference the Trails System Master plan for trails planning and design guideline concepts, which may or may not be superseded by the Snowcreek Master Plan.



*Mammoth Creek*



*Fairway Drive Entrance and Sherwin Range in background*

- (2) The *East Open Space Stream Corridor Planning Study* (EOSSC) (August, 2008 Draft; not yet approved) was initiated in conjunction with The Sherwin Project, a land use application proposing a hotel for a site adjacent to Mammoth Creek north of Old Mammoth Road. The EOSSC focuses on the Mammoth Creek Corridor in which these parcels fall and its open space, community character, access and natural resource values and addresses the concern about scale, compatibility and private view impacts to neighboring development.

The EOSSC presents existing conditions, opportunities, and constraints within the study area. It then considers three alternative development scenarios (including implementation of the 1981 Snowcreek Master Plan versus the 2007 Update), various improvements to Mammoth Creek and Mammoth Creek Park, as well as various levels and models of management and maintenance of the Park.

- (3) The *Sherwin Area Trails Special Study* (SATSS) is currently underway to examine specific trails, land ownership, recreation, and connectivity issues at the base of the Sherwin Range. The study is not complete. Suggestions from this study may be relevant to Snowcreek.
- (4) The *Town of Mammoth Lakes Draft Parks and Recreation Master Plan* (April 2008; not yet approved) will outline a vision of parks and recreation facilities to serve the year round recreational needs of the Town.
- (5) The *Town of Mammoth Lakes Mobility Plan Update* (February, 2006; not yet approved) will set goals and recommendations to improve mobility throughout the Town.

**SNOWCREEK DISTRICT  
PLANNING PROCESS BACKGROUND**

The Snowcreek Master Plan Update 2007 development application submitted in 2007 proposed an update to the existing Snowcreek Master Plan approved in 1981. In addition, the Applicant had completed, but not certified an Environmental Impact Report (EIR). Subsequent to the submittal of the application and the completion of the draft EIR, the Town determined as part of the 2007 General Plan update process that a new “district” planning approach would be initiated to address major land use development applications within the context of Mammoth Lakes’ existing neighborhoods and land not currently developed. The Neighborhood District Planning (NDP) Process was approved in a resolution by the Town Council on June 20, 2007. District Plans are defined as “the analysis of a larger geographic area surrounding a permit application.”

On April 2, 2008 the Town Council amended this resolution, revising the NDP process and providing specific procedures for those major land use development applications with completed Final EIRs, including the Snowcreek Master Plan Update 2007 application. The revised policy called for the development of a District Planning “Framework,” substantial public input, and the development of a district plan that includes alternatives for the

remaining undeveloped portion of Snowcreek. This approach is described on the next page as abstracted from the Town’s approved District Planning process.

Hart Howerton (HH) was retained by the Town as a third-party planning consultant to conduct a study according to the revised NDP process for the Snowcreek District in coordination with the Community Development Department and the Snowcreek project Applicant. The baseline of study for the assignment was the Applicant’s master plan update submittal proposing a destination resort on the Snowcreek VIII property. The update submittal was used to establish initial program assumptions and for comparison and evaluation of alternative plan and program studies. Hart Howerton also conducted public meetings to present analyses and alternative plans and solicit input from the public and the Town’s various Commissions. The goal was to reach a preferred plan that best addresses the Framework Issues, intent of the General Plan, the Applicant’s vision, and allows the Planning Commission to take action on the Applicant’s proposal. **Table 1-2** summarizes the key public Town Council, Planning Commission, and stakeholder meetings and workshops.

Date	Workshop/Meeting	Activity	Other
May 14, 2008	Snowcreek VIII Public Workshop and Planning Commission Joint Committees: Framework	Present, discuss and approve Framework, HH budget and scope	Site visit; on-site meeting with MLTPA
June 18, 2008	Town Council	Approve HH Scope; District Boundary	
June 26, 2008	Interim Progress Review with Town Staff	Present draft analysis and presentation, collect comments	Site visit
July 3, 2008	Applicant/Staff	Interim progress review	
July 10, 2008	Applicant/Staff	Interim progress review	
July 29, 2008	Public Workshop - Snowcreek District plan: Options	Present Framework Issues analysis and options, including Preferred Plan	Site visit
August 13, 2008	Planning Commission Regular Meeting	Present and discuss Issues Response Memo with Planning Commission; approve Preferred Plan Option	
September 3, 2008	Stakeholder Issue Meetings	Meet with stakeholders to discuss and determine responses to be included in NDP Report;	On site meeting with MLTPA
September 16, 2008	Stakeholder Issue Meetings	Calls with stakeholders to discuss and determine responses to be included in NDP Report	

Table 1-2 - Snowcreek NDP Process Meeting Summary

## COMMUNITY PROCESS SUMMARY

### *District Plan Framework*

The first step in the development of the District Plan was to establish the Framework NDP boundary and Sphere of Influence (see **Figure 1-4**), identify Framework issues, and develop guiding principles. Hart Howerton worked with Town Staff and the Applicant to develop a list of initial Framework Issues for review and public input. On May 14, 2008 the Planning Commission held a joint Commission public workshop to establish and recommend the Framework boundary and issues. The amended Framework, which included substantial public input, was approved by the Town Council on June 18, 2008. The detailed list of Framework Issues is attached hereto in **Appendix A**. A summary of the Framework Issues is presented in the next section. The Town and Hart Howerton organized the Issues into six key categories that broadly relate to key “Elements” of the General Plan:

1. **Land Use** – The Issues in this category generally refer to the identification, organization, mix, and location of various land uses, as well as site planning and site layout issues.
2. **Circulation and Mobility** – These Issues refer to the movement of people and vehicles within the District and the connectivity and location of roads, transit, trails, parking, activity nodes and Emergency Vehicle Access (EVA).
3. **Recreation, Open Space and Public Access** – The Issues in this category address open space planning and programming, recreational opportunities, and public access and amenities.
4. **Character of Development** – Issues in this category address the scale and massing of proposed buildings, density of proposed residential development, quality of architecture, public and private areas, and creating a “sense of place.”
5. **Sustainability** – Issues that express concerns about sustainability and conservation of natural resources in neighborhood and project design.
6. **Issues not addressed by Hart Howerton** – HH also identified specific Issues that would not be addressed in this study. Issues were identified that would best be dealt with outside of the physical planning part of the NDP process, or in other phases altogether, such as Master Planning or detail design.

### *Public Input*

A second joint Committee public workshop was conducted on July 29<sup>th</sup>, 2008. Hart Howerton presented an analysis of the Framework Issues and provided preliminary plan and program alternatives to address the Issues. Public input was received and the Planning Commission instructed Hart Howerton to provide detailed responses to each of the Framework Issues. Hart Howerton provided a memorandum titled “Response to Framework Issues and General Plan Identification” on August 5, 2008 (see **Appendix B**) that provided specific responses and recommendations for each of the applicable Framework Issues.

The memo was presented and discussed at a third Planning Commission meeting held on August 13, 2008 during which public input was again received. At this meeting the Planning Commission determined that no additional public meetings were required. The Commission also endorsed the presented “Preferred Plan.” Town Staff were directed to provide specific comments and Hart Howerton was instructed to prepare the draft District Plan report for Planning Commission review and public input. Outstanding issues were to be addressed in specific stakeholder meetings organized by Staff.

Additional meetings with Stakeholders were conducted between September 3<sup>rd</sup> and 16<sup>th</sup>, 2008. Groups and representatives who participated include:

- Town Staff – Mark Wardlaw, Steve Speidel, Jen Daugherty, Peter Bernasconi, Ellen Clark, Ray Jarvis (present at various meetings)
- The Advocates for Mammoth – John Walter (9/3/08)
- Mammoth Lakes Trails and Parks Association (MLTPA) – John Wentworth and Bill Taylor (9/3/08)
- Mammoth Lakes Tourism and Recreation – Danna Stroud (9/3/08 and 9/16/08)
- Mammoth Community Water District – Gary Sisson (9/16/08)
- Mammoth Lakes Housing Authority – Pam Hennarty (9/16/08)
- Eastern Sierra Land Trust - Karen Ferrell-Ingram (9/3/08)
- Snowcreek V Homeowners - Ron Caird (9/3/08)
- Mammoth Lakes Fire Protection District - Brent Harper and Thom Heller (9/3/08)
- United States Forest Service – Michael Schlafmann (9/16/08)

Both Community Planning Department staff and representatives for the Applicant were present at these meetings. The minutes from these meetings are presented in **Appendix C**.



*Snowcreek Meadow and Forest Character*

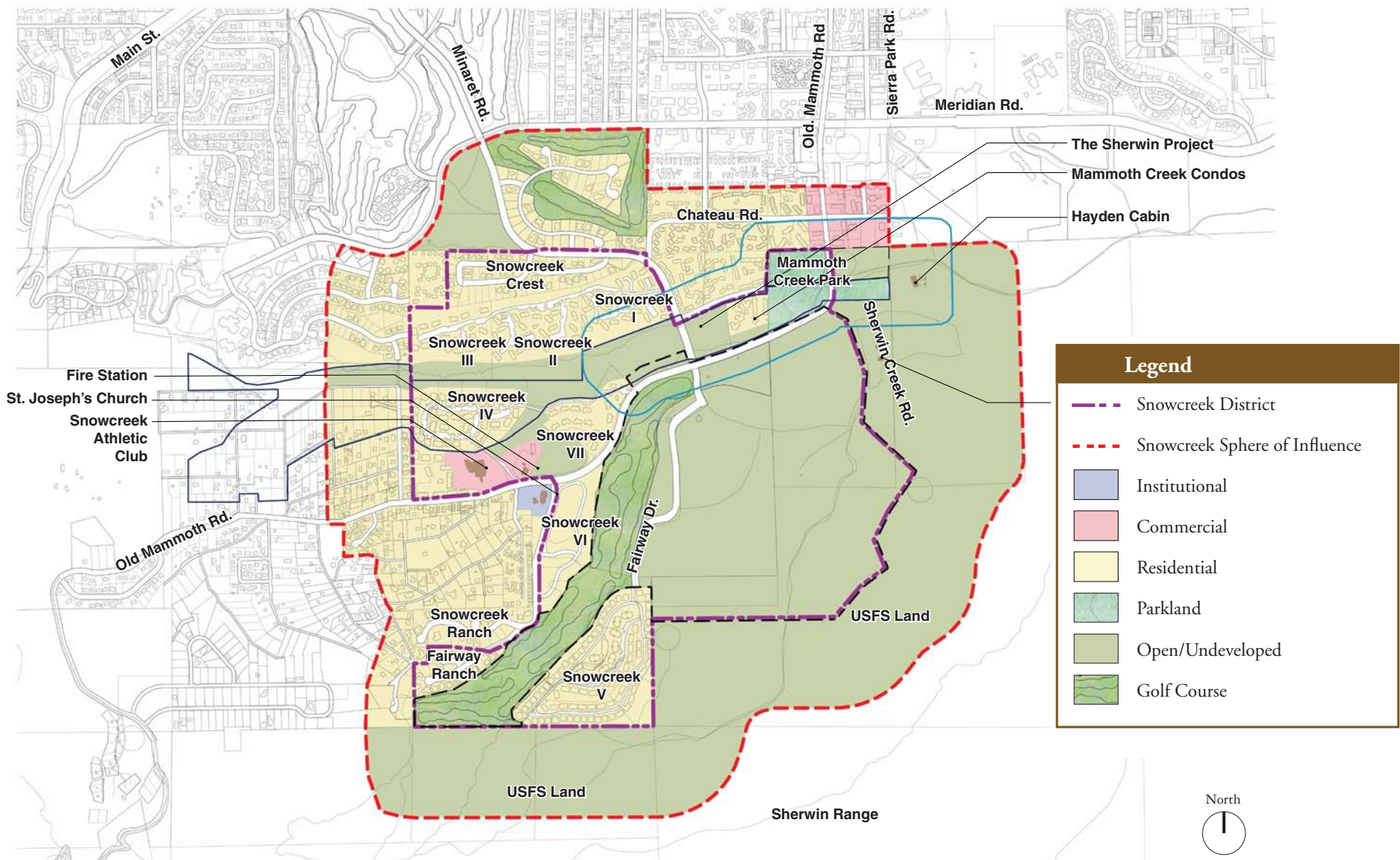


Figure 2-1 - Existing Land Use Diagram

## II. STUDY AREA EXISTING CONDITIONS

### EXISTING LAND USES AND OPEN SPACE

The existing land uses within the District Sphere of Influence (SOI) primarily include rural, single- and multi-family residential development (see **Figure 2-1**). The District is comprised of prior development phases of Snowcreek and the currently undeveloped Snowcreek VIII project area. Snowcreek phases I through VII are primarily low density residential including single family detached homes, duplexes, and attached townhouse units currently under construction. The residential character of existing Snowcreek phases is shown in **Figures 2-2 and 2-3**. Other uses within existing phases of Snowcreek include The Snowcreek Athletic Club, St. Josephs Catholic Church, Snowcreek sales center and property management temporary offices, and a 9-hole golf course and driving range. The remaining southeastern portion of the District is the Snowcreek VIII project site.

Two areas of Mammoth Creek Park (see **Figure 2-1**) also fall within the District and the northern half of the SOI. At the northwestern tip of the SOI is a publicly-owned parcel, referred to as the “bell-shaped parcel,” which has been considered for public open-space use. Also, a portion of the Sierra Star Golf Course and other existing residential areas resides within the SOI. USFS lands occupy a large swath of the SOI extending from the northeastern corner of the SOI, clockwise to the southwestern corner. Private equestrian facilities on USFS land occupy a small northeastern area of the SOI. In the southeastern area of the SOI an area known as Kerry Meadow, a seasonally wet meadow, marks the start of informal hiking trails that extend into the Sherwin Range which forms the southeastern boundary of the SOI. Mammoth Meadow extends into the southwestern portion of the SOI.

The Snowcreek VIII project site consists of primarily undeveloped lands on approximately 237 acres. Its natural features include upland sage and meadow vegetation with rolling topography. Near the southern boundary of the site the terrain becomes more undulating and includes a few mature Jeffrey Pines (see **Figure 2-4**). The dominant feature of the site is the dramatic backdrop of the Sherwin Range which rises directly behind the property’s southern border. This topography allows for 360-degree views to Mammoth Mountain to the west and the White Mountains to the east from within the site as well as stunning views from Old Mammoth Road across the site towards the Sherwins (see **Figure 2-6**).



Figure 2-2 - *Snowcreek Golf Course and Phase VI*



Figure 2-3 - *Snowcreek Phase V and Golf Course*

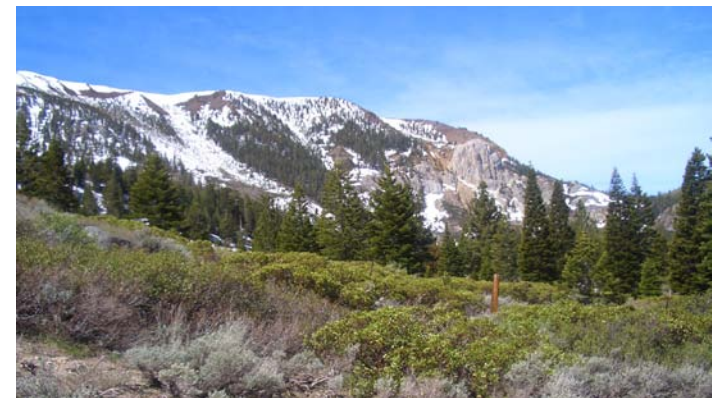


Figure 2-4 - *Southern Boundary of Snowcreek District*

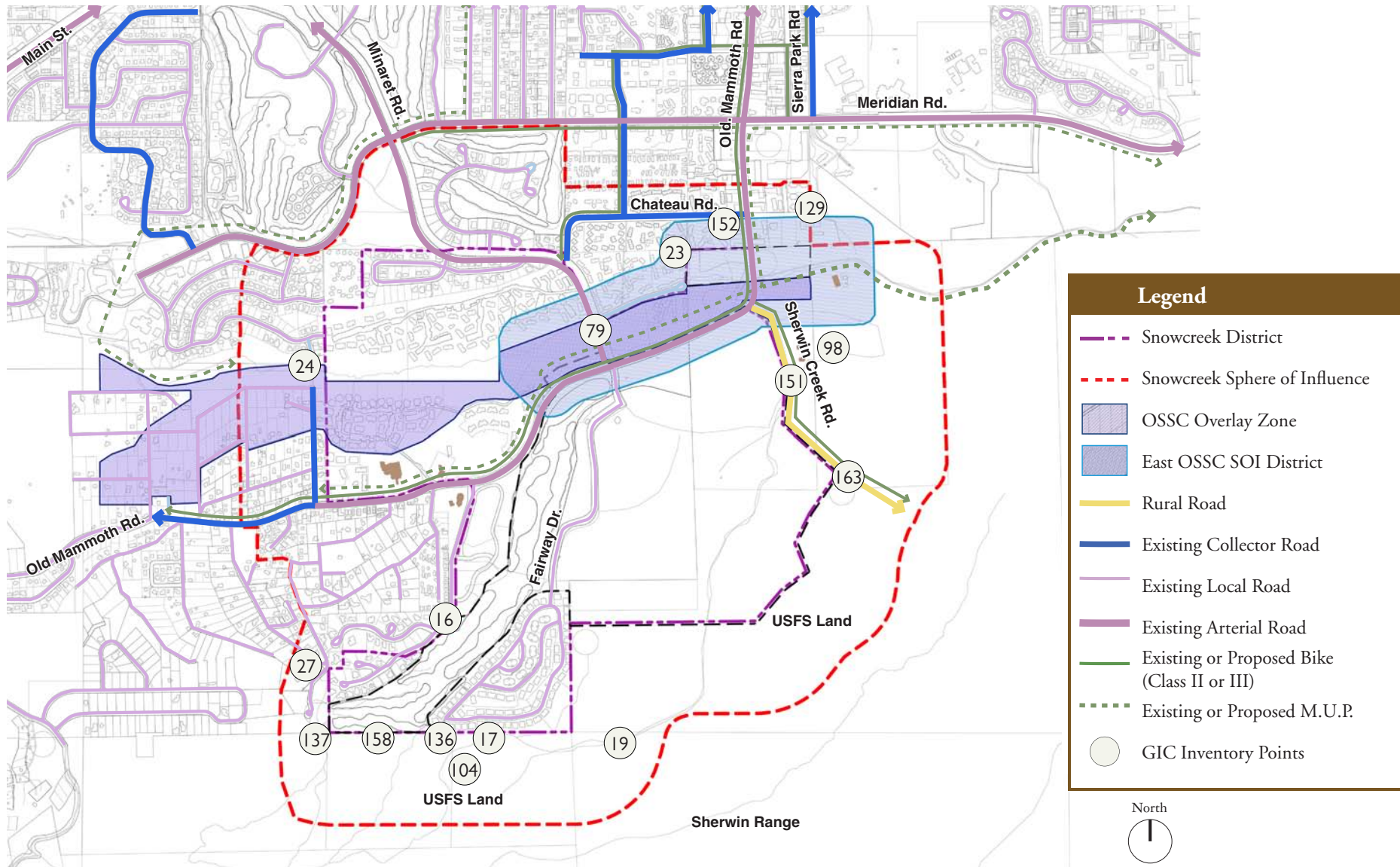


Figure 2-5 - Existing Circulation Diagram  
 Street designations are as identified in the 2007 General Plan Appendix D.



### EXISTING CIRCULATION AND MOBILITY

Existing circulation in and around the Snowcreek District is shown in **Figure 2-5**. The two main traffic arterials within the SOI are Old Mammoth Road, which generally runs southwest-northwest, and Minaret Road, which runs northwesterly to intersect with Main Street in the North Village area. Just east of Minaret Road, Old Mammoth Road intersects with Sherwin Creek Road and then runs north-south connecting to Main Street and ultimately downtown. Local and collector roads run throughout the residential neighborhoods in the SOI; all ultimately connect to Old Mammoth or Minaret Roads. A local road called Fairway Drive currently joins Snowcreek V to Old Mammoth Road. An extension from north-south-running Sierra Park Road to east-west-running Chateau Road has been discussed as a conceptual future potential project for the Town of Mammoth Lakes, but is not a planned feature of the Snowcreek VIII Project.

An existing multi-use path runs through the western portion of Mammoth Creek Park, terminating at Mammoth Creek with a planned north-south bike continuation between the Old Mammoth District and the western edge of the Snowcreek District connecting to a small section of existing east-west multi-use pathway. The draft Town of Mammoth Lakes Trail System Master Plan identifies a potential multi-use path within the East OSSC to run along the North side of Old Mammoth Road and connect to existing bike lanes along Minaret Road.



Figure 2-6 - *Old Mammoth Road Looking Southwest Across Snowcreek District*



### III. STUDY AREA OPPORTUNITIES AND CONSTRAINTS

The following chapter explores the opportunities and constraints for Snowcreek District and the Sphere of Influence, organized within the Framework Issue topic categories.

#### LAND USE

**Opportunity:** The Snowcreek District, as recognized in the General Plan and in the Applicant's proposal, has the unique potential to support major resort and residential development. Its location at the base of the Sherwin Range offers open and natural landscape to both the south and east of the site and proximity to other activity nodes of Mammoth Lakes. The initial phases of Snowcreek have been successfully developed with residential neighborhoods and associated community amenities including the Snowcreek Athletic Club, a 9-hole golf course and a driving range. The remaining undeveloped land within the Snowcreek District, the Snowcreek VIII project site, offers the location and impetus for a world-class resort with hotel, residences, diverse four-season recreational and amenity offerings, and retail/commercial uses. A new resort community offers the opportunity for benefits to the surrounding neighborhoods including access to new facilities, both public and private, to an 18-hole golf course, trails, parks, hotel restaurants and conference facilities, health club and spa, etc.

**Constraint:** Existing residential developments both north and west of the site may be affected by the development of a new hotel/resort and associated residential community. A project of this proposed scale requires careful planning and phasing to address how new development will coordinate with existing neighborhoods.

**Opportunity:** A major view corridor from Old Mammoth Road across the Snowcreek VIII site to the Sherwins can be preserved by introducing an open space use such as a golf course in the viewshed, preventing buildings that may block the view. Further, the Snowcreek site size and characteristics offer an opportunity to develop one of few world-class golf experiences. This open-space area could also be used for cross country skiing in the winter.

**Constraint:** The golf course should be designed so that it incorporates and preserves the natural character of the landscape.

**Opportunity:** The location of a hotel near the south side of Old Mammoth Road would create an activity center with potential for close and direct links to downtown and clear visibility from traffic along Old Mammoth Road.

**Constraint:** Locating a large building along the south side of Old Mammoth Road could affect views of the major view corridor south to the Sherwin Range, and may be less effective at attracting a 4-5 star resort hotel operator.

**Opportunity:** The development of a major resort hotel surrounded by natural amenities offers the opportunity for an important public amenity that would act as one of the cores of the Mammoth community, facilitating the understanding and use of the land and resources.

**Opportunity:** The location of a project gateway with a neighborhood retail use near the Sherwin Creek Road/Old Mammoth Road entrance would create an activity center with potential for close and direct links to downtown and clear visibility from traffic along Old Mammoth Road. In addition, this retail use may reduce unnecessary trips to overburdened off-site retail outlets.

**Constraint:** The size and type of the retail use must be properly sized to ensure viability and prevent competition with existing off-site retail.

## CIRCULATION AND MOBILITY

**Opportunity:** The proposed Town of Mammoth Lake’s Mobility Plan and General Plan “feet first” initiatives suggest opportunities for the Snowcreek District to be further connected to the Town’s improving system of multi-use paths, bike paths, sidewalks, trails, and public transit system. The Mammoth Creek “Great Park” concept could be further enhanced by trails and connections through Snowcreek District property north of Old Mammoth Road and new connections on the Snowcreek VIII project site.

**Constraint:** There are some physical limitations to full integration of “feet first” access between the Snowcreek District and other districts in Mammoth Lakes. Mammoth Creek and Old Mammoth Road both offer limited safe crossings for vehicles, bikes, and pedestrians.

**Opportunity:** A second entry to Snowcreek VIII could facilitate a more direct connection to the Town’s commercial district and improve circulation within the District.

**Constraint:** A second ingress/egress point would require design by a traffic engineer during detailed design phases and preparation of engineering plans to feature a new entry point to the Project.



## RECREATION, OPEN SPACE, AND PUBLIC ACCESS

**Opportunity:** The Snowcreek District can be a key location and portal for four-season recreational opportunities. Currently there are no formal portals between the Snowcreek District and USFS lands. The Snowcreek District presents a variety of potential opportunities for public connections to the Sherwin Range and USFS lands.

**Constraint:** Open space and recreational amenities are limited or ill-defined in the area.

**Opportunity:** The onsite development of summer and winter recreational and open space opportunities for both hotel guests, residents, and the community will greatly augment Mammoth Lakes summer and winter recreation base. Recommendations from the draft Sherwin Trails Area Special Study may be relevant to the area.

**Constraint:** The introduction of publicly accessible amenities will need to be coordinated and managed by the hotel operator and property owner(s). Some areas of open space within the development, such as the golf course, will preclude some direct public access due to the nature of its operation and purpose. Access and connections through the Snowcreek District to USFS lands may require further discussion with the USFS with respect to issues related to the access and maintenance.

**Opportunity:** The Snowcreek parcel north of Old Mammoth Road provides an opportunity for preservation of the area as open space to extend the “green” corridor along Mammoth Creek, and facilitate north-south pedestrian connections across the corridor. At the same time, there is an opportunity to develop a portion of the site with a small retail development, as currently proposed by the Applicant, with easy vehicular access from Old Mammoth Road.

**Constraint:** Sites within the Snowcreek VIII project area on the south side of Old Mammoth Road may offer superior retail locations that create synergies with other uses, depending on the development plan and program.

### CHARACTER OF DEVELOPMENT

**Opportunity:** Mammoth Lakes does not currently have a significant architectural landmark visible from many locations in Town and from the ski mountain. The resort community proposed for Snowcreek VIII can be an iconic recreational and resort anchor at the southern edge of Mammoth Lakes. The opportunity exists for landmark architecture, anchored by the hotel, framed by the Sherwin Range, which can become a visual marker and gateway to Mammoth Lakes.

**Constraint:** Current zoning codes will not be sufficient to create an architectural landmark in this setting; comparable precedent iconic mountain resorts, with such grand and soaring backdrops often require building heights exceeding 65 feet.

**Opportunity:** The development of a new residential community presents the opportunity to introduce a high quality of authentic and lasting architecture which will contribute not just to the visual quality of the place, but also ensure longevity of value.

**Constraint:** If the developer does not produce a set of stringent Design Guidelines to ensure character and high quality of plan and design, structures may quickly look dated.

**Opportunity:** Development of this site with a golf course and residential uses presents the opportunity to create a new neighborhood within the community.

**Constraint:** Without a well-planned circulation system that enables pedestrian, bike and vehicular connectivity to other key activity nodes in the community, the new development could feel like an enclave, separated by impassable open space.

**Opportunity:** The Town’s Public Art Ordinance presents an opportunity to introduce public art throughout the project, as way-finding mechanisms and/or through a “soft programming” art campaign.

**Constraint:** Public art as wayfinding mechanisms would need to complement, rather than replace the natural environment and adjacent setting. A soft programming art campaign would need to be coordinated with the resort operator to ensure design consistency throughout the community.





## SUSTAINABILITY

**Opportunity:** The Snowcreek District has the opportunity to become a model for sustainable resort development from a planning and land use perspective. The opportunity exists for a diverse, active, compact development served by multi-modal transportation options with an emphasis on “feet first” mobility. Sustainability objectives can be attained through building siting, technology, and other methods which can be addressed in more detailed design phases.

**Constraint:** Many sustainable technologies and project components are more expensive than traditional ones and costs can usually be recovered through higher sales prices.

**Opportunity:** Trails can offer a great project amenity at a lower cost than other types of project amenities. Many sustainable technologies and project components are no more expensive than traditional ones and where costs are greater, these costs can be recovered over time.

**Opportunity:** In terms of economic sustainability, by focusing on a variety of recreational and amenity offerings, the Snowcreek District can become one of the region’s centers of four season and mid-week tourism activity.

**Opportunity:** In terms of social sustainability, the Snowcreek District can provide Mammoth Lakes with diverse community amenities and offerings now not currently available in Town.

**Opportunity:** Social sustainability includes provision of housing for a range of incomes, especially local employees. The success of a resort relies on the ability to attract and maintain high quality staff, and local, affordable housing is key to this. In mountain communities where there is often a shortage of diverse housing options and limited transportation options, a solution that incorporates some on-site workforce housing is important. There is an important opportunity in the planning stages of Snowcreek VIII to accommodate these objectives.

**Constraint:** Methods of calculating appropriate numbers and location of workforce housing vary widely among communities. Extensive negotiations among stakeholders are often required.







## IV. ANALYSIS: OBSERVATIONS

Using the Framework Issues, General Plan Guiding Principles, and Opportunities and Constraints as a basis for analysis, site planning solutions and responses to each Framework Issues were explored. This analysis drew from Hart Howerton's industry knowledge of product typology and demand demographics, extensive experience with four-season resorts, and an understanding of end-user demand for activities and services. In addition, three cases of completed (or in-progress) comparable mountain resort projects were studied. The analysis of issues in each topic category led to a series of recommendations that, in aggregate, comprise several options and ultimately, a recommendation for a preferred plan.

The Organization of both land uses and program facilities on the Snowcreek site are central to both addressing framework issues and creating a resort and residential community that best exploits site opportunities and mitigates site constraints. Hart Howerton undertook an analysis of the key land uses on the Snowcreek site as a way of determining the best location for site land uses, exploring synergy between land uses, addressing off-site concerns and connections, and fulfilling program needs.

### GOLF

The land use analysis (See **Figure 4-1**) began with a focus on the golf course because:

- Golf is the dominant land use on the site in terms of area.
- The existing 9-hole golf course area is to be maintained.
- Golf is the most expansive open space element and greatly influences the visual character of the site and off-site visual concerns.
- The golf course can be used as a buffer to adjacent land uses which might be impacted by new development.
- Golf course land will be used for winter activities
- A successful golf operation is a key factor to the success of a four-season resort

The opportunity for a “championship” golf course at Snowcreek will have many benefits for both residents of Mammoth Lakes and visitors. “Championship” is a term used frequently to describe high quality golf courses that may attract professional tournaments, and there are a variety of views about what comprises such a course. HH consulted David McKlay Kidd, today one of the world's top golf course designers ([www.dmkgolfdesign.com](http://www.dmkgolfdesign.com)) to help define key factors of a high quality resort golf course at Snowcreek.

**Appropriate land area and topography:** a minimum of 150 to 170 acres of relatively unconstrained land is needed to accommodate a high-quality 18 hole golf course. This allows adequate space for fairways, golf cart pathways, challenging terrain and landscaping. Topography with a slope exceeding 15% is typically avoided. Short and long-term views should be integrated and enhanced, including natural features such as rock outcroppings and the site's upland sage character.

**Adequate length:** although length alone does not make a championship golf course, length and variety of hole lengths are critical elements. Typical championship golf courses are in excess of 6,800 yards from the championship tees. At higher elevations, where golf ball flight is increased due to reduced air resistance, golf course lengths should be 5% to 10% longer than equivalent sea-level courses.

**Location and quality of hotel, golf club and support amenities:** the close physical relationship between the hotel and the golf course is key for the creation of not just operational efficiencies but also to offer a synergistic visitor/user experience. Moreover, the golf course offers appeal as a landscape element, creating value-boosting views.

**Integration of existing nine holes:** the existing 9-hole golf course comprises about 65 acres. This existing course should remain largely in its current location as it provides a buffer between residential areas to the west and potential new development. Irrigation, drainage, and water features are already in place, and may be integrated into the new course.

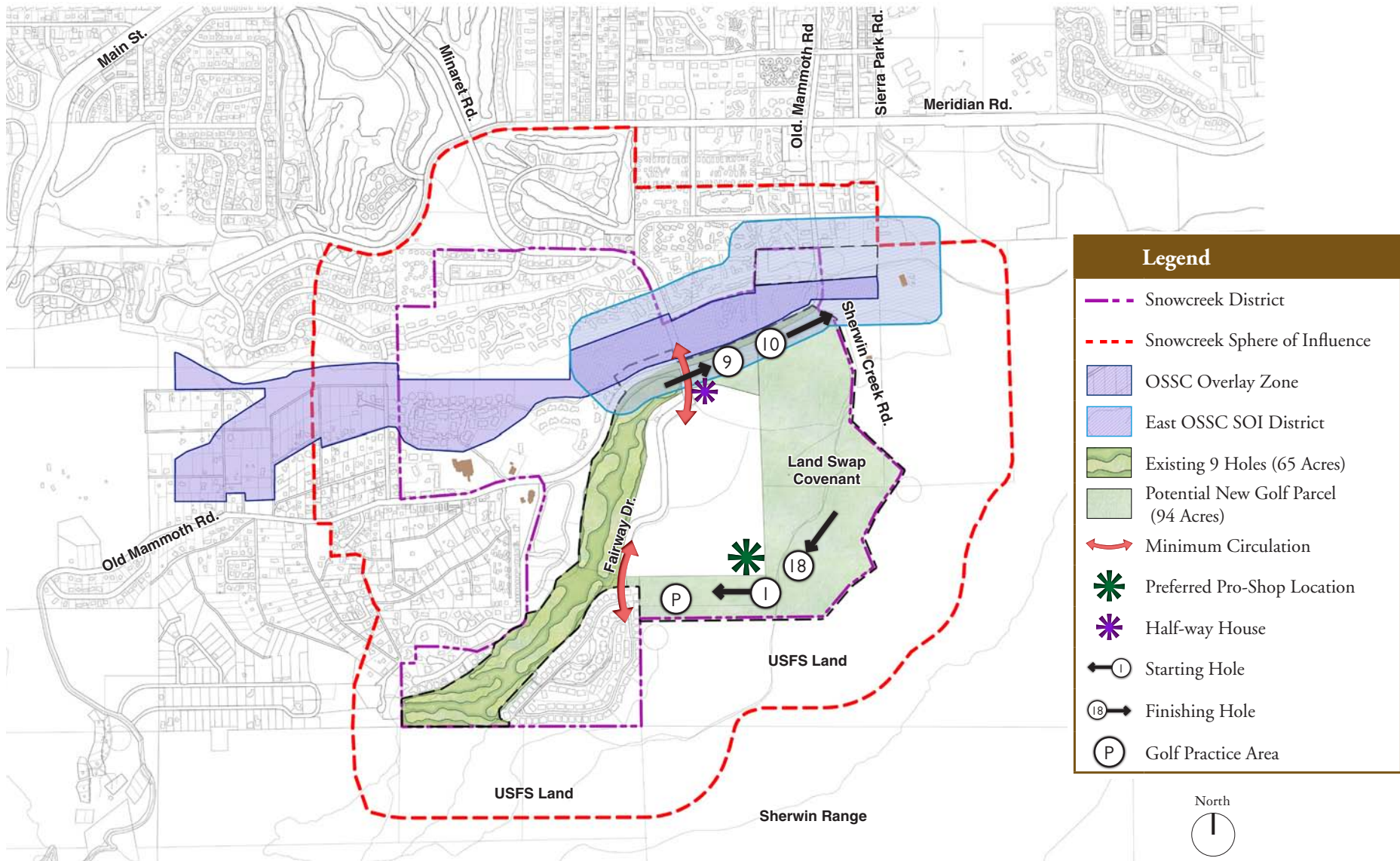


Figure 4-1 - Golf Analysis Diagram

**Practice facility:** complete championship golf course facilities include a practice range, practice greens and sometimes other practice-related facilities. These facilities allow a teaching program to be instituted, presenting the opportunity to attract a high-profile teaching professional and the opportunity for guests or the public to have a golf lesson or a golf experience in a short amount of time.

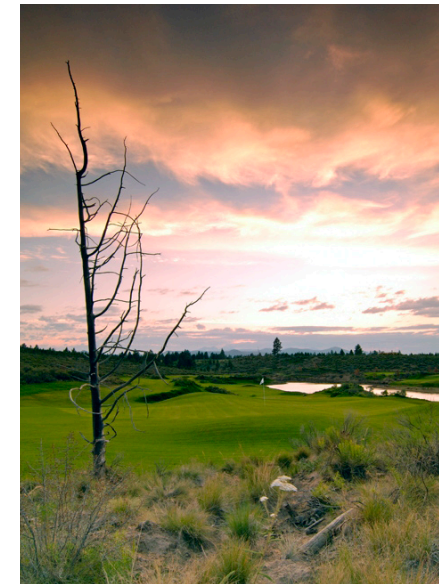
**Preservation and integration with existing/native landscape character:** the golf course development provides the opportunity for the western range and meadow character that exists on the Snowcreek site to be integrated and woven through the new golf course.

**The golfer's "experience"** is the most important element in creating a world-class course. This experience depends on the interplay of several key factors including the challenge and variety of play offered, visual interest created by the golf course design relative to the setting, the management and care of the facility, and the quality of service before, during and after play. Elements that contribute to a great golf course experience include:

- A seamless, continuous golf experience with minor distances between greens and tees and minimal interruptions to the golf course such as roads and residential development; and
- Golf course design and landscape that feels highly informed by and integrated with the natural environment and topography.

**Buffer(s)/open space corridor(s):** A high-quality golf course includes buffers between residential or other development for both safety and to preserve the golf experience.

**Operations:** High-quality courses feature start and finish holes located near a resort activity node that also offers high quality food and beverage service, restroom and parking facilities. As such, the current Snowcreek pro-shop would be best joined with the hotel, while the maintenance facility would most likely be relocated.



*Photos Courtesy of DMK Golf Design*

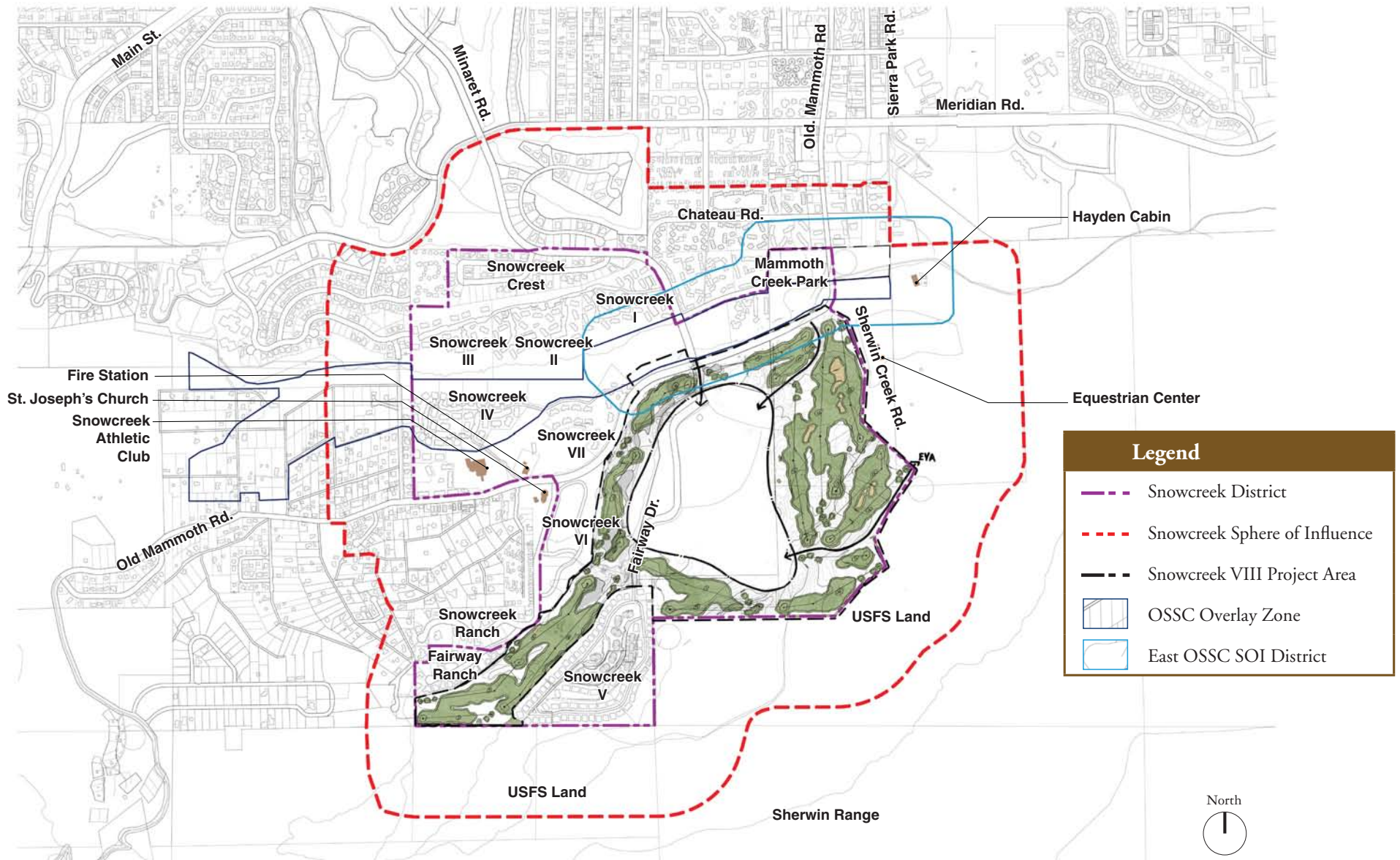


Figure 4-2 - Conceptual Golf Course Routing

### POTENTIAL GOLF COURSE ENVELOPE

The site was analyzed to determine adequate area for a golf course and to address functional relationships, operations, access, and other issues. This analysis is summarized in **Figure 4-1** and described below. The Golf Course area potentially provides opportunity for winter activities such as cross-country skiing, snow play, and other winter sports activities. These activities should be organized and conducted in a fashion which does not compromise the non-winter function of the golf course in terms of design, construction, or operation. Details of how winter activities will be incorporated in resort and golf course areas is to be developed during detailed design.

**Figure 4-1** shows a 159 acre golf course envelope comprised primarily of the existing 9-hole golf course and the lands of the Land Swap Covenant. As discussed previously, Covenant property is restricted to uses allowed under the Open Space Zone, including recreational uses, making it a logical area for the expansion of the golf course from nine to 18 holes. Also shown are three proposed road crossings that would need to be considered in the routing of a golf course.

Two key organizational elements of golf course routing are the locations of the “starting” and “finishing” holes for each nine holes. The starting and finishing holes are typically close to the pro shop as this is where golfers start and finish play. The starting and finishing holes are naturally related to the hotel as it is a logical place for guests to begin and end their golf rounds. **Figure 4-1** shows potential starting and finishing holes and hotel/pro-shop locations within a realistic golf course envelope.

The preferred location for the hotel and pro shop is the base of the Sherwin Range near the southern boundary of the District (see **Figure 4-8**). This dramatic location frames the hotel against the mountain background and allows unencumbered views south into USFS lands. This hotel location would also minimize visual impacts for adjacent residential neighborhoods.

This location suggests that the first (starting) and eighteenth (finishing) holes be located at the southern end of the site. As previously discussed, adjacency to the hotel and pro-shop is also important for a golf practice area for both operation and convenience of use.

**Figure 4-2** shows a conceptual golf course routing prepared by David McKay Kidd. This 18-hole routing and practice range study expands the 159- acre envelope to 169 acres, with some modification of the residential development area and Covenant land boundary. A Lot line adjustment is allowed by the Land Covenant as long as the acreage of the covenant remains the same or greater and is subject to review and approval by the Town, Snowcreek Investment Company, and Eastern Sierra Land Trust. Integrated within the conceptual routing are three potential access points to residential development areas.

### OBSERVATIONS: GOLF

A new championship golf course should:

- Be created by engaging a world-class golf course designer;
  - Enhance the site’s openness, range, and meadow character;
  - Provide value (views) for hotel and real estate;
  - Serve as a buffer and allow open space connections;
  - Provide a practice facility;
  - Incorporate sustainable design, construction and operations practices; and
  - Offer a integrated and seamless great golf experience.
- The golf course area can potentially provide opportunity for cross-country skiing, snow play, and other winter sports activities. These activities should be organized and conducted in a fashion which does not compromise the non-winter function of the golf course in terms of design, construction, or operation. Details of how winter activities will be incorporated in resort and golf course area to be developed during detailed design.

## CIRCULATION AND MOBILITY

Snowcreek District visitors and residents will be best served by multi-modal transportation choices that allow a convenient and safe choices within the District that connect to Mammoth's developing transportation networks. The opportunity exists within the Snowcreek District to expand and connect to the Town's existing and planned circulation system, including vehicular, pedestrian, bike, transit and emergency networks supported by the goals and policies in the General Plan Mobility Element. This will provide both missing links and expanded opportunities to encourage "feet first" mobility within Mammoth Lakes while comprehensively serving the transportation needs of the Snowcreek District. This network should address issues of year-round circulation and provide alternatives for District access and emergency vehicle access options.

Circulation and mobility includes both external and internal vehicular, pedestrian, bike, and transit movement and connectivity. **Figure 4-3** shows the key points of connectivity and ingress/egress that have been identified for the Snowcreek District that would markedly improve circulation and mobility. These points include identified GIC Points that identify connections to both trails and open space areas. **Figure 4-4** shows a conceptual approach to creating connectivity both through the site and to the desired external points of connection. What emerges are clear and common routes of circulation that connect where people want to go and are often the same for vehicular, pedestrian, bike, and transit. A more direct connection from the Snowcreek project site and downtown Mammoth Lakes is desirable while new development on the site will require additional emergency vehicle access options. The common routes of circulation have the potential to be multi-modal transportation corridors that safely serve many modes of transit. **Figures 4-3** and **4-4** show how this system can conceptually be expanded to serve the internal circulation and mobility needs of the site.

### OBSERVATIONS: CIRCULATION AND MOBILITY

- Wherever feasible, circulation planning in the Snowcreek District should support the goals for the Mobility element in the Town of Mammoth Lakes General Plan.
- The District should be integrated with a multi-modal circulation system that connects with Town and adjacent neighborhoods.



- Internal and external circulation systems should be connected with open space where feasible.
- Internal pedestrian and bike circulation should be distributed through the open space system within the residential development.
- To encourage feet-first mobility on the project site, sidewalks and/or pedestrian paths should be incorporated.
- The pedestrian system should be accessible and functional during winter months.
- Where possible, GIC Points should inform the identification of potential ingress/egress points for areas surrounding the Project.
- Multiple site entries should be allowed to facilitate connectivity and emergency access.
- Emergency vehicle access to Sherwin Creek Road should be accommodated.
- Town transit routes should be expanded to allow stops at least at the project entry and hotel.

### OPEN SPACE, PUBLIC ACCESS, AND AMENITIES

The circulation concept provides the critical links and access for an open space and recreational system. This system provides the potential for year-round activities that expands the tourist season and diversifies recreational activities for Mammoth Lakes residents. The Snowcreek District, with its proximity to the Sherwin Range, on-site opportunities for golf and hotel amenities, and additional open space programming potential, could serve a wide variety of users throughout the year. The high-quality recreational amenities should

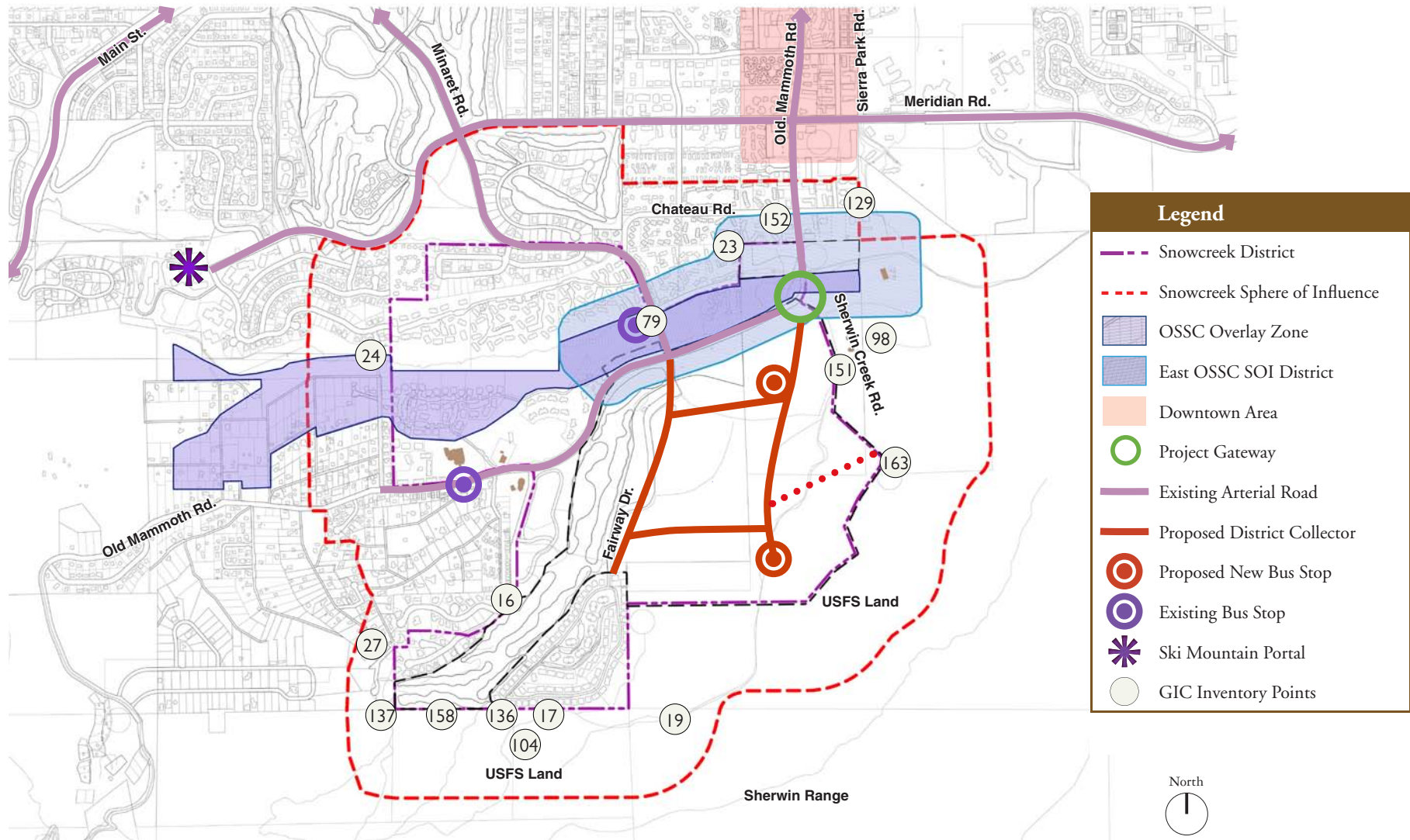


Figure 4-3 - Circulation and Public Access  
 (Potential public access is shown on Figure 4-4)

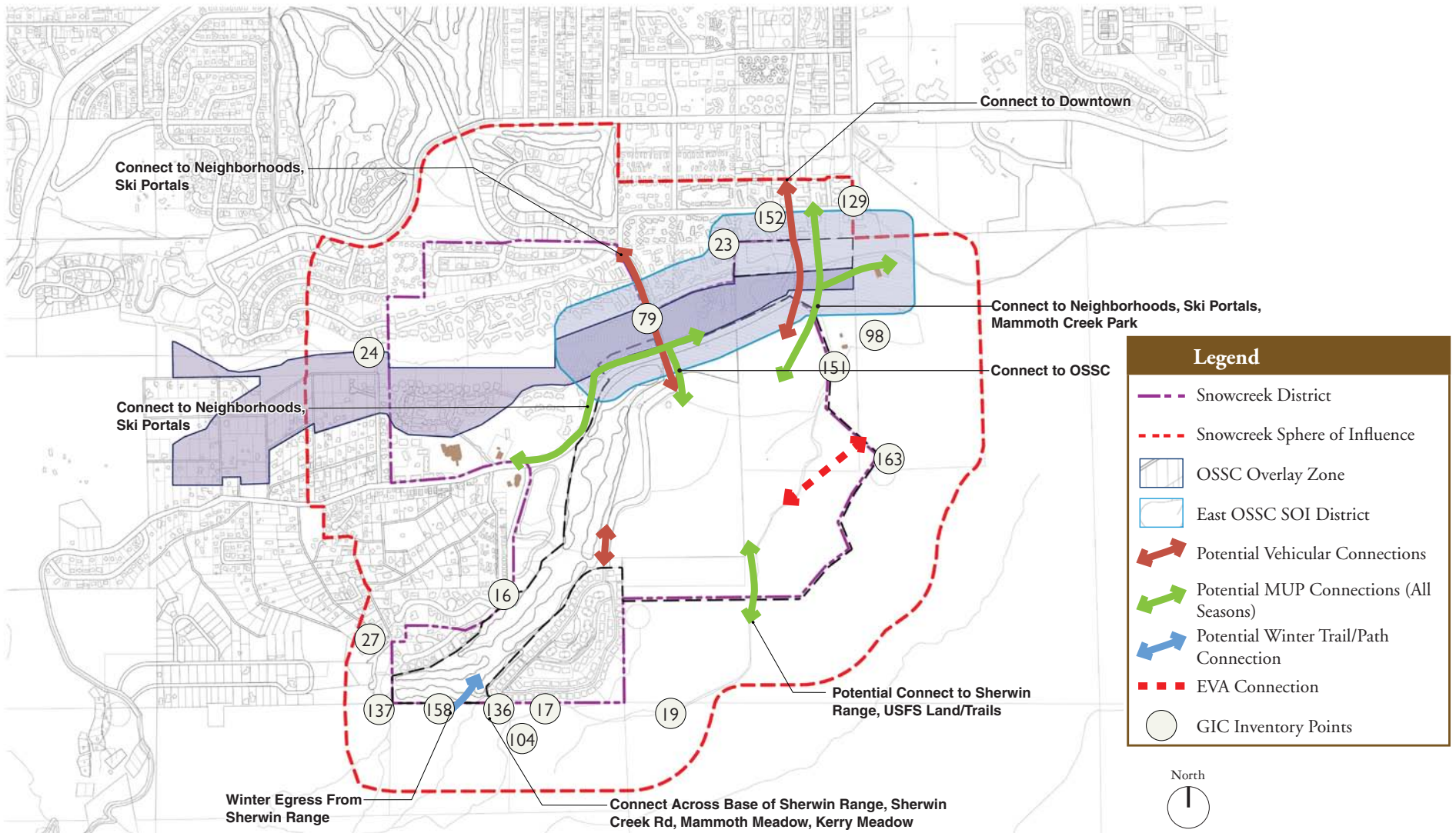


Figure 4-4 - *Mobility: Potential Connectivity*



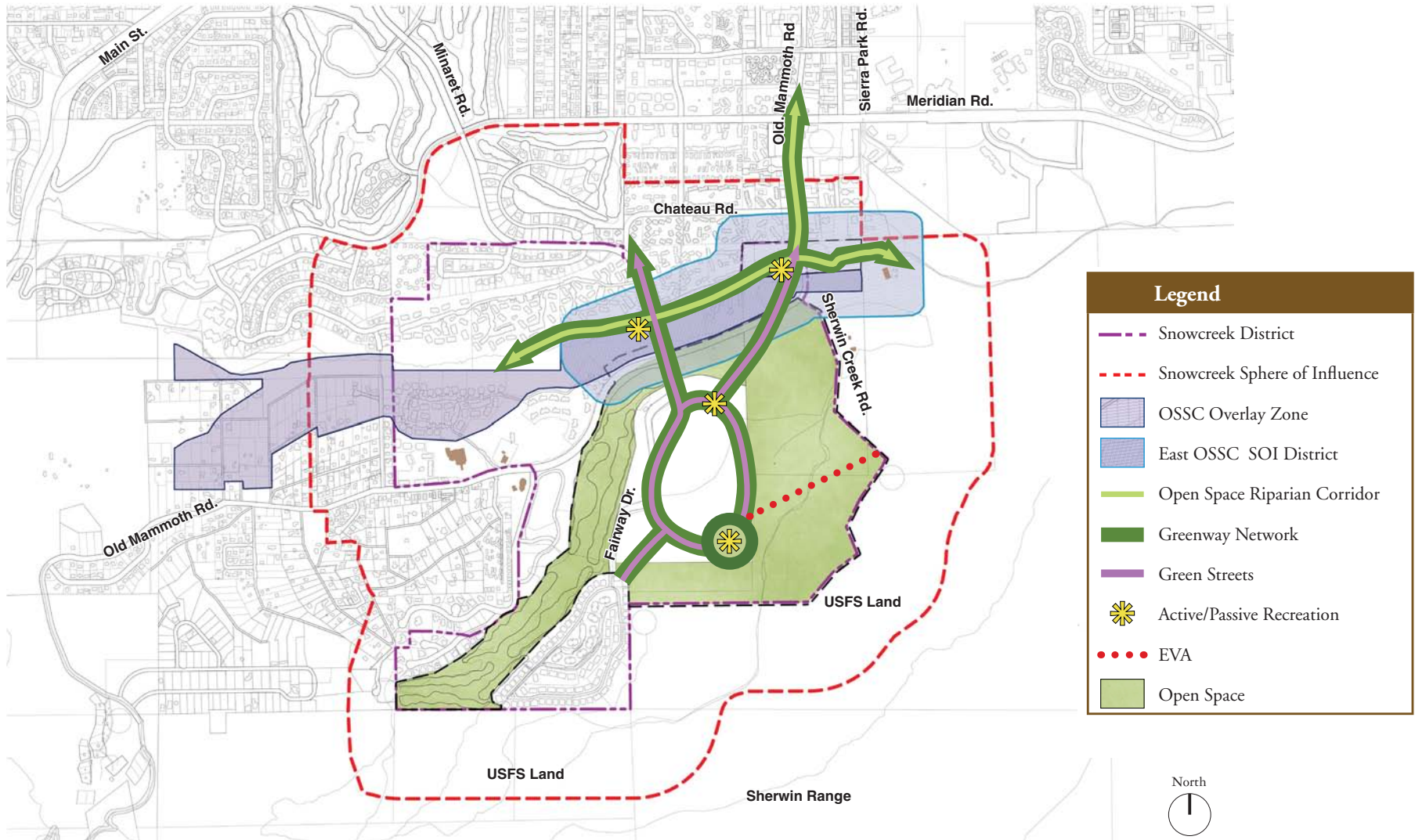


Figure 4-5 - Open Space Analysis



be a combination of publicly and privately accessible facilities commensurate with hotel, resident, and public use.

Open space and recreational areas are not necessarily fixed and isolated places. They must be connected and accessible to maximize use. Open space therefore serves as an opportunity for public places for the community's active and passive recreation needs, and as a connective tissue that safely circulates people to places and activities. Thus open space can be part of the circulation and mobility system as "greenways," "green streets" or other safe, attractive, and convenient ways for people to move around the District. The Snowcreek VIII project, by supporting the preservation of the Mammoth Creek Corridor, and connecting multi-use trails through an internal open space system, can provide recreational activity nodes connected by other "green" systems from downtown Mammoth all the way to the Sherwin Range access points. Open space also can serve to provide a buffer between the Project and existing neighborhoods. **Figure 4-5** shows the major potential open space connections and greenway network in the Snowcreek district.



#### RECREATION AND ACTIVITY NODES

The Snowcreek District and the proposed project have been analyzed to identify both summer and winter seasonal recreational potential while providing diverse public and private offerings. In addition, the Town's draft Parks and Recreation Plan was consulted to determine the type and amount of facilities that would be recommended for the Snowcreek VIII project population. **Figures 4-6 and 4-7** show how both summer and winter recreational opportunities share recreation "nodes" which provide gathering places, parking and restrooms, concessions, and/or information or guided outfitter services. These nodes could include a gateway area which would serve residents and guests entering the site with a transit stop, restrooms, access to the project site's internal trail system and possibly groceries and take-away foods and beverages. This node could provide a small multi-use public park providing seating areas, shade, play equipment, and small play field/multi-use court. The gateway node should connect visually and physically to the Mammoth Creek Park Corridor, integrating with the "Great Park" concept.



#### OUTFITTER'S CABIN

A preferred location for an outfitters cabin would be connected to the hotel at the southwestern boundary of the site, offering information, equipment rental, outdoor supplies, and a “concierge” outfitters service potentially providing guided trips or staging for both on-site recreation and off-site back country trips. This location would be synergistic with the hotel as guests would have easy access to the Cabin’s activities while the public could access the offerings of the Cabin and also utilize the hotel’s food and beverage services. This location would also have parking, restrooms and a transit stop.

The Cabin location is near USFS trail connections, and serves both summer and winter activities. Winter activities on the Snowcreek site would include cross-country trails on the golf course, a snow play area, and winter egress through the golf course for back country skiers arriving from the Sherwin Range. The recommended Cabin location is not close to any currently recognized USFS trail. However, informal trails are close to this location. The SATSS is addressing public trail access in this area and should consider the proposed Cabin location in recommending public trail connections to the Snowcreek District.



#### THE HOTEL AND GREAT LAWN

The hotel will serve as a core for both guest and public activities. At this location a public gathering area, or “great lawn”, can serve as an important public space that graces and frames the scale of the hotel building serving as a public space for events such as art fairs, outdoor concerts, and other sponsored activities. In winter, a smaller temporary hardscape area could be provided for outdoor events commensurate with winter such as caroling or star gazing. Hotel activities should focus on providing activities in a year round context rather than serving downhill skiing only. These activities would include a health club and spa, meeting and conference space, restaurants and bars, outdoor or indoor pool, and outdoor seating for dining and mountain gazing. These could be programmed and developed by the hotel operator.

The activities and spaces described should be accessible both summer and winter with public access through multi-use trails, transit connections, parking, and welcoming wayfinding and signage reflective of the standards in the Trail System Master Plan.

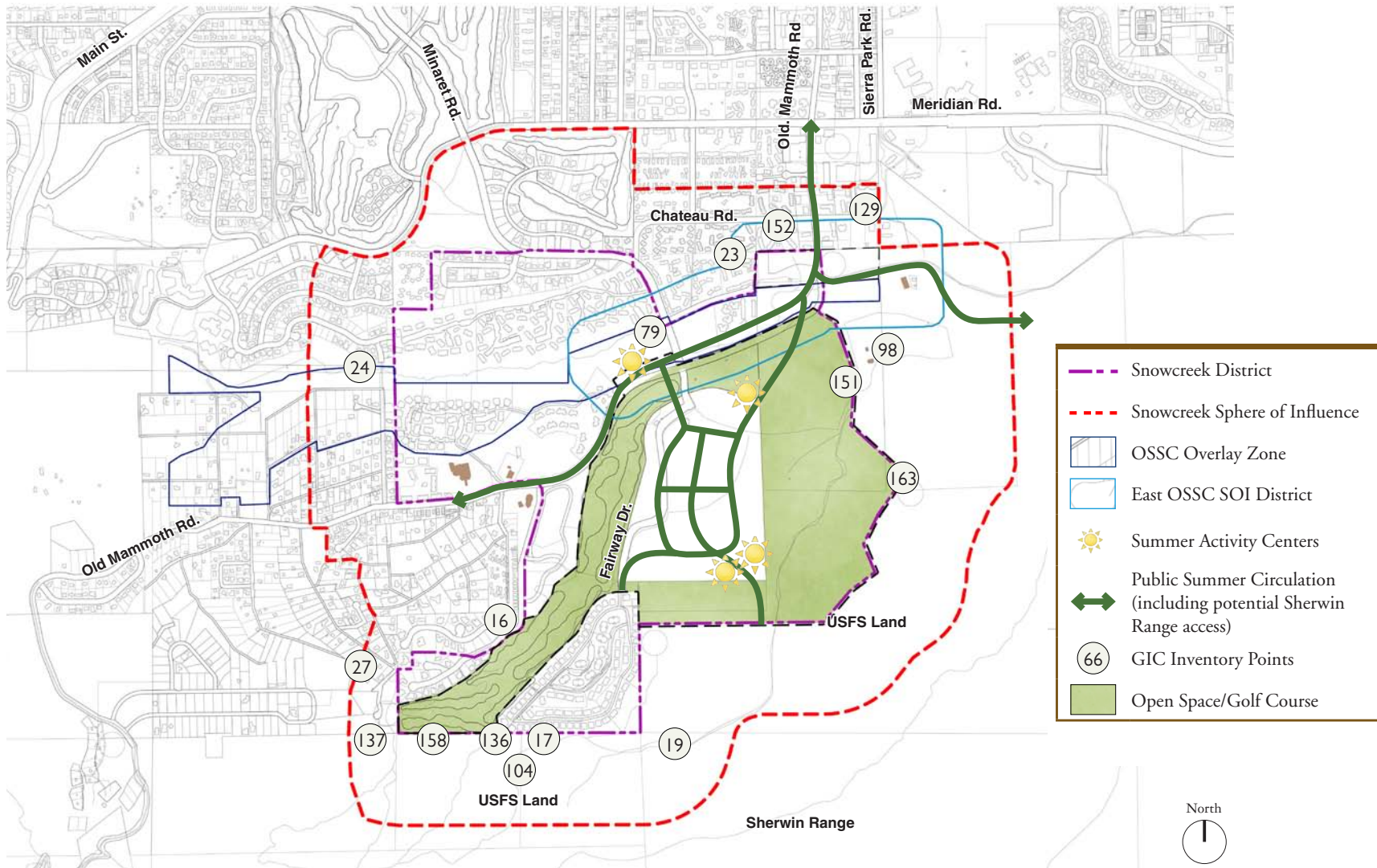


Figure 4-6 - Summer Recreation Opportunities

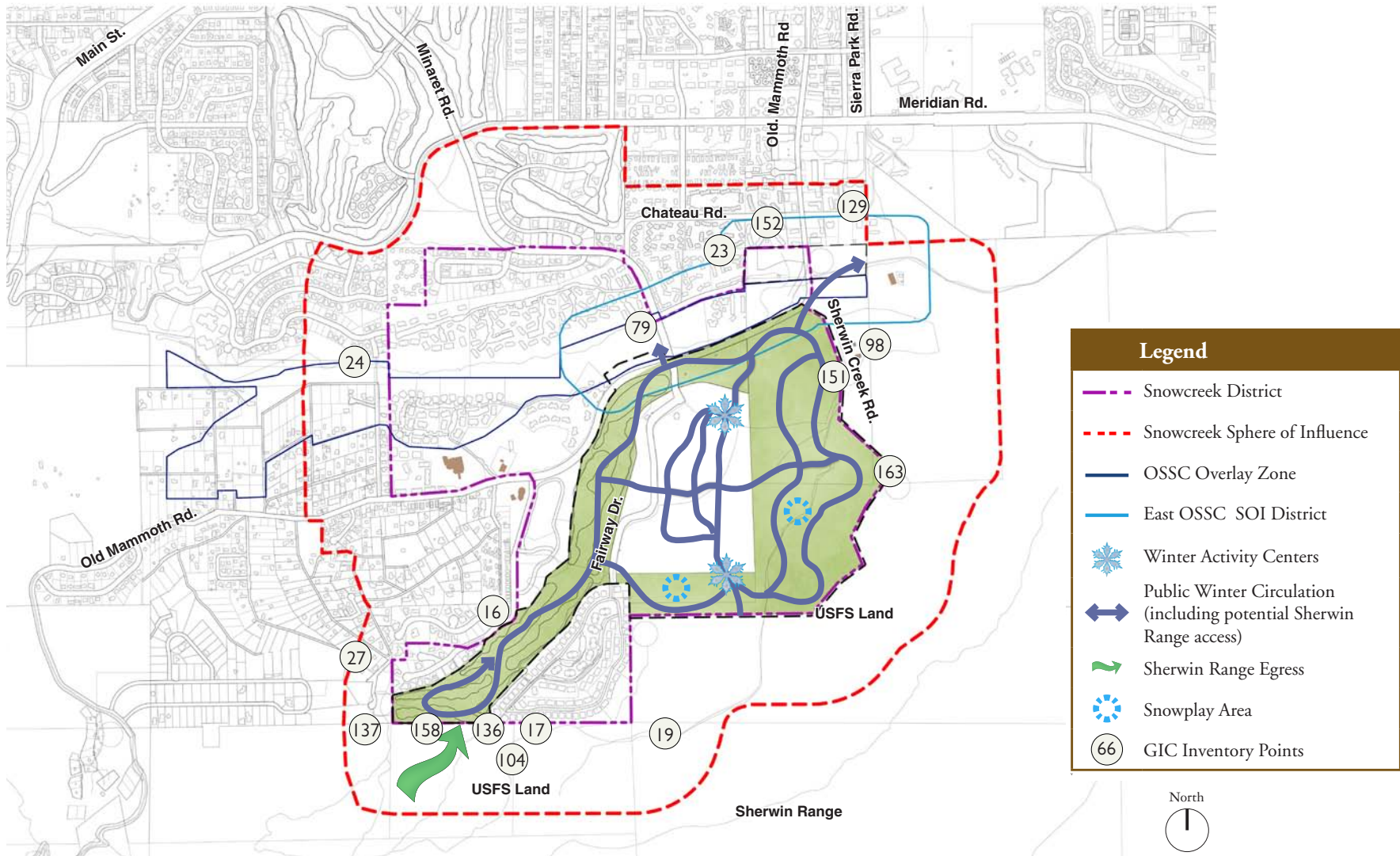


Figure 4-7 - Winter Recreation Opportunities



#### OBSERVATIONS: OPEN SPACE, PUBLIC ACCESS, AND AMENITIES

- Where applicable, the goals of the Parks, Open Space, and Recreation Element of the General Plan shall be supported.
- The recommendations of the draft Town of Mammoth Lakes Trail System Master Plan, the draft TOML Parks and Recreation Master Plan and the draft EOSSC Study, while not a part of the Project, may provide informative suggestions for open space and public access features.
- Recreational and open space uses should be integrated into a connected “greenway” system or connected open space system.
- Diverse summer and winter recreational offerings should be provided such that on any day of the year Snowcreek will have recreational activities available to guests and residents of any age.
- One or more “pocket” or “mini” parks (play equipment, seating areas, picnic tables, multi-use court) for use by residents and visitors should be incorporated.
- A central gathering place at the hotel with large multi-use public open space (e.g., the “Great Lawn”) could be created.
- Trails and internal multi-purpose trail systems should be designed for summer and winter use where feasible.
- A golf course could be sited to preserve the traditional view corridor from Old Mammoth Road across the Snowcreek site to Sherwin Range.
- An Outfitters Cabin should be located in a high-impact location, such as adjacent to the hotel to serve guests, residents and the public.

- A snow play area could be dedicated near the hotel and Outfitters Cabin.
- The golf course area can potentially provide opportunity for cross-country skiing, snow play, and other winter sports activities. These activities should be organized and conducted in a fashion which does not compromise the non-winter function of the golf course in terms of design, construction, or operation. Details of how winter activities will be incorporated in resort and golf course area to be developed during detailed design.
- Public winter egress should be provided for the Sherwin Range back-country trail users.
- The recommended program uses should serve both the public and private users within the Snowcreek District.

**Table 4-1** provides a list of the viable recreation and open space activities and likely users groups.

#### HOTEL AND RETAIL: FUNCTION AND LOCATION

When considered as part of a holistic land plan that integrates golf, other major land uses and open space, the hotel and retail areas of the project are key organizational determinants of the site and predicate where public spaces and facilities are located.

##### HOTEL

The proposed hotel is the core and icon of the Snowcreek District and should garner the most ideal location in terms of views, function, operation, and other relative land uses. Several issues in terms of hotel location have already been discussed relating to golf and open space/recreation uses. Additional factors in the location of the hotel include:

- Orientation towards Sherwin Range and mountain interface/backdrop for ideal internal and external views.
- Iconic location that can be viewed on-site and from off-site.
- A memorable and welcoming entry that connects the image of Snowcreek with Mammoth Lakes.
- Creation of a center of activity as a “heart” of the community.
- Ability to host conferences and events to support year-round visitation to Mammoth Lakes.
- Accommodate the needs of a seven days a week, four-season resort.
- Indoor/outdoor architecture and use to take full advantage of stunning surroundings.



- Appropriate size of site to accommodate a full-service hotel.
- Best utilization of topography that can help screen hotel basement parking.

#### HOTEL LOCATION

**Figure 4-8** shows two locations for a resort hotel; one adjacent to Old Mammoth Road near the intersection with Minaret Road, and another near the southern boundary of the site. Observations related to the hotel location adjacent to Old Mammoth Road:

- Provides the most direct vehicular and pedestrian access to Old Mammoth Road, downtown area, and adjacent existing neighborhoods;
- Provides the potential for an integrated retail / commercial center with additional accessible community facilities;
- Turns its back on the natural setting, surrounded by existing and new land uses not wholly consistent with the dramatic setting provided by the base of the Sherwin Range, and sitting between downtown and residential; development to the north and new Snowcreek residential development to the south;
- Would be out of scale with adjacent existing residential neighborhoods, unless it was to be a low rise structure that consumes additional land and offers less an opportunity for landmark architecture; and



- Would congest starting and finishing golf holes leading to and from the hotel with street crossings and streets along side the golf holes potentially negatively impacting the golf experience.

Following are observations related to the potential hotel location at the southern end of the Snowcreek site at the base of the slopes leading up to the Sherwin Range:

- Would have a more integrated visual relationship with the dramatic backdrop provided by the Sherwin Range;
- Provides greater proximity to the mountain environment;
- Is on a slight rise, providing guests dramatic views back towards Mammoth Mountain and surroundings and a signature view of a landmark hotel framed by the Sherwin Range;
- Provides a dramatic and serene location for the golf course starting and finishing holes. The golf holes would also provide the “apron” landscape around the hotel;
- Is more distant from downtown and adjacent residential areas. It may feel separate and more private than more public locations;
- This location is less likely to affect neighbors’ views and is set back from adjacent neighborhoods to reduce light impacts; and
- The location provides the more likely location, unique in Mammoth, for a luxury resort. It is separate yet close to downtown and ski portals and commands dramatic views in every direction.

Proposed Recreation / Program Activities and User Groups							
Proposed Recreation Activity	Proposed Location	Seasonal Use	General Public	Resident / Workforce	Resident / Resort Homeowners	Resort Housing Transient Visitors	Hotel / Hotel Condominium Guests
Golf Course-18 Hole Play	Golf Course	Summer/Shoulder	Fee	Fee	Fee	Fee	Fee
Golf Course-Practice Range	Golf Course	Summer/Shoulder	Fee	Fee	Fee	Fee	Fee
Cross Country Skiing	Golf Course	Winter	Fee	Fee	Fee	Fee	Fee
Passive Play (sitting, picnic, pick up games)	Great Lawn	Summer/Shoulder	No fee	No fee	No fee	No fee	No fee
Organized Events (art fairs, concerts, exhibitions, etc.)	Great Lawn	Summer/Shoulder	Fee/No fee	Fee/No fee	Fee/No fee	Fee/No fee	Fee/No fee
Biking	Internal Trail System - Class 1 Bike Trail	Summer/Shoulder	No fee	No fee	No fee	No fee	No fee
Biking	Project Roadways - Class 2 Bikeways	Summer/Shoulder	No fee	No fee	No fee	No fee	No fee
Walking	Internal Trail System	All Season	No fee	No fee	No fee	No fee	No fee
Walking	Sidewalks	All Season	No fee	No fee	No fee	No fee	No fee
Hiking	USFS trail connections, Mammoth Creek trail connections, GIC Point 158	Summer/Shoulder	No fee	No fee	No fee	No fee	No fee
Winter egress for back country skiers	GIC Point 158	Winter	No fee	No fee	No fee	No fee	No fee
Snow Play Area	Golf Practice Range	Winter	Fee/No fee	Fee/No fee	Fee/No fee	Fee/No fee	Fee/No fee

Table 4-1



Proposed Recreation / Program Activities and User Groups							
Proposed Recreation Activity	Proposed Location	Seasonal Use	General Public	Resident / Workforce	Resident / Resort Homeowners	Resort Housing Transient Visitors	Hotel / Hotel Condominium Guests
Guided recreational activities/information/equipment rental	Outfitter's Cabin	All Season	Fee	Fee	Fee	Fee	Fee
Children's Playground	Mini-park	Summer/Shoulder	No fee	No fee	No fee	No fee	No fee
Picnicing	Internal open space/mini park	All Season	No fee	No fee	No fee	No fee	No fee
Swimming	Hotel outdoor/indoor pool	Summer / All Season Indoor	Conditional Use	Conditional Use	Conditional Use	No fee	No fee
Health Club	Hotel	All Season	Conditional Use	Conditional Use	Conditional Use	No fee	No fee
Spa Activities	Hotel	All Season	Fee	Fee	Fee	Fee	Fee
Equestrian	Off-site	Summer/Shoulder	Fee	Fee	Fee	Fee	Fee
Fishing	Off-site/outfitter's cabin	All Season	No fee	No fee	No fee	No fee	No fee
Outdoor Dining	Hotel	All Season	Fee	Fee	Fee	Fee	Fee
Restrooms	Outfitter's Cabin	All Season	No fee	No fee	No fee	No fee	No fee
Events, weddings, corporate conferences, etc.	Hotel conference center	All Season	Conditional Use	Conditional Use	Conditional Use	Conditional Use	Conditional Use

Table 4-1 (continued)

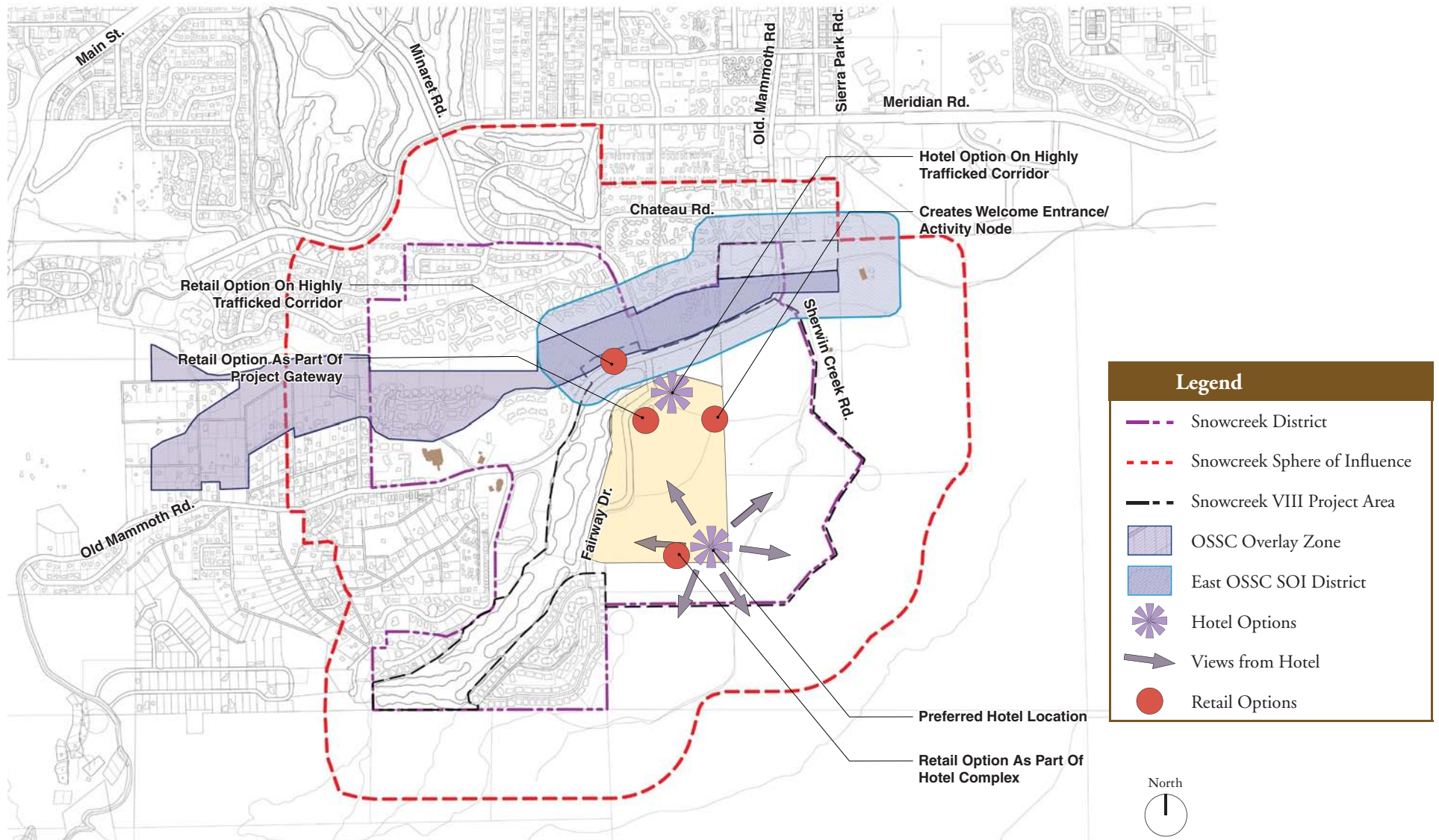


Figure 4-8 - Hotel and Retail Location Diagram

## NEIGHBORHOOD-SERVING RETAIL

Neighborhood-serving commercial uses are an essential part of the Snowcreek District. Convenience retail would serve both guests and residents and also serve the community as a public node within the site for people to gather and meet. This type of retail offering allows residents and visitors to remain on-site for sundries and snacks and offers a convenient stop-off place for residents passing through the Old Mammoth Road corridor. This retail should reduce off-site trips, taking pressure off the already over-burdened Von's grocery store during peak times. Factors in the location and function of the neighborhood retail include:

- The location, character, and function of the retail use should integrate seamlessly with the project.
- The retail must be “right-sized” to the actual demand in the project area and should not compete with existing downtown retail.
- Retail should be specialized for local resident and guest use.
- Signature architecture that complements the style of other signature buildings on the site while being of appropriate scale.

**Figure 4-8** shows four potential locations for community-serving retail. One location is north of Old Mammoth Road and would better serve drive-by traffic and Old Mammoth neighborhoods yet be disconnected from the Snowcreek VIII development. Two locations are shown at the project gateway south of Old Mammoth Road where retail would be integrated into the Snowcreek Project yet be publicly visible and accessible to Old Mammoth Road and adjacent neighborhoods. A final location is shown adjacent to or integrated with the hotel location at the southern end of the site. While this could create additional activity and visitation to the hotel area, it would be distant from potential users outside the Snowcreek VIII site. This location is over a 20 minute walk from downtown Mammoth Lakes.

The preferred location for retail is one of the two locations south of Old Mammoth Road at the project gateway. This could create a second major activity node for the Snowcreek District (the other being the southerly hotel location) that would be more publicly oriented within walking and biking distance (under 10 minute walk) of downtown and other neighborhoods.



This location could be combined with a mini-park, public parking, transit stop, and multi-use trail connections both within and external to the site. Moreover, this location allows preservation of the open space corridor along Mammoth Creek.



*Sherwin Range as Grand Backdrop for Potential Hotel*

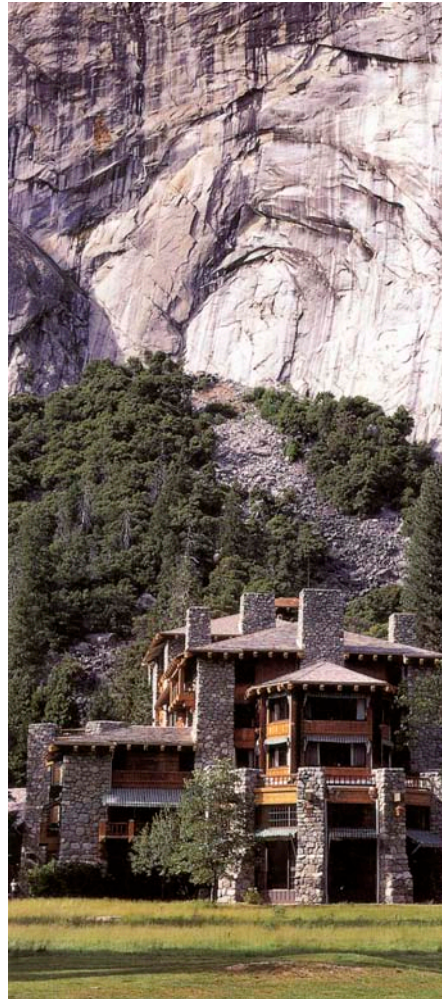


*Preferred Hotel Location at base of Sherwin Range*

#### OBSERVATIONS: HOTEL AND RETAIL LOCATIONS

- Retail and hotel uses should be distributed to more than one area to provide multiple project nodes and distribute more activity throughout site: one convenience retail-oriented and closer to downtown and a hotel location which takes advantage of the stunning Sherwin Range backdrop.
- The preferred retail location could create welcoming entrance and enhance accessibility for residents and visitors with an on-site market. As a public building in a publicly-oriented location retail should integrate with site circulation, trails, and open space while providing parking.
- The hotel should take advantage of the dramatic mountain backdrop.
- An iconic hotel with signature architecture would create a visual landmark visible from entry roads into Mammoth Lakes. High quality architecture and mitigation of light trespass would be key factors.





### CHARACTER AND RESIDENTIAL DENSITY

The residential density and project character, including the hotel, are intertwined. There is no formula that quantitatively determines appropriate density for a given area or project. The question and issue has been posed: what is the appropriate density and character of residential density for Snowcreek? There are several considerations that impact appropriate density at Snowcreek including:

- Market position and demand for specific residential project
- Land capacity and topographical constraints
- Amenity capacity of site
- Relationship to existing development and neighborhoods
- Integration of and connection to the public realm
- Access, open space and circulation corridors
- Massing, scale, and height of buildings
- Traffic generation and parking impacts
- Support for feet first initiative and pedestrian-level experience
- Financial feasibility and
- General Plan goals and policies.



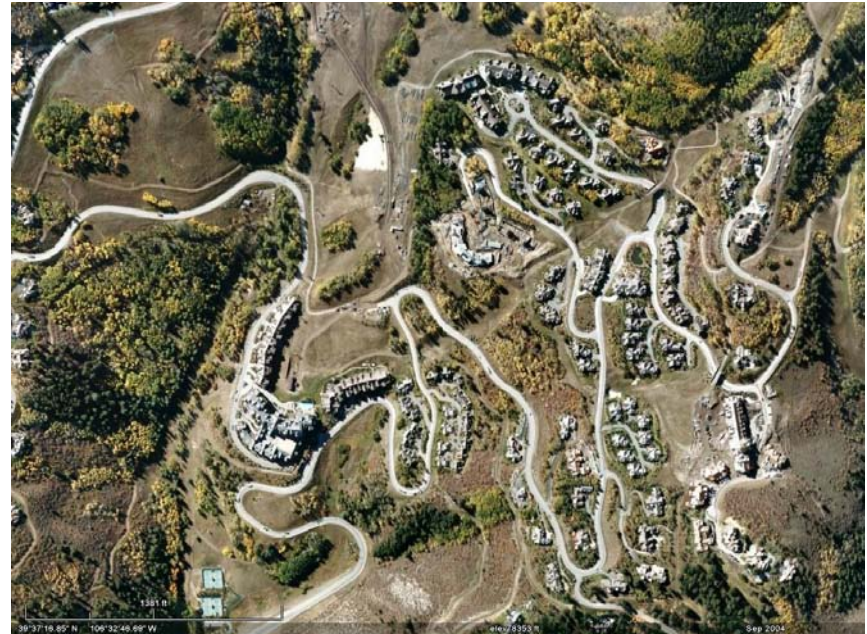
*Bachelor Gulch Residential Product*

### COMPARABLE PROJECTS CASE STUDIES

To facilitate an understanding of the relative density impacts on the Snowcreek Sphere of Influence and site and project character, a study of similar new mountain resort communities in the Western United States and Canada was conducted. Programmatically each project was compared for:

- Total dwelling units
- Units-per-residential-acre developed
- Area of hotel site and number of rooms
- Residence Club/Condo number of rooms
- Project amenities (golf, ski in, spa, etc.)

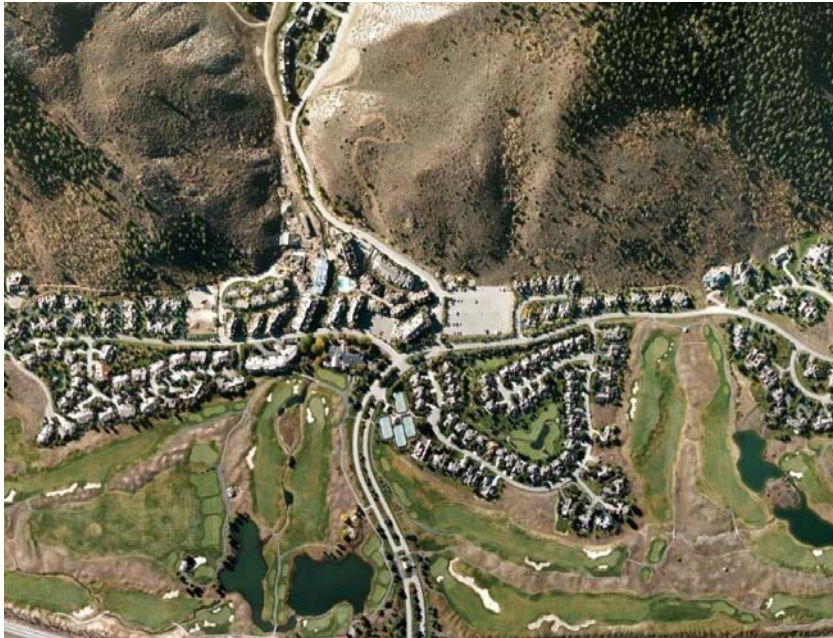
Four projects were selected and are discussed in the following sections.



*Bachelor Gulch Aerial*

### *Bachelor Gulch*

Bachelor Gulch was developed in the late 1990's and early 2000's in response to the strong market at the time for prime ski-in/out properties in the Vail Valley and at other major ski mountain destinations in the west. Its prime location on the Beaver Creek ski slopes combined with its spectacular unspoiled, and self-contained mountain-valley setting, diverse mountain landscape and gently sloping topography provided the opportunity to create a one-of-kind mountain resort community. Building on the momentum established at Beaver Creek Village to the east and Arrowhead to the west, Bachelor Gulch became the prime address at the Beaver Creek Resort and linked the three communities together in a village-to-village ski experience similar to European ski resorts. A 5-star Ritz Carlton hotel anchors the core of the community at the base of the ski lifts and a wide variety of housing types were developed to respond to market demands ranging from Ritz Club interval ownership condominiums, to whole ownership condominiums to townhomes, to detached cluster homes and single family homesites.



*Arrowhead Village Aerial*

### *Arrowhead Village*

Arrowhead Village was developed in the mid 1990's as the western-most portal to Beaver Creek Mountain and the central core of Arrowhead, a (700 unit) private golf and ski community where residents belong to a private golf club, Country Club of the Rockies with a Jack Nicklaus signature 18 hole course, and the Arrowhead Alpine Club, a private ski club. This was developed as a high density pedestrian village within a short walking distance from the chair lift anchored by the Alpine Club and ski services, retail and a skier restaurant concentrated around a snow-front plaza by the ski lift. Public parking for 200 cars is located a short walk away. This village core was developed in response to the strong demand (and scarcity) for smaller, multi-family residences in close proximity to skiing associated with a wide variety of year-round amenities. It has become the central gathering place for the Arrowhead community.



*Arrowhead Village Residential Product*



*Empire Pass*

### *Empire Pass*

Empire Pass is currently being developed as a mountain village on the ski slopes at Deer Valley as part of the Talisker Club, a group of ski and golf communities in Park City, Utah. Located at one of the prime ski-in/out sites on the mountain, the village is being developed in response to continued demand for ski accessible second homes in the marketplace and the appeal for Park City and Deer Valley as a destination. Deer Valley's position in the ski resort industry as a family resort with a very high level of service accompanied by Park City's appeal as a destination have created the opportunity for Empire Pass to be a highly desirable place to own a primary or second home. A variety of multi-family and single-family detached homes and lots are planned and about two thirds of the community has been completed.



*Empire Pass Aerial*



### *Three Sisters Mountain Village*

Three Sisters Mountain Village is a mountain golf resort community located in the spectacular Bowe River Valley in the heart of the Canadian Rockies at the gateway to Banff National Park about an hour and a half from Calgary on the Trans Canada highway. The resort is currently being developed and has recently been acquired by East West Partners, a major US resort development company based in Avon, CO. The community is about 25% complete and the new owners are re-positioning the remaining parcels in response to growing demand in the Calgary and Edmonton markets for high quality mountain resort properties.

Three Sisters has close proximity to Banff National Park and multiple ski resorts and is accompanied by its on-site features. These include spectacular views, access to a wide variety of summer and winter mountain recreational activities, Bowe River frontage, trail connections to the river, the mountains and the town of Canmore and beautiful, lush evergreen forests and abundant wildlife. These make Three Sisters a very desirable destination for the influx of new families moving to Calgary and Edmonton looking for a place in the mountains to recreate. The approach will be to anchor the community with a major 5-star hotel and spa and to offer a wide variety of residence types planned around an array of activities and amenities, all designed to fit very sensitively with the environment, the land, and the topography to protect and preserve the natural systems and setting.

The architectural character of all new construction will reflect the history and culture of this special place and will be designed to fit harmoniously with the dramatic mountain forest setting. Low impact site development techniques will be employed on all new improvements and community buildings will be constructed to green building standards.

#### SUMMARY OF CASE STUDY OBSERVATIONS AS THEY RELATE TO SNOWCREEK

Each project was compared both visually (how does the built project look and feel) and programmatically (how much and what type of land uses and residential product) and also compared against the Applicant's proposed plan. The visual comparison included looking at the extent of the development through aerial photographs and understanding building scale landscape character through site photos.



*Three Sisters Golf Routing/Site Plan*

The case study projects presented feature a range of densities, residential character, and associated amenities (see **Table 4-2**). In order to provide an “apples to apples” comparison, densities were calculated based on the number of units within developed residential areas, rather than according to the Town’s Code calculation for total site density. Amenity and large open space areas were not included in calculations, thus the densities presented in **Table 4-2** are not calculations for the purpose of addressing land use or zoning code issues, but for the purpose of comparing densities within developed areas of a project and the resulting look and feel. Densities ranged from seven dwelling units-per-acre, a more typical single family density on small lots, to 26 dwelling units per acre, which represents three- to four-story condominium apartments over podium parking in most cases. Higher density developments are typically paired with more extensive amenities such as a ski-in/ski-out lift situation, golf course, extensive open space, or developed “village” setting with retail, restaurants and well-developed public amenities.

The proposed residential density for Snowcreek VIII, as tested for comparison purposes, was approximately 13.7 dwelling units per residential developed acre for a total of 850 units (not including hotel or hotel residences). As noted above, this density calculation is not pursuant to the formula set forth in the Town Code, which determines density based on gross lot area. This density should be a combination of higher density, middle density, and middle/low residential products. The range of densities should be arranged on the site commensurate with impacts on adjacent neighborhoods, relationship to open space and trails, and access to project amenities.

**OBSERVATIONS: DENSITY AND CHARACTER OF DEVELOPMENT**

- Creation and implementation of Design Guidelines by the developer will help to ensure longevity of character and quality, ensuring that architectural vernacular is varied and authentic, true to its precedents, and uses high-quality materials that complement the natural surroundings.
- A variety of residential products that range in scale and mass should be integrated in order to create an interesting relationship between buildings and with the natural environment and avoid monotonous, block-like complexes.
- Transition zones could be created to mitigate visual impacts of new development by locating lower-density product adjacent to existing lower scale neighborhoods or utilizing the golf course or open space as a buffer.

- Higher density product should be closely integrated with community and common open space amenities such as trails, landscape corridors, parks, and hotel amenities to create visual interest and avoid fortress-like impression.
- Trees and understory can be used to scale residential structures and incorporate them gently into the surroundings.
- High-quality public realm and open space amenities can be created that consider solar exposure, use native plantings and reflect signage standards as recommended in the Trails Master Plan.
- Signature architecture should be implemented at the hotel and other public-use buildings to create a place identity and recognizable nodes within the resort.
- An iconic hotel would allow for a bold and elegant architectural statement that could become part of Mammoth Lakes' identity.
- Public art could be integrated as visual markers and for way-finding using native materials.

	Bachelor Gulch	Arrowhead Village	Empire Pass	Three Sisters	Snowcreek
<b>Total Units (dwelling units)</b>	330	250	310	870	850
<b>Units Per Residential Acre</b>	7	26.3	12	10.4	13.7
<b>Hotel Site (acre)</b>	6	NA	NA	9.6	9
<b>Number of Rooms</b>	240	NA	NA	190	250
<b>Residence Club Condo</b>	55	NA	NA	NA	150
<b>On Site Amenities</b>	ski, spa, golf, trails	ski, golf, spa, trails	ski, trails	golf, spa, cross-country skiing, trails	golf, spa, cross-country skiing, trails

Table 4-2 - *Comparable Project Comparison*

## SUSTAINABILITY

Practices for sustainable planning and design in the development of new neighborhoods are important for Snowcreek. As in all sustainable strategies, the “triple bottom line” is the guiding principle whereby social, economic, and environmental goals are addressed simultaneously through integrated planning and design strategies. Observations about sustainable neighborhood design, many of which have been previously recommended in the General Plan include:

- Housing and jobs should be located in close proximity to reduce vehicular trips, promote “feet-first” mobility and create more vibrant communities.
- Diverse land uses and residential types should be integrated within the community.
- Some workforce housing should be integrated within the community.
- Multi-modal transportation options should be provided for residents, local visitors, and guests.
- Public amenities should be provided throughout the project site including passive and active recreation, public plazas and gathering spaces, trails, and landscaped areas.
- Integrated storm water management techniques should be incorporated, utilizing the golf course and common landscape areas where practical, to reduce run off, increase percolation, and treat on-site stormwater.
- Native plant materials and landscape should be used to promote wildlife habitat and food sources consistent with the local ecology.
- A commitment to new sustainable building technologies that utilize energy saving construction materials, methods, and systems and allow for the integration of future financially feasible technologies should be made.

This study addressed the location of key land uses, circulation and mobility and the integration of open space with these strategies in mind. The building- and infrastructure-specific strategies should be considered during the master planning phase of this project.

### *Workforce Housing Observations*

As part of sustainability considerations, this study considered issues related to workforce housing, including appropriate location and number of units to be included on site.

From a social sustainability and livability standpoint, integrating some workforce housing throughout the project is important to support the community and to prevent the creation of an “enclave” within the project that might develop a stigma. In addition, workforce housing residents should have access to public open spaces and amenities as in any other residential neighborhood.

In order to support this notion, the Town of Mammoth Lakes requested brief research into the policies of other mountain communities, regarding workforce housing for mountain resorts, specifically whether housing is provided on site and how many units, as a share of the total residential unit count.

The research revealed no clear pattern in policy, except that workforce housing mitigation was often required. Due to the inconsistency in affordable housing programs, no certain conclusions regarding a affordable housing program could be reached.

Ultimately, the Town, the Applicant and other stakeholders should work together to determine a solution that supports convenient workforce housing options that support the Snowcreek operation and best serves the needs of the Town of Mammoth Lakes.



V. ANALYSIS: DEVELOPMENT OF OPTIONS

Three alternative options were developed and compared to the Applicant’s proposed plan. The options allowed a further examination of key issues including golf course and hotel options, varied residential density, open space, public amenities, and circulation. The options were reviewed based on existing planning regulatory context, the Framework Issues, site analysis, and the following specific factors:

- Land capacity and uses
- Golf course facility location, type and character
- Project ingress/egress, circulation and mobility
- Hotel (if any) location, site area, type, and amenities
- Number and density of residential units
- Public open space and amenities
- Compliance with sustainable neighborhood design strategies

DESCRIPTION OF OPTIONS

Options range from lower density / lower program complexity to higher density / higher program complexity. Several general assumptions guided the development of the options in regard to the level of either common or publicly-oriented amenities and open space:

- Higher density and more complex, higher-quality hotel programs typically have the financial wherewithal to support a higher level of project and public amenities;
- Higher density projects with more people and more buildings require that common and/or public amenities be provided in visible and easily accessible locations; and

- Lower density projects are more likely to be more “private” in their orientation where resort residents use their own property for open space and amenities that are associated with larger more expensive residential product rather than share common areas and common amenities either provided by the hotel, residence club, or in public areas.

The golf course relationship to density is more variable, depending on project economics. A golf course could work in both higher and lower density projects, depending on project economics and membership and fee structures. However a “championship” course would likely to require higher utilization in a denser project with a significant hotel property with associated high-end services.

All three options assume trail connections to the Mammoth Creek corridor, however in each, the number and quality of the connections may differ. All three options assume that the land north of Old Mammoth Road is best suited to be maintained as open space consistent with the Mammoth Creek “Great Park” concept. This area could be a low-impact staging area for access to Mammoth Creek trails and provide additional riparian habitat. As a second option, this 1.0-acre area could support a general store / convenience store directly accessible from Old Mammoth Road. All three options also provide emergency vehicle access from the internal road network to Sherwin Creek Road.

Figure 5-1 compares each density option with likely viable associated amenities.

Option Density Comparisons			
	Option A	Option B	Option C
Units	300	450	790
Residential Mix	Single Family and Low Density	Low and Medium Density	Low, Medium and High Density
Golf	9 holes	9 holes	18-hole “championship”
Hotel	No Hotel	3/4 Star, Limited service	Luxury Hotel, Full service
Public Access and Amenities	Very limited public access; fewer public amenities	Limited public access; fewer public amenities	Greater public access and wide range of amenities

Table 5-1



Figure 5-1 - Option A Illustrative Diagram

**OPTION A**

Opt on A was developed to represent the density and development character of surrounding existing neighborhoods such as The Bluffs, Old Mammoth, and other low density Mammoth Lakes neighborhoods. With a lower density and a more residential character this alternative would likely be more private and not have a focus on recreational and public amenities supported by higher density and a significant hotel operator. As shown in the Land Use Diagram (Figure 5-2) the project largely comprises single-family detached homes and townhomes with densities ranging from 2.0 to 8.0 units per acre (calculation based on residential development area, not on TOML zoning code method of calculation). This project size, with about 300 residential units, would typically not have a sufficient critical mass to support a hotel and an associated 18-hole championship golf course. Therefore, neither are included in the Option. In lieu of an additional 9 holes, a new golf practice range facility is provided along Old Mammoth Road (Figure 5-1). The existing 9-hole golf course would remain in play largely within its existing envelope. The covenant land would remain undeveloped as open space. Potential project amenities beyond the existing golf course and new practice range (or renovation of existing range) would include a private residents' club, internal public trails system, a potential Sherwin trail connection, and common open space area. A small retail component could be included in the pro shop area adjacent to Old Mammoth Road if considered financially feasible. Circulation would include a single project entry at Minaret Road, internal streets and multi-use trails, and emergency access to Sherwin Creek Road.



Figure 5-2 - Option A Land Use Diagram



Figure 5-3 - Option B Illustrative Diagram



**OPTION B**

Option B represents a medium-density alternative with residential densities similar to adjacent Snowcreek phases V and VI. This medium density project could potentially support a mid-market hotel and an upgraded nine-hole golf course occupying largely the same land envelope as Option A. In this scenario, a new golf practice range would occupy mostly land in the covenant area. This approximately 450-unit alternative would include mostly townhomes and stacked condominiums with residential densities of 6.0 to 30.0 dwelling units per residential acre (see **Figure 5-4**). As previously stated, this density calculation is based on units per residential development area, not on TOML zoning code method of calculation. Lower density residential buildings would be located on the developed area perimeter to minimize view impacts from off-site areas. Without the aspiration to create a landmark, a mid-market hotel (3-4 star) might best be located adjacent to Old Mammoth Road. This location allows high visibility, golf course access and easy access to Mountain portals and downtown restaurant and retail activities. Project amenities would include hotel facilities (pool/health club and restaurants), an Outfitters Cabin for summer and winter recreational information, equipment rental and/or sale, and internal open space including trails and passive areas for informal play and gathering. A potential portal to trails on USFS lands could be supported. Circulation would include a single project entry at Minaret Road, internal streets and multi-use trails, and emergency access to Sherwin Creek Road (see **Figure 5-3**).



**Figure 5-4 - Option B Land Use Diagram**



Figure 5-5 - Option C Illustrative Diagram

### OPTION C

Option C represents a higher density project with a major hotel anchor and more substantial recreational and open space amenities (see **Figure 5-5**). The biggest land use difference from the other options is the allowance for an 18-hole championship golf course, a luxury iconic hotel, and substantial four season recreational activities and amenities. To allow for adequate land area and a flowing and integrated routing plan, the course would be constructed on the land area of the current 9-hole course, covenant land, and other project site areas. This alternative contains approximately 790 units which combine townhomes, and stacked condominiums with densities ranging from 6.0 to 30.0 dwelling units per residential acre (see **Figure 5-6**). As previously stated, this density calculation is based on units per residential development area, not on TOML zoning code method of calculation. The unit count represents a typical mix of residential product seen in recent larger-scale mountain resort developments as discussed in the case study section. Higher density residential buildings would again be located more in the center of the developed area, freeing up open space buffer areas around the perimeter of developed area to minimize perimeter building height impacts to surrounding existing residences.

This alternative allows for a major 4-5 star resort hotel development on the southern edge of the property, taking advantage of the views, prominence, and relationship to mountains and forested open space. This hotel could include both traditional hotel keys and hotel condominiums for a total of 400 rooms/suites based on available land area. This room count is typical for hotels that seek to support a range of amenities including food and beverage services, conference facilities, a spa and a high-quality 18-hole golf course. This scenario proposes a height variance to permit the main hotel structure to rise up to 120 feet. This height allows the hotel to accommodate approximately 400 rooms/suites, without occupying a large, sprawling footprint. At the same time this allows a height that enables the hotel/Private Residence Club structure to be complemented by the stunning mountain backdrop, rather than diminished by it. Such a visual relationship would create a memorable signature landmark.

Project amenities would include a combination of public and private facilities associated with the golf course, hotel, open space system, and an additional public node with a general/country store and mini-park near the entry to the site. An extensive internal open space network would support trails, passive play and gathering areas, and potentially a site water feature.

A great lawn adjacent to the hotel would anchor the public open space and host events and passive activities. An Outfitters Cabin for summer and winter recreational information and equipment rentals and sales could be located adjacent to the hotel near neighboring forest land with public parking and connections to internal trails. The circulation system would include an additional project entry to bring the project closer to downtown and provide additional external pedestrian, bike and trail connections. The expanded external and internal circulation may also address potential traffic impacts generated by the project size.

### APPLICANT'S PLAN

The applicant's proposed plan includes 850 residential units, an 18-hole golf course, signature hotel property, Outfitter's Cabin, and retail store on the north side of Old Mammoth Creek Road (see **Figure 1-1**). Residential areas would include townhomes, duplexes and stacked double loaded condominiums. There is limited accommodation for public access or public open space in the project, but both the golf course and hotel would provide significant recreational and restaurant options. Circulation relies on a single entry road at Old Mammoth Road. The Outfitter's Cabin is located on Sherwin Creek Road on the Snowcreek VIII property.

The **Applicant's Plan** was the initial basis for the Framework Issues. In the public workshops for the district planning process, a number of concerns were identified in connection with the Applicant's Plan. Those concerns include the following:

- The Plan's single entry point gives rise to a feeling of a private enclave;
- The Plan appears to need more public access, including public trails and paths;
- Circulation within the project appeared to be largely vehicle oriented with little accommodation for feet-first mobility because the location of future bike paths and trails were not identified on the applicant's plan;
- Community-oriented amenities such as public parks, playgrounds, a snow play area, or other community facilities are not apparent; and
- Much of the higher density housing is double loaded suggesting inward courtyard facing units. These units do not take advantage of mountain or landscape views which are a major advantage of the Snowcreek District location.



Figure 5-6 - Option C Land Use Diagram

**RECOMMENDED OPTION**

**Option C** is recommended as it meets the Town’s expectations as expressed in the General Plan and other planning policy statements. Option C responds to the Framework Issues better than the other options and the Applicant’s Plan. In this light, Option C provides:

- The greatest likelihood of a world-class destination resort that will add to and compliment the existing tourism base in Mammoth Lakes
- Body heat and critical mass necessary to support luxury hotel functions and community amenities
- Sufficient critical mass to support world-class golf in a seasonal setting
- Appropriate density and resort residential diversity, as supported by comparable successful projects
- Economic benefits to the Town including increased four-season visitation, local jobs, spending to support local businesses, property tax base, Transient Occupancy Tax, and expanded recreation/hotel base
- Sufficient density to support some on-site affordable workforce housing
- Increased mobility including greater “feet first” connections within the District and Sphere of Influence
- Increased transit connections, road network and emergency vehicle access
- Increased public access to both District public amenities and portals to adjacent public lands
- Public community facilities including the golf course, parks

(“Great Lawn” for event and passive recreation and a Gateway public-park), multi-use trails, internal open space and trails, and the Outfitters Cabin providing retail sales, equipment rental, regional recreational information, and access to expert local guides and educators.

- Winter recreational activities include snow play area adjacent to the hotel and Outfitter’s Cabin, access to cross-country ski trails utilizing golf cart path system. Other winter activities include snowshoeing, hiking, sledding, etc.
- Private but publically available facilities including a 4-5 star hotel, health club and spa, restaurants, out door dining, etc.
- Conference facilities large enough for mid-size meetings and events
- New convenience retail serving the District and adjacent neighborhoods.

Details of this Preferred Plan and specific recommendations and related responses to Framework Issues are set forth in the following chapter.



Figure 6-1 - Preferred Plan Illustrative

## VI. THE PREFERRED PLAN AND RECOMMENDATIONS

### OVERVIEW

The preferred plan represents a plan by which all future development plans within the Snowcreek District can be evaluated in terms of compliance with the intent of the District Plan. The preferred plan sets the framework and basis by which future planning and design can go forward. The Town and the Applicant(s) can then proceed with confidence and a shared vision of the Snowcreek District and have confidence that the intent of the General Plan and wishes of the community will be fulfilled.

As stated previously, a number of Framework Issues were not addressed in this study because they were legal in nature, addressed design-level detail, or were Applicant/Town issues. These issues are noted in **Appendix B**.

The preferred plan concept is shown in **Figure 6-1**. It calls for an integrated resort development with a major landmark hotel and array of recreational and open space uses integrated within the development. The overall concept integrates the golf course as an open space buffer and landscape transition to natural range and mountain areas to the south and north, existing residential neighborhoods to the west, and Old Mammoth Road to the north. Connectivity to activity nodes on- and off-site guides the design of the circulation system. Further, wherever possible, feet-first mobility is facilitated and encouraged by an alternate pedestrian and bike circulation system. Residential uses are clustered in an open space environment connected by trails through landscape corridors. **Figure 6-8** shows an illustrative view of the project entry and character of residential development.

### CIRCULATION AND MOBILITY

The recommended site circulation and mobility is shown in Figure 6-2. The circulation plan for Snowcreek connects all areas of the development through multi-modal public ways that safely combine roads, multi-use trails, bike lanes, and pedestrian trails. Visitors entering the site from Old Mammoth Road on foot or bike can meander through the site and separated multi-use paths to reach all residential areas and the hotel and potentially connect with public forest land trails beyond. A central open space corridor (see **Figures 6-4 and 6-5**) provides a meandering public path that combines landscape,

seating and informal play areas, and potentially a water feature.

### INTERNAL CIRCULATION AND INGRESS/EGRESS

- To encourage mobility and reduce potential traffic congestion, the site's internal circulation should be connected to Old Mammoth Road in two locations.
- The western connection at Old Mammoth Road should provide vehicular, transit, bike, and pedestrian connections to Minaret Road thereby connecting the District to mountain portals, The Village, and other west Mammoth Lakes neighborhoods (see **Figure 6-7**).
- The eastern connection provides a more direct connection to downtown and eastern Mammoth neighborhoods.
- Both connections should have pedestrian and bike connections to the Mammoth Creek multi-use trails.
- Old Mammoth Road should be improved by the inclusion of a bike lane and completion of MUP on the north side that connects to other Mammoth Creek trails.
- Specific pedestrian and bike movement across Old Mammoth Road at project intersections and details of all of the above recommendations will require input from a traffic engineer during master planning and improvement plan design phases.
- Internal circulation should focus on multi-modal connections to the hotel, residential areas, Snowcreek V, and public areas incorporating safe accommodation for pedestrian, bike and vehicular uses.
- Each internal collector road should accommodate vehicles pedestrians, and cyclists (see **Figure 6-7**). The preferred plan proposes two access entry roads and EVA access that can also be used by Snowcreek V.
- Details regarding specific routes accommodating each use should be defined in detail design phases. However, internal circulation should accommodate cyclists and pedestrians along public streets, while additional pedestrian and bike circulation should be incorporated through open space corridors.
- Parking should not be permitted along collectors and the entry drive.

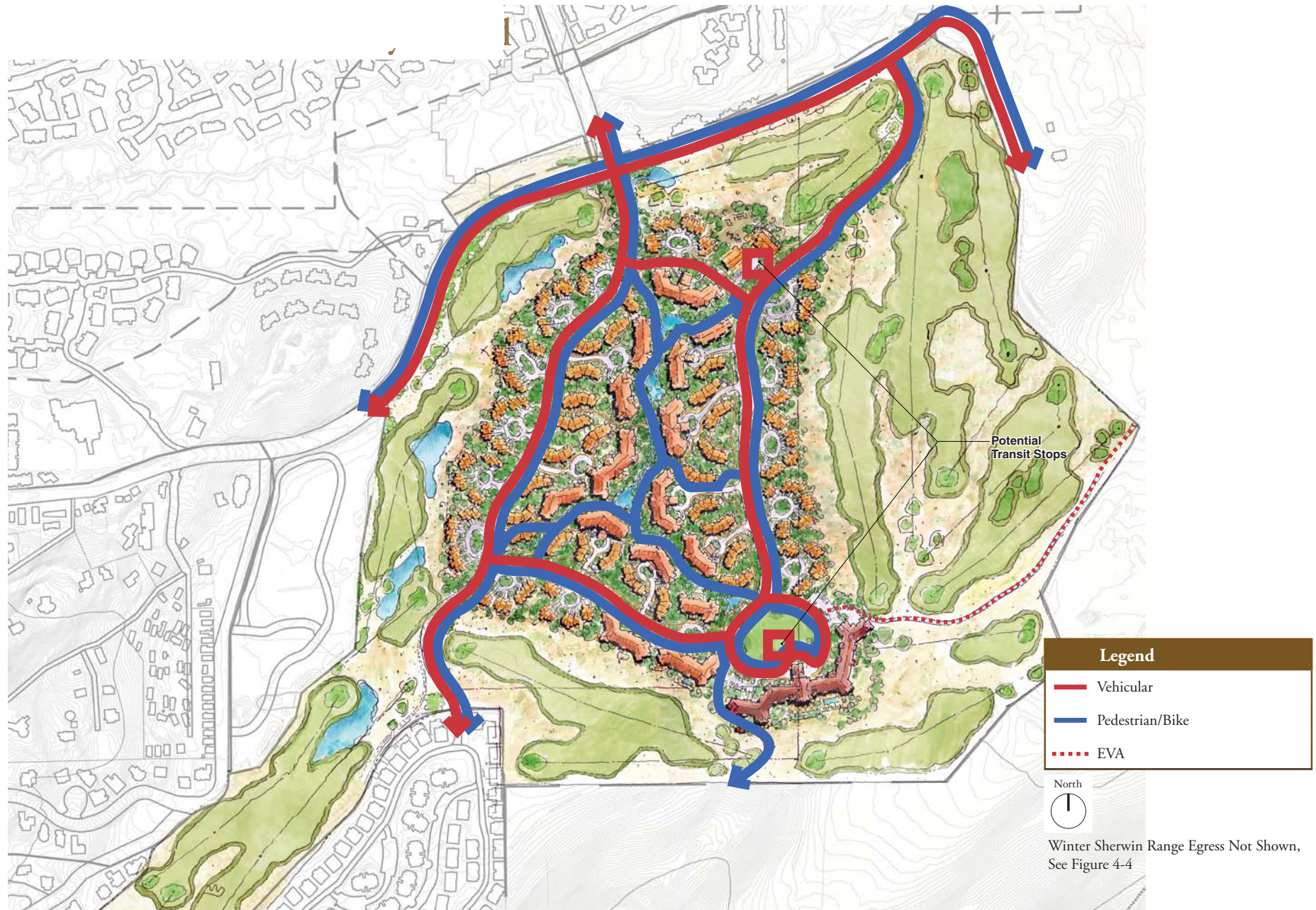


Figure 6-2 - Preferred Plan: Mobility Concept



**EMERGENCY VEHICLE ACCESS (EVA)**

- Emergency vehicle access should be provided from an internal collector road near the hotel area to Sherwin Creek Road.
- A 16-foot all-weather surface road with 8-foot deep pull-outs every 150-feet and no gates is recommended and should be maintained year round, servicing emergency access for not only the Snowcreek VIII site but also Snowcreek V.
- To the extent necessary, the Applicant should coordinate with the USFS and the EVA route must be designed accordingly.
- EVA will be studied for winter and summer use but may not be suitable for summer use due to golf course safety concerns.

**EXTERNAL CIRCULATION**

The Town is concerned about external circulation impacts of new development at Snowcreek VIII. While not a feature of the Project, an extension of Sierra Park Road to Chateau Road has been discussed as a conceptual future option for the Town of Mammoth Lakes to undertake to relieve potential congestion. In addition, roundabouts have been discussed as solutions to possible traffic-calming needs and congestion issues. A roundabout at Old Mammoth Road and Sherwin Creek Road has also been discussed. These solutions should be considered during master planning and detail design phases by a comprehensive traffic study for the District.

- A roundabout at the project entrance at Minaret Road should be included in the Preferred Plan.
- South of Old Mammoth Road there should be landscaping separating the golf course from the road. The specific intersection design at Old Mammoth Road and Sherwin Creek Road should be determined during detailed design and planning.

**OTHER CIRCULATION RECOMMENDATIONS**

- Add at least two transit stops to link to the Town’s public transit system: at the hotel node and at the gateway/general store node near the intersection of Sherwin Creek Road and Old Mammoth Road. (see **Figure 6-2**).
- Parking for bicycles and vehicles at both key activity nodes should be planned during detailed design phases.

**RECREATION, OPEN SPACE, AND PUBLIC ACCESS**

The recreation and open space concept provides a variety of open space options connected by public trails both inside and outside the District (see **Figure 6-3**).

- Summer and winter recreation should be centered around nodes which serve as convenient internal staging points for the use of trails, parks, open space, the golf course, hotel amenities, and the Outfitters Cabin.
- Each activity node should provide specific recreation needs such as parking, restrooms, food and beverage purchase/service, recreational equipment, and information.
- As shown, there should be at least two major public nodes on the site, the gateway area and the hotel. The gateway node should be more connected to downtown and adjacent neighborhoods and provide retail, transit stop, public parking, and a public park. It should also be a site gateway to the internal open space and public trails within the site.
- High quality and sensitive design of landscaped open space systems should be addressed through Design Guidelines. It is recommended that Design Guidelines be created by the developer and a professional landscape designer.



Figure 6-3 - Preferred Plan: Open Space Concept



Figure 6-4 - *Open Space Corridor Rendering*



Figure 6-5 - *Open Space Corridor Plan View*

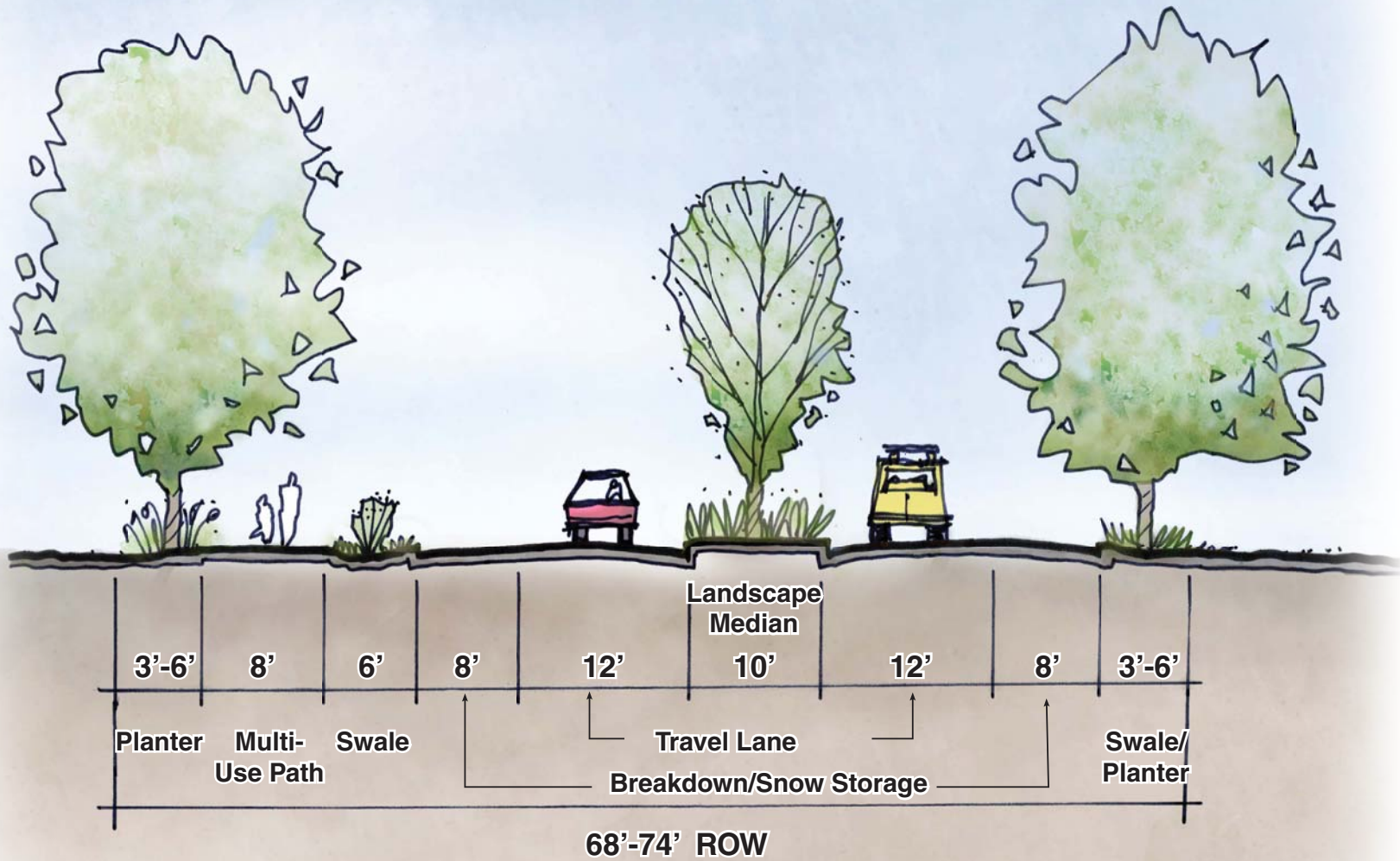


Figure 6-6 - Street Section: East Project Entry at Old Mammoth Road looking North

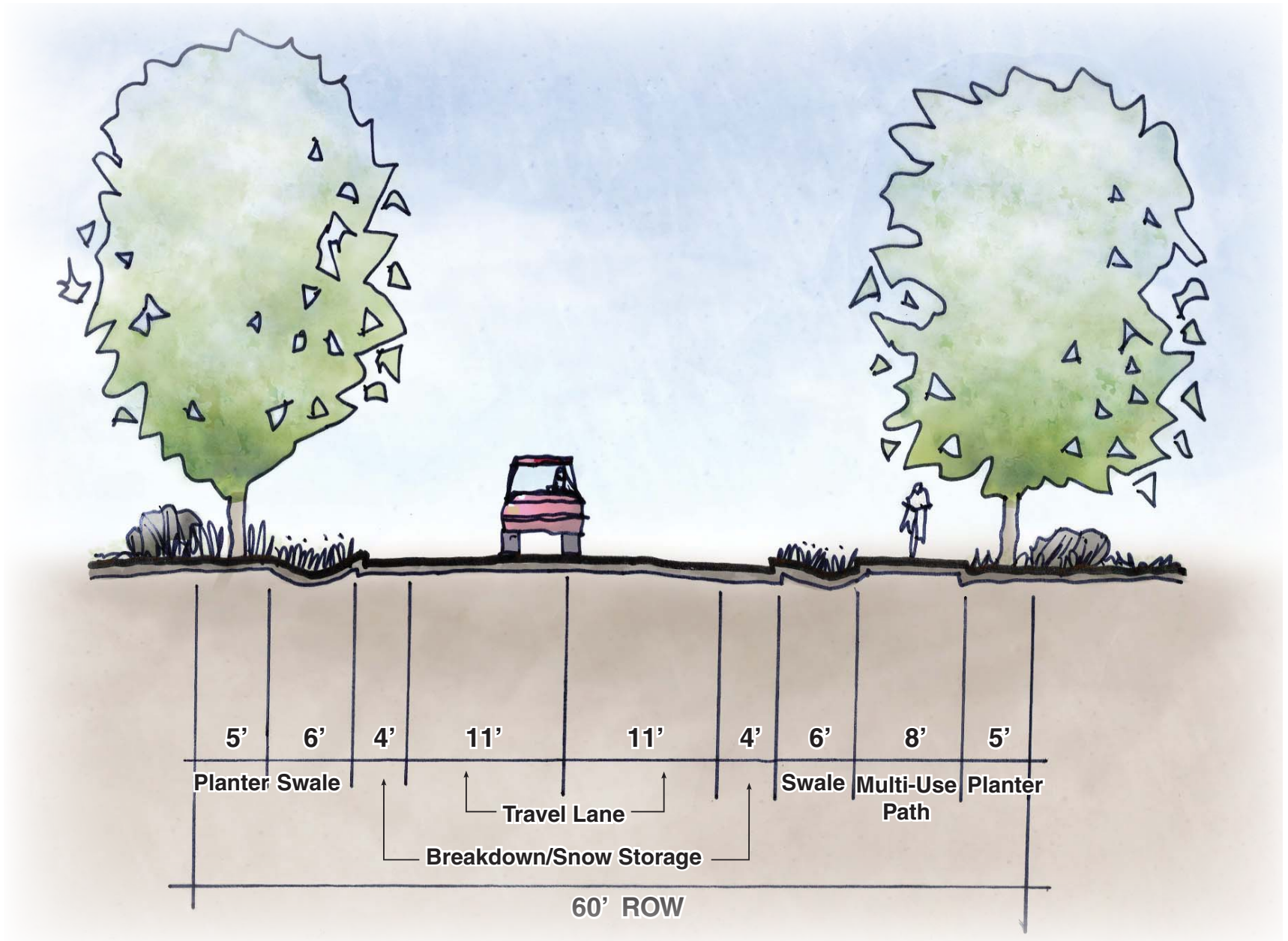


Figure 6-7 - Street Section Looking North: Internal Collector and Minaret/OMR Project Entry

The following are recreation and open space recommendations related to the hotel resort node.

#### **GREAT LAWN**

This large, open, public lawn should comprise one to two acres for multiple summer and winter activities.

- In the summer, it should be handsomely landscaped and include public seating areas. Summer activities could include art festivals, picnics, holiday celebrations, and passive recreation.
- Winter activities could include a temporary snow play area, tree decoration and passive uses such as star gazing.
- Public amenities should have easy access to restroom facilities.
- While the hotel operator will ultimately determine programming, restroom locations and quantity.

#### **GOLF COURSE, PRO SHOP, AND PRACTICE AREA**

- The preferred plan includes an 18-hole championship golf course designed by a top course architect.
- Golf course design should carefully consider surrounding existing uses to limit any negative impacts.
- The course should offer challenging play, emphasizing the stunning natural setting and views.
- A pro shop should be connected to the hotel which allows for high quality food and beverage services.
- A practice area should be located in close proximity to the pro shop to allow for easy access for guests.
- All of these facilities should combine to deliver a world-class, memorable golf experience that would become part of the identity of Snowcreek and Mammoth Lakes.
- In the winter, the course will provide cross-country skiing and snowshoeing trails. These activities should be organized and conducted in a fashion which does not compromise the non winter function of the golf course in terms of design, construction, or operation.
- Finally, all year round, the open space created by the course should preserve the stunning views from Old Mammoth Road across the project site to the Sherwin Range.

#### **OUTFITTERS CABIN**

The preferred vision for the Outfitters Cabin is a meeting place with “concierge” service to connect users to many of the recreational offerings in Mammoth Lakes – on- and off-site.

- These services should include skiing, back country skiing and snowboarding, fishing, pack trips, back packing, hot spring trips, day trips to Mono Lake and Yosemite, rock climbing, youth activities, snow play areas, etc.
- Representatives from various recreational activity/service providers should be present at the Cabin to provide information, trip scheduling and equipment sales/rentals.
- Since recreation guides that offer tours to areas of the Sherwin Range, Kerry Meadow and other USFS lands require a USFS guide permit, the appropriate USFS permit should be sought by all Outfitter Cabin guides working in USFS lands.

#### **GATEWAY PUBLIC PARK**

The incorporation of a small community park at the gateway/general store node is recommended.

- The park should provide convenient active open space for both residents and visitors.
- This park should include a children’s play area with picnic and seating areas, shade, play equipment, and small play field/multi-use court.

#### **TRAILS AND PATHS**

In line with sustainable neighborhood design strategies that promote “feet first” mobility, sidewalks/pathways locations are recommended throughout the open space system.

- Connections from the Sherwin Range to the Old Mammoth Road and Town, the hotel area, and Snowcreek V should be provided within the open space circulation system.
- The project should incorporate Class I and/or II paths onsite that connect the site with Mammoth downtown and other areas of town.

- Way-finding design and placement will reference comments presented in the Trails System Master Plan.
- Primary open space trails will be maintained for winter use.

Final locations, engineered cross sections, dimensions, and material selections should be subject to detailed design in subsequent phases, but should aim to make logical links, i.e., Class I connecting to Class I, etc. The following GIC points should be referenced in the final design of the Project trail plan (MLTPA GIC points are not approved and are in draft form only):

- Proposed GIC 163: via Sherwin Creek Road
- Proposed GIC 158: via winter access on golf cart paths
- Proposed GIC 151 and 134: via safe crossing at Sherwin Creek Road and Old Mammoth Road
- Proposed GIC 137: not within Snowcreek District, at Tamarack Street adjacent to Urban Growth Boudnary
- Proposed GIC 27: to be determined in detail planning
- A multi-use path or trail portal to the Sherwins at the southern boundary of site, near the Outfitter’s cabin is one possible trail configuration that could be considered.
- The specific location of such a portal will be determined during master planning and detail design phases. The Sherwin Trails Area Special Study (STASS), when complete, may feature relevant suggestions for such an amenity.

**WAYFINDING AND PUBLIC ART**

All public open space and recreation facilities should be linked by public trails and guided by wayfinding system.

- The system should allow users to find recreational facilities and move easily from one area of the District to the other.
- The wayfinding system has the potential to be combined or expressed through a public art program that provides art at each wayfinding station or in major activity areas such as the hotel or project entry area.

**PARCEL NORTH OF OLD MAMMOTH ROAD**

The Snowcreek VIII parcel north of Old Mammoth Road is recommended by the community to be preserved as open space.

**INTERPRETIVE CENTER**

- The District should include an Interpretive Center describing the history, culture and ecology of the region.
- Public input suggested that the Applicant’s proposed location should be re-located to create synergies with other interpretive or park facilities such as the Hayden Cabin to bolster the “Great Park” concept for Mammoth Creek Park East.

**LAND USE: GOLF, HOTEL AND RETAIL**

The following locations of key non-residential land uses is recommended.

- Buildings for a variety of uses in the project should be located to best support recreational, leisure and feet-first use, through logical adjacencies, trail and vehicular circulation.
- The hotel, pro-shop, practice area, and Outfitters Cabin should be clustered in a node that takes advantage of views and proximity to outdoor recreational opportunities.
- The general store and mini-park should be clustered in a node with easy visibility and access from Old Mammoth Road and safe pedestrian connections.



*Hotel Architectural Character Imagery*



**HOTEL**

The preferred plan recommends a hotel with up to 250 guest rooms/suites and up to 150 private resident club rooms/suites. The hotel should operate as a full-service resort of superior quality offering top-class amenities and services to guests including conference/event facilities, spa, pool, restaurants and programmed activities.

- The hotel should become a recognizable icon exhibiting signature architecture for Snowcreek and Mammoth Lakes, rising no higher than 120 feet to be appropriately set against the massive and stunning backdrop of the Sherwin Range.
- Quality hotel design, landscaping, lighting, and screening should be ensured by Design Guidelines recommended to be prepared by the developer.

The success and sustainability of a luxury hotel is dependent on mid-week and shoulder season occupancy. The 1981 master plan, as well as the preferred plan, recommends a diverse mix of recreational, hotel, and other amenities to support the goal of four season and mid-week use. Ultimately, the increase of “hot beds” in the transient portions of the project should support higher occupancy and use of the other residential products on the site.

- The successful layout of the hotel should reflect cognizance of the amenities, adjacencies and the need for efficient operations and supporting maintenance.
- Amenities should be located largely at the ground floor to satisfy ease of access for both resort and members of the public and take advantage of indoor/outdoor utilization (e.g. views, climate, and connectivity to the open space).
- Conference/meeting event potential in the shoulder and summer seasons for up to 250-400 people could include product launches, incentive trips, corporate meetings, and trade expositions. Smaller event programs for executive retreats could run in parallel with the larger event programs. Private weddings, birthdays, anniversaries, bar mitzvahs, and other private functions in the summer can occur on an indoor/outdoor basis.
- The hotel should provide underground parking facilities to preserve the integrity of the resort setting and natural environment.

The recommended hotel program should provide sufficient space to accommodate commercial and retail services. Below, Hart Howerton has provided typical program elements associated with a luxury resort product that are economically and operationally viable. The luxury resort product, in Hart Howerton’s experience as represented on the preferred plan, is unlikely to sustain 150,000 square feet of commercial activity as was approved in the 1981 Snowcreek Master Plan. The market position and location of a luxury resort product as proposed for Snowcreek will not be likely to produce sufficient demand for 150,000 square feet for commercial and retail use.

Program elements and an approximate range of square footage appropriate for this market sector are provided below:

- Conference/meeting facilities/catering (10,000/sqft – 15,000/sqft Front of House (FOH) plus 10,000 sqft -15,000 sqft BOH)
- Signature restaurant (5,000 sqft)
- Casual family style restaurant (5,000 sqft)
- Bar (2,500 sqft)
- Patio and pool bar/grill (7,500 sq ft)
- Lobby food and beverage (3,000 sq ft)
- Boutique retail outlet in hotel lobby (750 sq ft)
- Spa and fitness related retail (1,250 sq ft)
- Spa and fitness club (10,000 sqft – 15,000 sqft)
- Golf proshop retail (1,500 sq ft)
- Outfitters Cabin selling apparel, outdoor gear and equipment, books and maps, equipment rental, tours and activities (2,000 sq ft)
- Food emporium/market (3,000 sq ft)
- Garaged public parking

The preferred plan recommends approximately 62,500 sq ft of commercial and retail uses. The actual program will ultimately determined by a more detailed analysis by the hotel operator/developer during detailed design phases.

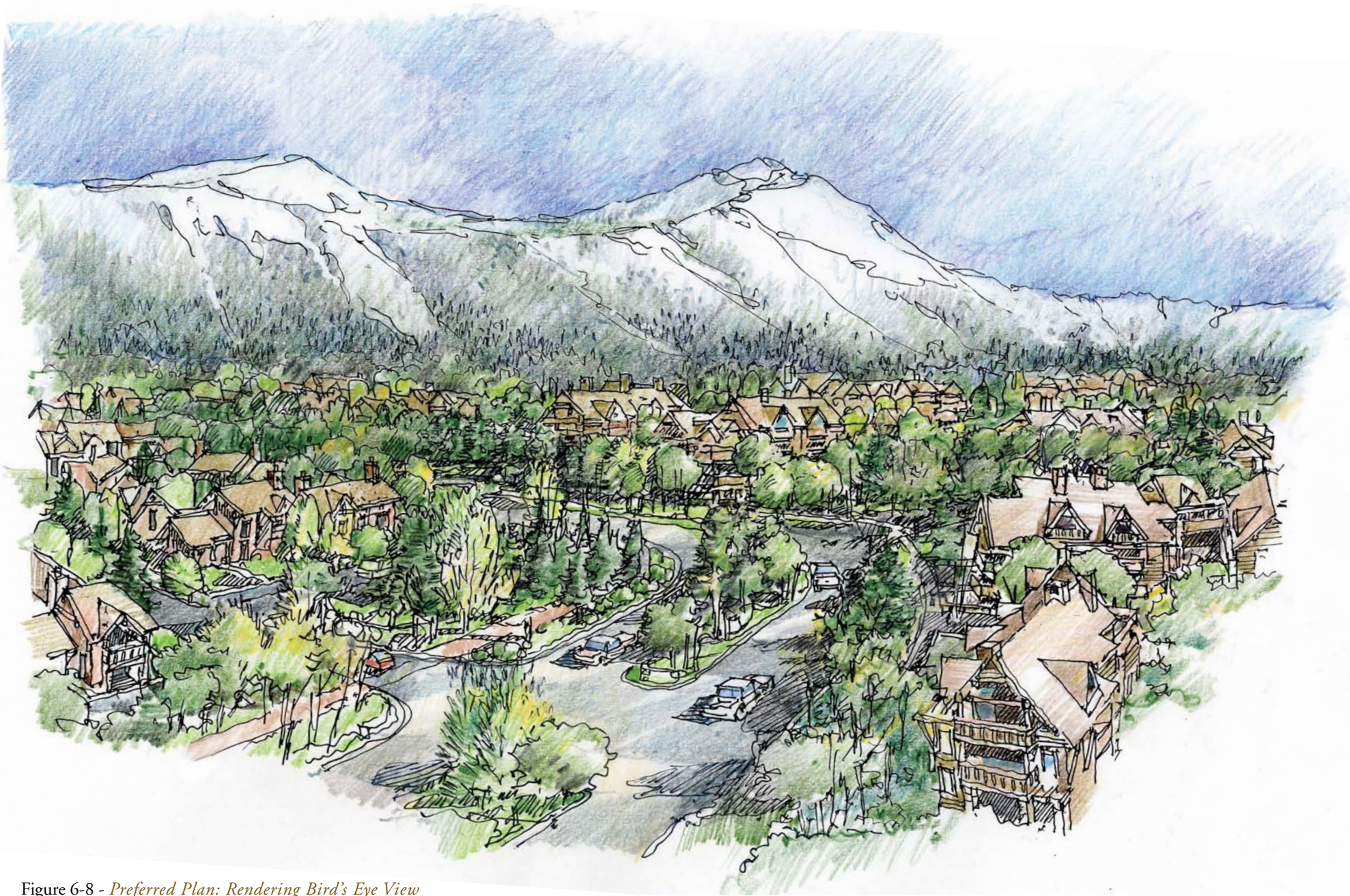


Figure 6-8 - Preferred Plan: Rendering Bird's Eye View

**RETAIL**

- The project should incorporate a “general store” of 1,000 to 3,000 square feet at the gateway to the site nearest the Sherwin Creek Road entrance.
- The store should offer sundries and specialty food and beverages.
- The architecture of the store must be authentic and recognizable, as this store will become an entry landmark for the project.
- Short-term parking for customers should be accommodated.

At a minimum, all buildings and public spaces must conform to ADA standards. Specific accommodations to be determined in detail design phases.

**CHARACTER AND RESIDENTIAL DENSITY**

**RESIDENTIAL DENSITY**

As previously discussed, the project character and residential density, including the hotel, are intertwined. There is no formula that quantitatively determines appropriate density for a given area or project. Based on the research and analysis presented herein, the recommended residential density for the preferred plan allows for approximately 790 units with a variety of product types at a range of densities. Figure 6-8 shows an illustrative image of such a density. Given the circulation, open space, hotel and retail use distribution recommended in the preferred plan, it is recommended that residential development be distributed throughout a residential “core” featuring three product types:

- Low Density: two-story townhouses around the perimeter of the developed core of the project with a maximum height of 35 feet.
- Medium Density: two-to three-story condominiums and townhomes with underground parking located throughout an intermediate ring around the developed core with a maximum height of 45 feet.
- Medium/High Density: three-story condominiums with

underground parking located throughout the central developed core of the project with a maximum height of 45 feet.

These product types and densities should achieve several objectives:

- Allow for a transition of density from low-to-higher density moving from the edge of the developed core to the center. This softens the visual effect on adjacent lower-density neighborhoods, preserves views from within the core, and by placing the higher density products in the center, frees up land for open space connections.
- Offer a variety of residential product types to attract a range of buyers.
- Create a critical mass on site that will support the hotel and golf course.

**LANDSCAPE CHARACTER**

- It is recommended that landscaped open space systems be designed in a sensitive and appropriate way to improve the overall character of the resort environment.
- Landscape character of the development should be an extension of and complementary to the native high meadow and range landscape character.
- Plant materials should be determined in more detail in future detail design phases.

**ARCHITECTURAL CHARACTER**

While the discussion of what is appropriate architectural design can be largely subjective, Design Guidelines can set the standard for certain design elements that can guide and ensure long-term quality. Authenticity in architectural design can greatly contribute to community acceptance, longevity and value. This can be achieved by careful study of architectural precedents, attention to detail, and construction with high-quality materials. This quality should apply consistently throughout the resort environment.



- The scale and grandeur of the Sherwin mountain backdrop can both enhance and complement the visual effect of the hotel.
- To achieve a visible and iconic signature architectural statement for the hotel, it is recommended that the hotel reach up to 120 feet in height.
- Residential development should not exceed 35 feet for low density buildings and 45 feet for buildings with underground parking.
- For the Applicant’s future plan submittals, it is recommended that the massing and form of buildings, facade articulation, roof pitches, and dormer character/organization reflect and satisfy the mountain resort vernacular.
- Reflectivity of materials and the appropriate choice of color should form part of the Applicant’s detail design submittals to ensure to attenuate the development visually recedes against the backdrop of the Sherwin Range.
- The Applicant’s detailed design submission should refer to materials and colors relevant to the regional vernacular.

**SUSTAINABILITY**

As discussed previously, there are key neighborhood development strategies that support sustainable neighborhood design, many of which have been previously recommended in the General Plan. The following strategies have been incorporated throughout these recommendations:

- Diverse land uses and residential types should be integrated within the community.
- “Feet-first” mobility should be emphasized to create a more accessible and vibrant community.
- Multi-modal transportation options should be provided for residents, local visitors, and guests.
- Public amenities should be provided throughout the project site including passive and active recreation, public plazas and gathering spaces, trails, and landscaped areas.
- Native plant materials and landscape should be used to increase wildlife habitat and food sources consistent with the local ecology.

Sustainability strategies not previously specifically addressed include:

- Integrated storm water management techniques should be incorporated into the golf course and common landscape areas where practical to reduce run off, increase percolation, and treat on-site stormwater.
- A commitment to new sustainable building technologies that utilize energy saving construction materials, methods, and systems and allows for the integration of future financially feasible technologies should be made.

As part of sustainability considerations, this study briefly explored broad issues related to workforce housing, including appropriate location and number of units to be included on site. As noted earlier in this report, brief research for this study revealed no clear pattern in policy within other mountain resort communities, except that workforce housing mitigation was required.

- Ultimately, the Town, the Applicant and other stakeholders should work together to determine a solution that supports convenient workforce housing options that is complementary to the Snowcreek resort and best serves the needs of the Town of Mammoth Lakes.
- Some workforce housing should be integrated within the community.

In terms of water supply (according to stakeholder meetings), Mammoth Community Water District is working with the Applicant on an agreement for recycled water use at the golf course. The recycled water supply that would serve Snowcreek is currently under construction.

- It is further recommended that integrated storm water techniques be discussed and incorporated during detailed design phases.
- Finally, it is recommended that sustainable building technology and construction techniques be incorporated during detailed design and construction phases of the project.





APPENDICES  
A. FRAMEWORK ISSUES MATRIX

**Snowcreek Neighborhood District Plan  
Framework Issue Identification<sup>1</sup>**  
Town Council Approved Framework Issues (6-18-08)

<b>Element or Topic</b>	<b>Issues</b>	<b>General Plan Summary Evaluation Item</b>
<p><b>Density and Impacts to PAOT</b> (Population at One Time).</p>	<ol style="list-style-type: none"> <li>1. Should Snowcreek VIII be permitted to harvest unused density from other earlier phases of Snowcreek? This would increase the density for the Snowcreek VIII site above the density allowed by the existing master plan. “New” vs “updated” master plan. Where is density being transferred from (i.e. what earlier phases of Snowcreek)?</li> <li>2. What factors should be considered in deciding among the range of density alternatives analyzed in the EIR (range from 530 - 1,186 units)? Also, is density calculated in net or gross acreage, and does it include the golf course land exchange?</li> <li>3. How does this density impact the North Village and Old Mammoth Road/Main Street areas as well as the town total (PAOT limited to 52,000 by General Plan Policy L.1.A)?</li> <li>4. How is density provided in proportion to community amenities?</li> <li>5. How would the additional density being requested benefit the community of Mammoth Lakes?</li> <li>6. Project proposes to use ½ unit of density for studio and 1-bedroom units of less than 850 s.f. to be counted as a ½ density unit; is this acceptable?</li> </ol>	<ol style="list-style-type: none"> <li>1. Goal L.1 and L.3; Policy L.3.G and L.3.H.</li> <li>2. Goal L.1, L.3, L.4, and L.5.</li> <li>3. Goal L.1 and L.3; Policy L.1.A, L.3.B, and L.3.E.</li> <li>4. Goal L.4 and L.5; Policy L.3.C, L.3.F, L.5.A, L.5.E, and L.5.F.</li> <li>5. Goal L.3, L.4, and L.5; Policy L.3.H.</li> <li>6. Goal L.1 and L.3.</li> </ol>

<sup>1</sup> As decided by Town Council on May 7, 2008, these issues shall be addressed through the Snowcreek district planning process to the satisfaction of the Planning Commission and the public.



<p><b>Land Use</b> (Mix and types of uses [housing, commercial, retail, etc.] and physical development characteristics [height, setbacks, massing]).</p>	<ol style="list-style-type: none"> <li>7. What is an appropriate mix of and location(s) for housing types, and commercial and retail space?</li> <li>8. Is it appropriate to site buildings on north side of Old Mammoth Road? (relates to issue 80).</li> <li>9. What are appropriate building heights, mass and scale in this district? What is the appropriate location for the hotel?</li> <li>10. Is the location of the propane tank farm and outfitters cabin consistent with the Covenant and definition of Open Space?</li> <li>11. What are the affordable housing needs and impacts of on-site housing, off-site housing, and/or in-lieu fees? How are affordable units sited within the project (i.e. clustered together or dispersed throughout the site)?</li> <li>12. Where will the off-site required affordable housing units be built and who will take on the finance, construction, environmental, and political risk of building them? What are the impacts of providing all affordable units required on-site (e.g. traffic, density, livability, etc.)?</li> <li>13. This project is more than a “district,” it is a “community.” The concept of a self-sustaining community (i.e. services needed for the community are provided within the community) should be discussed.</li> </ol>	<ol style="list-style-type: none"> <li>7. Goal L.1 and L.3; Policy L.3.C, L.3.F, L.5.A, L.5.E, and L.5.F.</li> <li>8. Goal L.1, C.2, and C.4; Policy C.2.D, C.2.M, and C.4.A.</li> <li>9. Goal C.2; Policy C.2.V, C.2.W, and C.2.X.</li> <li>10. Goal L.6; Policy L.6.A, L.6.B, and L.6.D.</li> <li>11. Goal L.1 and L.2.</li> <li>12. Goal L.1 and L.2.</li> <li>13. Goal L.3; Policy L.3.C, L.3.F, L.5.A, L.5.E, and L.5.F.</li> </ol>
<p><b>Character</b> (Architecture and sense of place).</p>	<ol style="list-style-type: none"> <li>14. How does the project’s site plan, similar to a suburban subdivision and with many buildings of similar design, “enhance the community’s unique character” and “complement, not dominate, the natural environment?” Diversity of building types and forms should be discussed.</li> <li>15. How does the proposed site plan ensure that the project will be a neighborhood within the community, rather than an enclave of second homeowners surrounded by a golf course moat?</li> </ol>	<ol style="list-style-type: none"> <li>14. Goal C.1 and C.2; Policy C.2.D, C.2.I, and C.2.L; Neighborhood and District Character Goals.</li> <li>15. Goal C.1, C.2, and C.3; Policy C.2.A, C.2.E, and C.3.B; Neighborhood and District Character Goals.</li> </ol>

	<p>16. Where is the functional open space within project? Functional open space could be pocket parks, playgrounds, dog parks, picnic areas, etc.</p> <p>17. This site is visually accessible from many places in town; high quality architecture is needed.</p> <p>18. How will light trespass from the hotel, especially with height requested, be addressed?</p> <p>19. What is the Public Art plan for the project?</p>	<p>16. Goal C.1 and C.2; Policy C.2.B, C.2.L, C.2.M, and C.2.N.</p> <p>17. Goal C.1 and C.2; Policy C.2.T and C.2.U.</p> <p>18. Goal C.5.</p> <p>19. Goal A.1, A.2, and A.3.</p>
<p><b>Sphere of Influence</b> (Transitions and consistency with adjoining areas).</p>	<p>20. How will the project provide for appropriate buffers between the project and public lands, other residences, Mammoth Creek Park, etc.?</p> <p>21. What is the relationship of this Neighborhood District Plan to the adjoining portions of Snowcreek, Old Mammoth and the Bluffs?</p> <p>22. How are the Mammoth Creek Special Study considerations and the East OSSC study related and affected by this project?</p> <p>23. This project will have impacts on surrounding uses, such as the USFS lands. How will this be addressed? A large sphere of influence is appropriate. The USFS needs to be a partner in the Snowcreek VIII discussions and decisions (e.g. USFS Draft Snowcreek VIII EIR letter).</p> <p>24. The Sphere of Influence for this project is extensive. The abandoned Sherwin Ski Bowl should be analyzed as part of the Sphere of Influence. Existing egress issues from the Sherwin Range should also be addressed.</p> <p>25. Sphere of Influence analysis should address Mammoth Meadow (south of the project site).</p>	<p>20. Goal C.1, C.2, and C.4; Policy C.2.E; Neighborhood and District Character Goals.</p> <p>21. Goal C.1, C.2, and C.4; Neighborhood and District Character Goals.</p> <p>22. Goal C.1, C.2, and C.4; Neighborhood and District Character Goals.</p> <p>23. Goal C.1, C.2, and C.4; Neighborhood and District Character Goals.</p> <p>24. Goal C.4; Neighborhood and District Character Goals.</p> <p>25. Goal C.1, C.2, and C.4; Policy C.2.E; Neighborhood and District Character Goals.</p>

	<p>26. How will the project be integrated with the Snowcreek V development? Short-term and long-term impacts to Snowcreek V, including construction impacts such as noise, dust, and construction traffic, should be addressed.</p> <p>26a. MLTPA GIC off-site recreation points/points of connection will be shown on an expanded diagram illustrating feet-first connections to appropriate destinations that are both within and outside of the Sphere of Influence.</p>	<p>26. Goal C.1 and C.4; Policy M.3.G.</p> <p>26a. Goal M.3, P.3 and P.5.</p>
<p><b>Circulation, Mobility and Parking</b> (Feet-first, park once, way-finding, trails, and pedestrian facilities).</p>	<p>Connectivity</p> <p>27. How is public access and connectivity provided into, through, and out of the project in all seasons by all modes of mobility (feet, bike, motorcycles, skiers, snowmobiles, cars, snowboarders, ADA, etc.)? Accommodate a variety of users with a clearly defined and detailed trails map.</p> <p>28. The project should be efficiently and effectively integrated /connected with the rest of the community year round, including public connections to adjoining neighborhoods.</p> <p>29. Where is the access across the golf course to Sherwin Creek Road, the proposed outfitters cabin and the USFS land to the south? What types of connections are these (e.g. full roads, paved trails, etc.)? Design the project while respecting sensitive lands and resources, such as the Mammoth Meadow area that is currently being restored.</p> <p>30. How are Snowcreek V and VIII residents and visitors connected to destinations (e.g. ski area) via “feet-first?”</p>	<p>Connectivity</p> <p>27. Goal M.3, M.4, M.7, and C.3; Policies M.3.B, M.3.C, M.4.A, M.4.B, and C.3.C.</p> <p>28. Goal M.4; Policy M.4.A and M.4.B.; Neighborhood and District Character Goals.</p> <p>29. Goal M.4; Policy M.4.A and M.4.B.</p> <p>30. Goal M.3, M.4 and R.1; Policy M.3.B, M.3.C, and M.4.B.</p>

	<p>31. How does the project improve rather than worsen Town-wide conditions, such as traffic and public access?</p> <p>31a. Study separated access for pedestrian/bicycles at Minaret and Old Mammoth Road including a tunnel.</p> <p>Feet First</p> <p>32. How does the project achieve “feet-first, transit second and cars last” mobility and how are all modes of transportation provided to and through the streets (e.g. pedestrians, bicycles, and vehicles)?</p> <p>33. How does the project provide a variety of summer and winter trails connected to the Town’s trail and transit system? (e.g. MLTPA letter)</p> <p>34. Options for effective non-motorized (feet-first) access to the outfitters cabin, interpretive center/market and trailheads should be discussed.</p> <p>35. Where are sidewalks proposed? Sidewalks should at least be located on the main street and within the project to get people to destinations like the market.</p> <p>36. How will Snowcreek VIII visitors of all ages cross to the market over what will be an even busier Old Mammoth Road without a car? What are the options for safe crossing?</p> <p>37. Streets, although private, should be built to Town Standards. Also, how does public transit work on private streets (e.g. snow removal)?</p>	<p>31. Goal M.3 and M.4; Policy M.3.A and M.4.B.</p> <p>31a. Goal M.3, M.4 and P.5; Policy M.4.B and P.5.B and P.5.C.</p> <p>Feet First</p> <p>32. Goal M.3, M.4, M.5, and M.7; Policy M.3.B, M.3.C, M.3.D, and M.4.A.</p> <p>33. Goal M.3, M.4, M.5, and M.7; Policy M.3.B, M.4.B., M.5.B, M.7.A, and M.7.F.</p> <p>34. Goal M.3 and M.4; Policy M.3.B, M.3.C, and M.4.B.</p> <p>35. Goal M.3, M.4, and C.3; Policy M.3.B, M.4.B, and M.4.C.</p> <p>36. Goal M.3, M.4, M.8 and C.3; Policy M.3.B, M.4.B, M.4.C, M.8.A, and M.8.C.</p> <p>37. Goal M.7 and M.5; Policy M.7.H and M.5.A.</p>
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	<p>Transit</p> <p>38. The project includes the extension of the Red Line MMSA bus route and shuttles. Are these all needed? Can there be coordination between existing transit systems (e.g. Town, MMSA, ESTA) to create a more effective transit system? A sufficient transit plan is needed.</p> <p>39. There appears to be a potential bottleneck at the hotel with the Red Line and shuttles. How will this be addressed?</p> <p>40. Is there enough transit capacity for this project? What are the operating costs for the transit system? Who operates it and pays for it?</p> <p>41. A shuttle to the airport should be included.</p> <p>42. How do people get from the market with their groceries without their cars? Should there be a bus stop and shelter here?</p> <p>43. Shared and pooled parking connected to transit, such as park-n-ride lots, should be discussed.</p> <p>Way-Finding</p> <p>44. Where are multiple sites for interpretive activities and interpretive way-finding throughout the project?</p>	<p>Transit</p> <p>38. Goal M.5; Policy M.5.A, M.5.B, and M.5.C.</p> <p>39. Goal M.3 and M.5; Policy M.3.H and M.5.A.</p> <p>40. Goal M.5; Policy M.5.A, M.5.B, and M.5.C.</p> <p>41. Goal M.2 and M.5; Policy M.2.F and M.5.A.</p> <p>42. Goal M.3 and M.5; Policy M.3.B, M.5.A, and M.5.B.</p> <p>43. Goal M.5 and M.6; Policy M.6.B.</p> <p>Way-Finding</p> <p>44. Goal M.1.</p>
<p><b>Recreation and Community Amenities</b> (Recreational opportunities and facilities and open space).</p>	<p>Recreation and Trails</p> <p>45. How will the project add to the existing recreation base to serve future residents and visitors?</p> <p>46. Will the golf course be a regulation PGA-approved and/or brand name golf course? This is the last chance the Town has to develop a golf course that can attract professional tournaments and associated events.</p>	<p>Recreation and Trails</p> <p>45. Goal P.2, P.3, and P.4; Policy P.2.B, P.2.C, P.4.A, and P.4.B.</p> <p>46. Goal P.4; Policy P.4.A.</p>

	<p>47. Golf course should allow for convenient 9-hole or 18-hole play (i.e. club house located adjacent or close to holes 1, 9, 10, and 18).</p> <p>48. The golf course should be usable year round to support an active rental program. What passive and/or active winter uses are appropriate (e.g. cross-country ski trails, snowshoe, snowmobiles, etc.)?</p> <p>49. What is the feasibility of a ski trail system on golf cart paths and around project's perimeter? How do golf carts and skiers and other users cross roadways within the golf course?</p> <p>50. What do the updated Master Parks and Trails Plans say about this area?</p> <p>51. Where are year round public trails located throughout the site that connect to existing trails?</p> <p>52. Where will the driving range, a very popular amenity with visitors and locals, be relocated?</p> <p>53. A snow play area/sledding hill with convenient access and services should be considered. A potential snow play area has been previously discussed in this location.</p> <p>54. What activities are provided for people of all ages? A golf putting course is a recreational amenity that all ages can enjoy; is a putting course feasible for the project?</p> <p>55. The recreation amenities should be built first, to allow parks and recreation to keep pace with a growing community.</p>	<p>47. Goal P.4; Policy P.4.A.</p> <p>48. Goal P.4 and P5; Policy P.4.A, P.4.B, P.4.C, P.5.C, and P.5.E.</p> <p>49. Goal P.3, P.4, and P5; Policy P.3.A, P.3.B, P.3.C, P.4.A, P.4.B, P.4.C, P.5.C, and P.5.D.</p> <p>50. Goal P.1, P.2, and P.3; Policy P.2.B, P.3.A, and P.5.C.</p> <p>51. Goal P.5; Policy P.5.B, P.5.C, and P.5.D.</p> <p>52. Goal P.4; Policy P.4.B.</p> <p>53. Goal P.4; Policy P.4.B.</p> <p>54. Goal P.4; Policy P.4.B.</p> <p>55. Goal P.1, P.2, P.3, P.4, and P.5.</p>
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	<p>55a. Are there adequate year round recreation opportunities for density and projected population proposed? How are recreation facilities and community amenities maintained and operated (transit stops, outfitter cabin, etc.)?</p> <p>Public Access</p> <p>56. How does the project provide ready public access to hiking/mountain bike trails and backcountry skiing on adjacent U.S. Forest Service land? (e.g. MLTPA letter)</p> <p>57. What are the options for this project to adequately solve the Sherwin's egress/Ranch Road issue for backcountry skiers and snowboarders?</p> <p>Community Amenities</p> <p>58. What are appropriate recreation options and amenities for this project and district? What is the value of the amenities to community as well as project? What amenities and services are provided by the hotel for other neighborhoods including previous Snowcreek phases?</p> <p>59. Should an interpretive center be located within this project versus contributing to center located elsewhere in town (e.g. Hayden Cabin site)? Also, the log cabin at Canyon Blvd/Lake Mary Road needs to be moved in future.</p> <p>60. Is a 3,000 s.f. market an appropriate size? Why?</p> <p>61. What is an appropriate conference/meeting space size? Why? This space could complement special events, especially in conjunction with a regulation PGA-approved golf course.</p>	<p>55a. Goal P.2, P.3, and P.4; Policy P.2.B, P.2.C, P.4.A, and P.4.B.</p> <p>Public Access</p> <p>56. Goal P.3; Policy P.3.A, P.3.B, and P.3.C.</p> <p>57. Goal P.3; Policy P.3.A, P.3.B, and P.3.C.</p> <p>Community Amenities</p> <p>58. Goal P.2, P.4, P.5, L.3, and L.5; Policy P.2.B, P.2.C, P.4.B, P.5.C, L.3.F, L.5.E, and L.5.F.</p> <p>59. Goal P.1 and P.2; Policy P.2.D and P.2.E.</p> <p>60. Goal L.3 and L.5; Policy L.3.C, L.5.A, and L.5.F.</p> <p>61. Goal P.4, E.1, L.3 and L.5; Policy P.4.B, E.1.J, L.3.C, L.5.A, and L.5.F.</p>
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	<p>62. The proposed outfitters cabin does not provide public access; Sherwin Creek Road currently provides public access to USFS lands. How should the outfitters cabin function? What facilities are needed here for parking, restrooms, etc.?</p> <p>63. Will the proposed outfitters cabin be able to serve all existing and future users of the portal to USFS lands? The outfitters cabin should be a full portal/staging area.</p> <p>64. Have special event facilities and associated parking been discussed (e.g. plaza or events arena)? Mammoth Lakes needs these types of facilities, for instance a western rustic ranch-style events arena/center for equestrian, sports events, performances, shows and other visitor activities to support an active rental program.</p> <p>65. Shouldn't the year-round recreational infrastructure and amenities, which will be key to project's and our resort community's long-term economic success, be built first?</p> <p>66. Page 2-5 of the proposed master plan identifies that an easement has been dedicated to the Town (d). Please identify this easement. Item (g) states that the provision of 13 acres of open space easements is an existing public amenity. Where are these 13 acres?</p>	<p>62. Goal P.3 and P.4; Policy P.3.B and P.4.B.</p> <p>63. Goal P.3 and P.4; Policy P.3.B and P.4.B.</p> <p>64. Goal P.2, E.1, L.3 and L.5; Policy P.2.B, E.1.J, L.3.C, L.5.A, and L.5.F.</p> <p>65. Goal P.1, P.2, P.3, P.4, P.5, and E.1.</p> <p>66. Goal P.1, P.2, P.3, P.4, and P.5.</p>
<p><b>Economic Trade-Offs</b> (Contribution to a sustainable economy town-wide).</p>	<p>67. How does the project provide for additional tourism? Mid-week and shoulder season visitation?</p> <ol style="list-style-type: none"> <li>a. Transient lodging use, lay-out, and operations.</li> <li>b. Conference, meeting, and events program and uses.</li> <li>c. Recreation and entertainment uses and facilities.</li> <li>d. Community serving retail and services; reduction of the 150,000 square feet of commercial from 1981 Snowcreek</li> </ol>	<p>67. Goal E.1, E.2, and E.3; Policy E.1.J, E.2.A, and E.3.D.</p>



	<p>Master Plan (relates to issue 60).</p> <p>68. How does project support long-term visitation year-round with midweek occupancy? How will the project avoid being a cold bed development or result in a loss of existing hot beds?</p> <p>69. Existing services (e.g. VONs) are already max-ed out or do not exist. What impact will this project have on existing services and quality of life?</p>	<p>68. Goal E.1 and E.2; Policy E.2.A, E.3.C, and E.3.D.</p> <p>69. Goal E.1, E.2, and E.3.</p>
<p><b>Public Infrastructure and Facilities</b> (Emergency access and safety, snow removal, public services, and utilities infrastructure).</p>	<p>70. What impact will the project’s site plan (850 units and 400 hotel rooms) have on emergency egress from Old Mammoth? Project appears to have constricted connectivity to the community and limited access/egress in emergencies, whether due to wildfire, earthquake or other.</p> <p>71. Emergency response times will be increased with this development. How can this be resolved? (e.g. MLFPD letter)</p> <p>72. Where are the adequate emergency evacuation routes? How should emergency access to Sherwin Creek Road and/or Sierra Park Road connect? Could the existing USFS dirt road be used? The access road should be built to Town Standards to accommodate all vehicles, pedestrians, and bicyclists year round (snow removal operations needed).</p> <p>73. Public infrastructure, such as the roundabout, should be constructed in the first phase of development.</p> <p>74. How will snow storage/removal be accommodated on site?</p> <p>74a. Infrastructure should be planned and constructed first (i.e. emergency routes, trails, and other connections designed and sited prior to designing and siting buildings).</p> <p>74b. Public infrastructure to manage water demand.</p>	<p>70. Goal S.3, S.4, and M.7; Policy M.7.F S.3.L, S.3.N, and S.4.A.</p> <p>71. Goal S.3 and S.4; Policy S.3.L, S.3.N, and S.4.A.</p> <p>72. Goal S.3, S.4, M.7, and C.3; Policy S.4.A., M.7.H, and C.3.C.</p> <p>73. Goal S.3, S.4, and M.7.</p> <p>74. Goal M.9.</p> <p>74a. Goal S.4, P.3, P.5, and M.3.</p> <p>74b. Goal S.2.</p>

<p><b>Environment and Natural Resources</b> (Tree preservation, wetlands and riparian habitat, and sensitive natural resources).</p>	<p>Sustainability</p> <p>75. How are all aspects of the project designed for long-term sustainability?</p> <p>76. How will this be an environmentally-friendly golf course? For instance, how will nutrient runoff from golf course be controlled?</p> <p>77. MCWD requested that the Town require the use of recycled water (e.g. MCWD letter). What is the water consumption strategy? Analyze the use of drought tolerant landscaping.</p> <p>78. What site specific green building practices and alternative energy opportunities will be or can be incorporated in this project (passive solar, ground source heat pump, LEED certification)?</p> <p>79. What measures will project take to reduce its carbon footprint and meet the requirements of the 2006 California’s Global Warming Solutions Act?</p> <p>79a. Progressive and sustainable recycling programs.</p> <p>79b. Research and cross-check Snowcreek VIII EIR/archeological sites.</p> <p>Natural Resources</p> <p>80. How does the project protect and enhance all the unique features in and around the site? For instance, how is the project enhanced by locating a market/general store and parking lot adjacent to the portion of Snowcreek meadow?</p>	<p>Sustainability</p> <p>75. Goal R.4, R.6, R.7, R.8, R.9, R.10, R.11; Policy R.4.B, R.4.C, R.6.A, R.6.C, R.7.A, R.9.A, R.10.D, and R.11.A.</p> <p>76. Goal R.1, R.2, R.3, and R.4; Policy R.4.B and R.4.C.</p> <p>77. Goal R.4; Policy R.4.B and R.4.C.</p> <p>78. Goal R.6, R.7, R.8, and R.9; Policy R.6.A, R.6.C, R.7.A, and R.9.A.</p> <p>79. Goal R.11; Policy R.11.A.</p> <p>79a. Goal R.9; Policy R.9.A.</p> <p>79b. Goal A.1 and A.3; Policy A.3.D.</p> <p>Natural Resources</p> <p>80. Goal R.1, R.2, R.3, R.4, A.1, A.2, and A.3; Policy R.1.A, R.2.B, A.1.A, and A.3.D.</p>
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	<p>81. Integration of water management systems for surface and sub-surface water flow throughout Mammoth Meadow including Snowcreek V and VIII.</p> <p>82. Mass grading (first phase) would import a substantial amount of fill to the site prior to building construction.</p> <p>82a. How will the OSSC zoning overlay affect the project?</p>	<p>81. Goal R.2 and R.4.</p> <p>82. Goal R.1 and R.10; Policy R.1.D and R.10.D.</p> <p>82a. Goal C.4; Policy C.4.A.2.</p>
<p><b>Other</b></p>	<p>Edits/comments on proposed Snowcreek VIII Master Plan text (additional comments to be provided post-district planning process).</p> <ul style="list-style-type: none"> <li>a. Land use map: Provide a general land use map identifying the location and acreages of the proposed zones (Town Zoning Code 17.28.270.D.1 requires this).</li> <li>b. Density calculations: Please delete any references to the Dempsey/Snowcreek Athletic Club density bonus. Also Snowcreek IV has 143 units not 138. Please revise unit counts and density calculations (1,152 units build-out to date; 2332 total units allotted; and 1,180 units remaining).</li> <li>c. Figure 2.1: Please correct error in Figure 2.1, which is a gap on the east side of Snowcreek V development that does not exist. Also, please add conference space to the list of components of the hotel.</li> <li>d. Permitted uses: TBD district planning.</li> <li>e. Proposed standards: TBD district planning.</li> </ul>	



A faded background image of a mountain landscape. In the foreground, there is a grassy valley. In the middle ground, a small town with several houses is visible. In the background, there are large, rugged mountains with patches of snow or light-colored rock. The overall tone is muted and sepia-like.

APPENDICES  
B. RESPONSE MEMO

MEMORANDUM

TO: Town of Mammoth Lakes Joint Planning Commission Members:  
Planning Commission  
Mobility Commission  
Tourism and Recreation Commission  
Mark Wardlaw, Community Development Director  
Jen Daugherty, Associate Planner

FR: Paul Milton, John Burkholder, Daniel Bucko  
Hart Howerton

DT: August 4, 2008

RE: **Snowcreek Neighborhood District Plan  
Response to Framework Issues**

**Introduction**

Per the request of the Planning Commission at *Joint Commission Snowcreek Neighborhood District Plan Options Workshop* held on July 29, 2008, we are submitting a written response to each of the Framework Issues approved by the Town Council on June 18, 2008. These responses are based on our District Planning work to date addressing each of the relevant framework issues. This memorandum represents a modification of work effort described in Tasks 7a. and 11c. of our Scope of Work also approved on June 18, 2008 by the Town Council.

**Organization of Memorandum**

The purpose of this memo to provide specific responses to each framework issue and also navigate the reader to where in the Workshop presentation each issue was addressed. The approved list of Framework Issues are addressed herein in the sequential numbered order identical to the document approved by the Town Council on June 18, 2008. These written responses supplement the graphic responses presented at the July 29, 2008 workshop. Hart Howerton has responded to each issue in written form in the following way:

**(a) Response:**

This represents a discussion of Hart Howerton’s planning response to the specific issue including the analyses that were undertaken, relevant corollary issues, and our recommendations. In some cases Hart Howerton was unable to respond to particular issues as they represent policy and/or legal issues that can only be addressed by the Town of Mammoth Lakes, the applicant, or by both. In other cases issues can only be addressed by further study or detailed design. These issues are identified below.

Many issues are redundant or very similar in their intent or question. In these cases information was repeated rather than referring the reader to the response of another issue.

**(b) Specific Framework Issue - Slide #:**

In this section the particular slide or series of slides that are relevant to the specific framework issue, as presented in Hart Howerton's July 29, 2008 power point presentation, are presented by slide number(s).

**(c) GP Goals listed by Town (*Italics*):**

The General Plan Goals and Policies relevant to the specific framework issue are provided for reference. This information was provided by Town of Mammoth Lakes staff and is part of the June 18, 2008 approved Framework Issues document.

**(d) Answer and slides addressing GP and Issue (if any) (*Italics*):**

This section provides more specific responses to the General Plan Goals and Policies identified in c) above if applicable.

**Framework Issues Not Addressed**

In some cases Hart Howerton was unable to specifically respond to particular issues as they represent policy and/or legal issues that can only be addressed by the Town of Mammoth Lakes, the applicant, or by both. In other cases issues can only be addressed by further study or detailed design. In either case, these issues are identified. A total of 15 framework issues were not addressed by Hart Howerton due to legal, policy, or detailed design issues. These include framework issues # 1, 3, 6, 10, 19, 40, 41, 73, 74a, 74b, 77, 78, 79, 79a, and 82.

**Conclusion and Next Steps**

To summarize, we have addressed 75 of the framework issues in either our July 29, 2008 presentation or in this supplemental written response or both. We have and are continuing to suggest (and have received direction from Staff relating to some of these) that 15 of the framework issues will more appropriately be considered during consideration of the proposed project. It is our understanding that the purpose of the August 13th Planning Commission meeting is to give us direction on which framework issues, if any, need further discussion during the district planning portion of the planning process.

## Specific Responses to the Framework Issues

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### ISSUE CATEGORY: Density and Impacts to PAOT (Population at One Time)

**Issue 1:** Should Snowcreek VIII be permitted to harvest unused density from other earlier phases of Snowcreek? This would increase the density for the Snowcreek VIII site above the density allowed by the existing master plan. "New" vs "updated" master plan. Where is density being transferred from (i.e. what earlier phases of Snowcreek)?

**(a) Response:**

This issue requires an interpretation of the Town regulatory documents and code. Town staff agreed that this issue is a legal and policy issue to be determined during Planning Commission and Town Council hearings.

**(b) Specific Framework Issue - Slide #:**

Not addressed in slide presentation.

**(c) GP Goals listed by Town:**

*Goal L.1 and L.3; Policy L.3.G and L.3.H.*

**(d) Answer and slides addressing GP and Issue (if any):**

N/A

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**Issue 2:** What factors should be considered in deciding among the range of density alternatives analyzed in the EIR (range from 530 - 1,186 units)? Also, is density calculated net or gross acreage, and does it include the golf course land exchange?

**(a) Response:**

Density is not an end in itself. The most important factor to be considered to determine the appropriate density for the site are the General Plan goals and policies. Density was studied in the context of the General Plan goals. Key factors in determining density are addressed. Density analysis included the following; 1) review and comparison of density in comparable built luxury resort projects; 2) review of density of typical resort residential projects; 3) creation and review of three alternative density scenarios for the Snowcreek site.

We prepared density and building height, building separation studies. Density alternatives were developed to explore the impacts and benefits of various density scenarios focusing on livability. The relationship between public amenities and density was explored in the various scenarios.



The recommended density supports sustainability and compact walkable development as expressed in preferred plan. Public amenities and supporting infrastructure were proposed with preferred plan. As discussed in the presentation, the preferred plan density justifies the hotel use and other amenities, since other density configurations do not support the project.

**(b) Specific Framework Issue:**

Slides 52 – 74, 77, 78, 80, and 81.

**(c) GP Goals listed by Town:**

*Goal L.1, L.3, L.4, and L.5.*

**(d) Answer and slides addressing GP and Issue (if any):**

**General Plan Goal L1 states, "be stewards of the community's small town character and charm, compact form, spectacular natural surroundings and access to public lands by planning for and managing growth."**

*Goal L.1 is met by the district planning process, which ensures that development of the final parcel in the Snowcreek Master Plan will be well thought out and fit within the space and character of the location and the Town. Full build-out of the final Snowcreek VIII parcel in the Snowcreek District is contemplated by the General plan. The presentation includes a discussion of open space and recreation, multiple bike and walking trails and access to the Sherwins, the golf course, and the proper density and location of units and hotel for a successful resort that respects the natural surroundings.*

*Various alternative development scenarios are discussed in the presentation in order to provide adequate density analysis and planning for the project and to meet as many goals of the General Plan as possible. Specific slides addressing stewardship, access, density and proper planning include 8-9, 11, 50-54 (character and density), 73, 74 and 77 – 85 (the preferred plan).*

**Goal L.3 states, "Enhance livability by designing neighborhoods and districts for walking through the arrangement of land uses and development intensities."**

*The preferred plan meets Goal L.3 because it is designed with walkable neighborhoods with trails and open space corridors throughout. See the circulation, connectivity and mobility section (slides 27 – 34) and the Open Space, Public Access and Amenities section (slides 36-42). Additional neighborhood designs focusing on walking are covered at slides 78, 79, 81-85.*

**Goal L.4 states, "Be the symbolic and physical heart of the Eastern Sierra: the regional economic, administrative, commercial, recreational, educational and cultural center."**

*By incorporating a world-class destination resort, with a well known hotel operator and extensive summer and winter amenities, quality retail and cultural activities, the preferred plan furthers the Town's goal of being the heart of the Eastern Sierras. The preferred plan includes a world- class resort and spa with high-end 18 hole golf course designed by a renowned designer, a host of amenities including a snow play area, 19<sup>th</sup> practice hole, an interpretive center and Outfitter's Cabin, summer walking and winter skiing trails, bike trails and year-round recreational use. The design of the Hotel will allow for cultural events on the "Great Lawn" and educational and cultural events in the conference space. The preferred plan enhances the regional economic, commercial, recreational, educational and cultural standing of the Town, meeting Goal L.4. See slides: 5-9, 18-25 (golf); 27-34 (circulation and mobility, with summer and winter trails); 36 – 42 (recreation and amenities); 44-49 (hotel planning and land use); 51 -67 (character and density, comparisons to similar ski resorts); 68 – 75 (development plan options); 76 – 85 (preferred plan).*

*Goal L.5 states, "Provide an overall balance of uses, facilities and services to further the Town's role as a destination resort community." See answer to Goal L.4. above*

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**Issue 3:** How does this density impact the North Village and Old Mammoth Road/Main Street areas as well as the town total (PAOT limited to 52,000 by General Plan Policy L.1.A)?

**(a) Response:**

PAOT is an issue to be addressed by the Town and the applicant.

**(b) Specific Framework Issue:**

Not addressed in slide presentation.

**(c) GP Goals listed by Town:**

*Goal L.1 and L.3; Policy L.1.A, L.3.B, and L.3.E.*

**(d) Answer and slides addressing GP and Issue (if any):**

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**Issue 4:** How is density provided in proportion to community amenities?

**(a) Response:**

Creating a destination resort of the quality proposed by the applicant and also by the preferred plan is a significant amenity for the Town, its residents and its visitors. The project is designed to draw the community into the resort to experience and so that residents will have access to the same amenities as the resort's visitors. Determining the appropriate type, mix, and number of community amenities as related to project density was based on best practices, amenities provided by comparable mountain communities, our firm's experience with luxury resort and residential projects, and the composition of other successful projects. Each alternative density scenario provides for appropriate level of community amenities based on density. Recommended community amenities included in the preferred plan are as follows:

- Feet first connection to on and off site open space amenities
- Feet first connections to on-site facilities such as hotel, spa, conference, two restaurants, one bar, golf clubhouse (retail outlet, lockers, food and beverage operation), Outfitter's Cabin providing retail sales, equipment rental, regional recreational information, and access to expert local guides and educators.
- World class golf course and practice facility
- Interpretive center describing the history, culture, and ecology of the region

- “Great lawn” for event and passive recreation (summer art festivals, winter snow events such as caroling, star gazing)
- Series of public open spaces providing trails, connectivity, passive recreation and reflection, informal children play areas, and public art.
- Landscape open space systems designed in a sensitive and appropriate way to improve the overall character
- Public gathering places at the resort entry within the open space system and Great Lawn
- Two transit stops one at the resort entry and one at the hotel great lawn
- Public parking at the entry and the hotel area
- Public restrooms within the hotel area
- On site bicycle trails connecting the site with Mammoth commercial district and other areas of town. On-site bike facilities include Class 1 and Class 2 paths.
- Winter recreational activities include snow play area adjacent to the hotel and Outfitter’s Cabin, access to cross-country ski trails utilizing golf cart path system. Other winter activities include snowshoeing, hiking, sledding, etc.
- Connectivity to open space portals as identified in the GIC Inventory.
- Neighborhood convenience retail would provide convenient food products including prepared foods, delicatessen, and general provisions. A good example would be the Oakville Grocery in Napa Country.

**(b) Specific Framework Issue:**

This topic is highlighted on slides 36 – 42, 52– 85.

**(c) GP Goals listed by Town:**

*Goal L.4 and L.5; Policy L.3.C, L.3.F, L.5.A, L.5.E, and L.5.F.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals L4 and L5 are discussed in Issue No. 2 above.*

***Policy L.3.C states that the Town should "encourage development of small neighborhood-serving retail and services dispersed through town."***

*This policy is met through the preferred plan, which provides two optional locations for a neighborhood-serving retail market. Additional retail will be included in the Hotel and accessible by visitors and residents of the Town alike. This policy is specifically addressed at slides 46-49.*

***Policy L.3.F states, "ensure appropriate community benefits are provided through district planning and development projects."***

*To state the obvious, a luxury hotel and resort is a huge benefit to the Town, every resident and particularly the adjacent neighbors of the resort. Benefits include: an 18 hole golf course designed by a renowned designer; a 19<sup>th</sup> practice hole on the golf course; a newly planned "Great Lawn" that will be the location for entertainment events; walking trails and biking paths; specific access points to the Sherwins; a snow play area; winter activity centers; interpretive center, cross-country skiing across the golf course; the Outfitter's Cabin, pocket parks, spa services; conference facilities and retail. See slides 8, 18 – 25 (golf), 27 – 34 (circulation and mobility, with trails and open space), 36 – 42 (open space, walking trails and USFS trail access, summer and winter circulation, snow play area, Outfitter's Cabin, winter activity centers, proposed cross country ski trails).*

**Policy L.5.A states, "Encourage and support a range of visitor accommodations that include a variety of services and amenities."**

*The Snowcreek Resort experience provides a unique type of visitor experience that does not currently exist in Mammoth Lakes. See answer to Goal L.4 and Policy L.3.F above. A range of visitor accommodations is incorporated into the preferred plan. See slides 76 – 85. These include the luxury hotel, the private residence club and future primary or second residences.*

**Policy L.5.E states that "development shall complement and diversify the range of resort community activities and amenities."**

*The preferred plan is designed to meet Policy L.5.E by incorporating a plethora of amenities related to the resort, as described under Goal L.4 and goal L.5 and Policy L.3.F above (under Issue No. 2 and here). In particular, activities will be provided and programmed for each of the four seasons. The luxury resort experience will create a new attraction for long time visitors to Mammoth Lakes and will serve as a magnet to attract new visitors both during ski season and year-round.*

**Policy L.5.F. states that the Town should "require all multi-family, resort, and specific plan developments to include activities, amenities and services to support long-term visitation."**

*The preferred plan meets and exceeds Policy L.5.F by incorporating a plethora of amenities related to the resort, which is designed specifically to sustain long-term visitation, as described under Issue No. 2 and under Goal L.5 and Policy L.3.F above (this Issue).*

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**Issue 5:** How would the additional density being requested benefit the community of Mammoth Lakes?

- (a) Response:** Hart Howerton does not have an opinion on whether or not the density portrayed on the applicant's plan is "additional density" or fits within Town code. However, density alternatives were developed to explore the impacts and benefits of various density scenarios. The recommended density supports sustainability and walkable development as expressed in preferred plan. Public amenities and supporting infrastructure proposed with preferred plan. As discussed in the presentation, the preferred plan density justifies the hotel use and other amenities, since other density configurations do not support the project.

**(b) Specific Framework Issue:**

This topic is highlighted on slides 36 - 42, 52 - 85.

**(c) GP Goals listed by Town:**

Goal L.3, L.4, and L.5; Policy L.3.H.

(d) **Answer and slides addressing GP and Issue (if any) :**

*With respect to density, Goals L.3, L.4 and L.5 are met and addressed above under Issue No. 2 and No. 4.*

*Policy L.3.H. states, “Density may be clustered or transferred through clearly articulated district plans to enhance General Plan goals and policies.”*

*The transfer of density is a Town policy issue.*

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**Issue 6:** Project proposes to use ½ unit of density for studio and 1-bedroom units of less than 850 s.f. to be counted as a ½ density unit; is this acceptable?

(a) **Response:**

Policy issue to be determined by the Town.

(b) **Specific Framework Issue:**

Not addressed in slide presentation.

(c) **GP Goals listed by Town:**

*Goal L.1 and L.3.*

(d) **Answer and slides addressing GP and Issue (if any) :**

*This is a Town policy issue related to zoning.*

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**ISSUE CATEGORY Land Use (Mix and types of uses [housing, commercial, retail, etc.] and physical development characteristics [height, setbacks, massing])**

**Issue 7:** What is an appropriate mix of and location(s) for housing types, and commercial and retail space?

(a) **Response:**

The appropriate mix and location of land uses on the site is a factor of many issues. Our analysis to determine the appropriate mix and location of program and land uses on the site was based on our firm’s experience with high quality luxury resort residential projects and an analysis of comparable mountain resort projects. More importantly however, we believe the capacity and character of the site lands should inform the appropriate organization and location of land uses at Snowcreek VIII. Our analysis studied the project’s open space, circulation, connectivity, recreational and building program, economic, and other environmental, infrastructure, and

project components to develop an appropriate plan response. Our analysis included an opportunity and constraints analysis, various land capacity and land use studies, and ultimately alternative density and program options.

This analysis in the context of the applicant's plan led us to produce three plan options. Each option explored alternative hotel locations, golf course layouts, residential product type and density, circulation patterns, recreational and open space program, and possible external site connections. Our plan analysis was driven foremost by open space requirements including the golf course and connections to Forest Service land. Also the optimal location for the hotel was a key organizing element.

The preferred plan uses the golf course, open space corridors, circulation patterns and connections, and optimal hotel location to organize the plan. The hotel needs both to embrace the spectacular Sherwin Range setting and serve as the major heart of the resort at the southern end of the site. The residential component locates the higher density product in the center of the site organized around open space corridors and the lower density units located at the development parcel perimeter integrated within the landscape edge of the golf course. Retail/market uses were recommended to be located at the project gateway to serve both internal residents and hotel guests and still accessible to Old Mammoth Road traffic.

**(b) Specific Framework Issue:**

Slides 69 – 70 (option A), 71 – 72 (option B), 73 – 74 and 81 (option C, Preferred Plan), 45 – 49 (function and location of hotel and retail) 53, 74, 75, 77, 78, 80, 81, 85. Slides 72, 73, 74 and 85 show preferred, appropriate mix and location of housing types, commercial and retail spaces.

**(c) GP Goals listed by Town:**

*Goal L.1 and L.3; Policy L.3.C, L.3.F, L.5.A, L.5.E, and L.5.F.*

**(d) Answer and slides addressing GP and Issue (if any):**

*The preferred project meets Goals L.1 and L.3 and they are addressed above at Issue No. 2. Policies L.3.C, L.3.F, L.5.A, L.5.E, and L.5.F are met and addressed above at Issue No. 4.*

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**Issue 8:** Is it appropriate to site buildings on north side of Old Mammoth Road? (Relates to issue #80)

**(a) Response:**

Multiple retail locations were evaluated within the alternatives and two options are provided in the preferred plan. It would not be inappropriate to locate a market building on disturbed portion of north of Old Mammoth Road. However, our analysis informed us that it would be preferable to locate this amenity within the resort master plan boundary within an appropriately scaled setting to satisfy both resort residents and the general public. This location would provide an accessible location, the use amenity would be synergistic to other amenities which include the

Golf halfway house, public park, a resident health club facility, coffee shop, transit stop and public parking. Consolidation of village facilities would be more efficient and accessible in this location.

Additionally and of significant value, the location within the resort master plan would provide the Town additional active open space north of Old Mammoth Road within the OSSC Mammoth Creek Special Study area corridor.

**(b) Specific Framework Issue - Slide #:**

Slides 45 – 48. Alternative locations for buildings proposed north of Old Mammoth Road are proposed in slides 69 – 70 (option A), 71 – 72 (option B), 73 – 74 and 81 (option C, Preferred Plan).

**(c) GP Goals and Policies listed by Town:**

*Goal L.1, C.2, and C.4; Policy C.2.D, C.2.M, and C.4.A.*

**(d) Answer and slides addressing GP and Issue (if any):**

*The preferred project meets Goal L.1 as discussed above in Issue No. 2.*

**General Plan Goal C.2 states, "design the man-made environment to complement, not dominate, the natural environment."**

*The preferred plan recommends two different locations for the market, one on the already disturbed portion north of Old Mammoth Road, and one near the primary entrance south of Old Mammoth Road. While it is perfectly acceptable to site buildings on the already disturbed portion north of Old Mammoth Road, it is our position that to get the best project, the market should be located south of Old Mammoth Road near the entrance to the project. See slides 44 – 49, 85.*

*Goal C.2 is also considered and addressed generally at slides 6, 7, 8, 13, 18 – 25 (golf design related to natural environment); 31 – 34 (trails and mobility, integrated with natural environment); 36 – 42 (open space and recreational amenities incorporated into the natural environment); 44 – 49 (hotel and retail function and location considerations); 51-53 (density considerations); 54 – 66 (comparisons to other ski resorts); 68 – 75 (comparison of proposed options); 78 – 85 (additional preferred plan slides, designed to complement the environment).*

**Goal C.4 states, "Be stewards of natural and scenic resources essential to community image and character."**

*Through this district planning process, the Town is ensuring its stewardship of the natural and scenic resources available at this site. We have spent a significant amount of time considering these resources and creating alternatives and the preferred project plan in such a way as to complement the environment, preserve the natural resources, and create the best plan for the community, while still meeting the economic, amenity, recreation, and tourism related goals in the General Plan. See above under Goal C.2 for slides that pertain to this Goal specifically.*

**Policy C.2.D states, "preserve and enhance special qualities of districts through focused attention on land use, community design and economic development."**

*This district planning process accomplishes Policy C.2.D by focusing attention Snowcreek District planning and including community and commissioner input into the Snowcreek Plan. The Framework issues, drafted through input from the community and commissioners, have been considered carefully and worked into the options and preferred plan. See slides referenced in answers to Issues 2, 4, 7 and this issue.*

*Policy C.2.M states, "Enhance community character by ensuring that all development, regardless of scale or density, maximizes provision of open space, particularly scenic open space."*

*This policy is met through the new design of the project, which maximizes the protective open space buffer zone created by the 18 hole golf course (adding additional acreage to the golf course) and creates a central open space corridor, green streets, a massive Great Lawn at the entrance to the resort's Hotel and pocket parks. Open space issues and planning are addressed in our presentation at slides 18 – 25 (golf course), 36 – 42 (open space, public access and amenities); 51-53 (density considerations), 68 – 73 (alternatives, with and without extensive open space), and 79 – 85 (preferred plan and diagrams of open space corridor).*

*Policy C.4.A states, "Development shall be designed to provide stewardship for significant features and natural resources of the site." This policy has been achieved through the district planning process and in the preferred plan as discussed in this issue above, under Goals L.1, C.2, and C.4 and Policies C.2.D, C.2.M.*

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**Issue 9:** What are appropriate building heights, mass and scale in this district? What is the appropriate location for the hotel?

**(a) Response:**

The study analyzed a number of noted and successful and comparable projects. These projects are comparable in that they are also situated on spectacular sites in mountain settings.

We reviewed the applicant's plan and the related issues to the question. We prepared density and building height, building separation studies. In addition to our firm's experience working with many of the world's top hotel brands and real estate developers in resort settings, we considered key criteria for success. This includes location (natural environment, topography), accessibility, open space, proximity to amenities (golf, public park, trails, recreational amenities, staging areas, public parking) serviceability, and relationship to community real estate and circulation. In addition, luxury hotel operators in resort settings want to ensure that the hotel buildings are of signature architecture quality and integrate within the natural environment providing the resort guest with experiential visitation.

Appropriate building heights, mass, and scale were considered as a combination of criteria that will satisfy the applicant's ability in our experience to attract the appropriate hotel operator and residential developers. Detailed design will in due course quantify and define the exact dimensions relating to height and mass. In our analysis the applicant's proposed maximum height for the hotel of 120' and 45' for residential product would be acceptable criteria for developing a luxury resort community at Snowcreek VIII as this has been proven out at comparable projects noted within the presentation and many others within resort settings.

The hotel location is a key organizing element of the overall project plan. The hotel should both to embrace the spectacular Sherwin Range setting and serve as the major heart of the resort. It also must function to serve the golf course starting and finishing holes and provide and location for and connections to major project amenities. Two hotel locations were studied, one at the southern end of the site and one in the north, adjacent to Old Mammoth Road. The preferred location in the south takes advantage of a spectacular and unique relationship with Sherwin Range setting, sets up with the preferred routing of the golf course, and provides locations for



and connections to project amenities. The hotel location provides the opportunity to develop an iconic project architecture.

**(b) Specific Framework Issue - Slide #:**

Slides 69 – 70 (option A), 71 – 72 (option B), 73 – 74 and 81 (option C, Preferred Plan).

Potential hotel locations are addressed at slides 45 – 49. Residential comparisons drawn at 64 – 66.

Appropriate architecture, scale, mass and development planning is addressed at slides 45, 53 – 54.

**(c) GP Goals listed by Town:**

Goal C.2; Policy C.2.V, C.2.W, and C.2.X.

**(d) Answer and slides addressing GP and Issue (if any):**

General Plan Goal C.2 is addressed above at Issue No. 8.

**Policy C.2.V states, "building height, massing and scale shall complement neighboring land uses and preserve views to the surrounding mountains."**

*This policy is addressed in the preferred plan and our presentation as we explored height, mass and scale as well as the proper siting of buildings in order to complement the layout of the site. See slides 66, 44 and 52 – 53. Neighboring land uses are residential, and the design of this project, with a golf course buffer surrounding the proposed residential uses, ensures no conflict between existing residential further away and the preferred project. The two – three story high condominiums also complement the size of surrounding residential communities. See slides 67-70 (option A), 71-72 (option B), 73-74 and 81 (option C, preferred plan).*

**Policy C.2.W states, "Maintain scenic public views and view corridors ... that visually connect community to surroundings."**

*The preferred project is designed to maintain public views as much as possible, by creating an open space golf-course buffer between the main highways and the project, by setting back the residential and hotel buildings and by creating an open space view corridor through the center of the project. Views of the existing scenic meadow currently undeveloped will naturally be disrupted by the development, however, the meadow and project site have always been slated to be developed under the general plan and therefore meeting this goal conflicts with meeting the economic, tourism, recreation and amenity related goals in the general plan. Views from the site of the surrounding vistas have been preserved through the design and lay-out of the buildings and by placing the hotel as far back from the main road and near the mountain base as possible. Slides that consider this Policy include 4 - 6, 8, 13, 18, 24, 31, 38, 41, 45, 47, 48, and 52.*

**Policy C.2.X states, "Limit building height to the trees on development sites where material tree coverage exists and use top of forest canopy in general areas as height limit if no trees exist on site."**

*Town policy issue.*

**Issue 10:** Is the location of the propane tank farm and Outfitter’s Cabin consistent with the Covenant and definition of Open Space?

**(a) Response:**

The proposed Tank Farm was not addressed with the understanding of Community Development staff.

We addressed a number of locations for the Outfitter’s Cabin which we see as an outlet for merchandise sales, information, rental of recreational equipment, and access to local knowledge/guides/educators on local cultural and recreation. This amenity we believe should form an integral part of the public staging and trailhead location adjacent to the proposed hotel site as this location is closest to core amenities offered at Snowcreek VIII including the public open space, parking, and access to the Sherwins. Additionally this facility if planned correctly within the hotel precinct will have improved operational efficiencies. The facility has the opportunity through design to further reflect and enhance regional vernacular architectural character and become an integral feature of the public gathering place adjacent to the hotel amenities.

**(b) Specific Framework Issue:**

The new location of the Outfitter’s Cabin, near the hotel and by a trail head to the Sherwins, is in Option C, the Preferred Plan. See slides 40 – 42, 73, 74, 78, 81 and 85).

**(c) GP Goals listed by Town:**

*Goal L.6; Policy L.6.A, L.6.B, and L.6.D.*

**(d) Answer and slides addressing GP and Issue (if any):**

**Goal L.6 states, "Establish an Urban Growth Boundary to maintain a compact urban form; protect natural and outdoor recreational resources; prevent sprawl." This is a Town Policy issue.**

*Policies L.6.A and L.6.B. are related to the Urban Growth Boundaries and are Town policy issues.*

*Policy L.6.D. relates to supporting land exchanges. Since no new land exchange is proposed, this policy is not applicable.*

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**Issue 11:** What are the affordable housing needs and impacts of on-site housing, off-site housing, and/or in-lieu fees? How are affordable units sited within the project (i.e. clustered together or dispersed throughout the site)?

**(a) Response:**

The number of affordable housing units required and the cost of in-lieu fees is policy issue is to be addressed by the Town and the applicant.

From a design perspective our recommendation is to accommodate the ultimate number of affordable units by distributing them throughout the residential neighborhoods. These units should both vary in size and location within specific building types. The preferred plan assumes this design and distribution of product recommendation. We do not recommend a consolidation of affordability units. The livability issues of this resort community indicate to us that these units form an integral part of the project plan. The affordable units within the preferred plan will have the benefit for those living within the units of being able to easily walk to town and for those who secure employment in the hotel and Snowcreek VIII as a whole, will have the benefit of not necessarily relying on vehicular transportation to their places of work.

**(b) Specific Framework Issue:**

Affordable housing needs and impacts are based on City Code and are a legal/policy issue. Environmental impacts of affordable housing are a CEQA issue and addressed in the EIR as appropriate. Final agreement on this issue will be between the Town and the applicant.

**(c) GP Goals listed by Town:**

*Goal L.1 and L.2.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal L.1 is addressed above in Issue No. 2. The applicant has stated that up to 80 on site affordable housing units may be built on-site. These on-site units will provide housing for local residents, including those residents employed at the resort.*

**Goal L.2 states, "Substantially increase housing supply available to the workforce." This goal is a Town policy issue.**

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**Issue 12:** Where will the off-site required affordable housing units be built and who will take on the finance, construction, environmental, and political risk of building them? What are the impacts of providing all affordable units required on-site (e.g. traffic, density livability, etc.)?

**(a) Response:**

This framework issues has two questions. The answer to the first is that the number of affordable housing units required and the cost of in-lieu fees is a policy issue to be addressed by the Town and the applicant.

The second question related to affordable housing impacts from an off-site perspective was not studied. However, from a design perspective our recommendation is to accommodate the ultimate number of affordable units distributed throughout the residential neighborhoods. These units should both vary in size and location within specific building types. The preferred plan assumes this design and distribution of product recommendation. We do not recommend a consolidation of affordability units. The livability issues of this resort community indicate to us that these units form an integral part of the project plan. The affordable units within the preferred plan will have the benefit for those living within the units of being able to easily walk

to town and for those who secure employment in the hotel and Snowcreek VIII as a whole, will have the benefit of not necessarily relying on vehicular transportation to their places of work.

Having had the benefit of attending two workshop meetings we understand the affordability housing issue is a significant framework issue. Snowcreek VIII's contribution to the resolution of this issue needs to be considered as part of the Town's overall approach and resolution. Irrespective of the final number of affordable units within Snowcreek VIII the preferred plan provides these residents feet first access to community and Town services as well as feet first access to the public open and amenities within the development.

**(b) Specific Framework Issue:**

See Issue No. 11.

**(c) GP Goals listed by Town:**

*Goal L.1 and L.2.*

**(d) Answer and slides addressing GP and Issue (if any):**

*See Issue No 11. Off site affordable housing is a policy issue to be determined by the Town, Mammoth Lakes Housing and the applicant.*

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**Issue 13:**

This project is more than a “district,” it is a “community.” The concept of a self-sustaining community (i.e. services needed for the community are provided within the community) should be discussed.

**(a) Response:**

We believe Snowcreek VIII should and will be a livable, walkable and sustainable community but also believe it should be part of and connected to the greater community. The following recommendations of the preferred plan support the concept of a liveable and sustainable community:

- Feet first connection to Town services and amenities
- Feet first connection to on and off site open space amenities
- Feet first connections to on-site facilities such as hotel, spa, conference, two restaurants, one bar, golf clubhouse (retail outlet, lockers, food and beverage operation), Outfitter's Cabin providing retail sales, equipment rental, regional recreational information, and access to expert local guides and educators.
- World class golf course and practice facility
- Interpretive center describing the history, culture, and ecology of the region

- “Great lawn” for event and passive recreation (summer art festivals, winter snow events such as caroling, star gazing)
- Series of public open spaces providing trails, connectivity, passive recreation and reflection, informal children play areas, and public art.
- Landscape open space systems designed in a sensitive and appropriate way to improve the overall character
- Public gathering places at the resort entry within the open space system and Great Lawn
- Two transit stops one at the resort entry and one at the hotel great lawn
- Public parking at the entry and the hotel area
- Public restrooms within the hotel area
- On site bicycle trails connecting the site with Mammoth commercial district and other areas of town. On-site bike facilities include Class 1 and Class 2 paths.
- Winter recreational activities include snow play area adjacent to the hotel and Outfitter’s Cabin, access to cross-country ski trails utilizing golf cart path system. Other winter activities include snowshoeing, hiking, sledding, etc.
- Connectivity to open space portals as identified in the GIC Inventory.
- Neighborhood convenience retail would provide convenient food products including prepared foods, delicatessen, and general provisions. A good example would be the Oakville Grocery in Napa Country.

**(b) Specific Framework Issue:**

Existing issues with applicant’s site plan related to this issue are discussed at slide 52.

Neighborhood-serving retail uses are discussed at slides 46 – 49.

Housing/commercial mix needed to sustain the design and proposal is discussed at slide 75.

Amenities and proposed housing / project plan are covered at slides 69 – 70 (option A), 71 – 72 (option B), 73 – 79 and 81 (option C, Preferred Plan).

**(c) GP Goals listed by Town:**

*Goal L.3; Policy L.3.C, L.3.F, L.5.A, L.5.E, and L.5.F.*

**(d) Answer and slides addressing GP and Issue (if any):**

*General Plan Goal L.3 is met by the preferred project and addressed in Issue No. 2 above.*

*Policies L.3.C, L.3.F, L.5.A, L.5.E, and L.5.F are all met by the preferred plan and addressed above at Issue No. 4.*

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## **GENERAL CATEGORY Character (Architecture and sense of place)**

### **Issue 14:**

How does the project's site plan, similar to a suburban subdivision and with many buildings of similar design, "enhance the community's unique character" and "complement, not dominate, the natural environment?" Diversity of building types and forms should be discussed.

#### **(a) Response:**

We share the observation within the question.

Our analysis of the applicant's plan led us to produce three plan options. The preferred plan Option C as our analysis demonstrates is comparable in scale, density, open space, circulation concepts to many other successful resort environments.

The preferred plan identifies the best lands for golf, the preferred location for the hotel, both of which are organizing components of the open space system and residential development. The shape and design forms for the physical structures are driven by the variety of products and amenities considered relevant to creating a livable, diverse, and sustainable resort community. The preferred plan represents a series of diverse building forms planned in a way that the highest density is located in the center of the site organized around open space corridors and the lower density units located at the development parcel perimeter integrated within the landscape edge of the golf course.

Our recommendation is that the landscape character of the development will be an extension of and complementary to the native high meadow and range landscape character. The building massing and forms will in detail design require sufficient façade articulation, should reflect roof pitches and dormer character/organization that satisfied the mountain resort vernacular. Plant materials will be discussed in more detail in future detail design phases.

In addition, reflectivity of materials and the appropriate choice of color should form part of the applicant's detail design submittals to ensure that the development visually recedes against the backdrop of the Sherwin Range. We would recommend the applicant's detailed design submission refers to materials and colors relevant to the regional vernacular. The scale and grandeur of the Sherwin mountain backdrop in our analysis in the preferred plan will not be diminished if the applicant in the detailed design submittal pays attention and considers the above basic design criteria.

The 120' maximum height restriction for the hotel will not adversely dominate the natural environment. The preferred plan represents building separation minimums in public areas of at least 75' for those buildings that reach a 45' height maximum.

#### **(b) Specific Framework Issue:**

Existing issues with applicant's site plan related to this issue are discussed at slide 52.

Existing relevant issues of the applicant's site plan, addressing this issue, are discussed at slide 52. Comparison to other ski resorts are discussed at slides 54 – 74.

Proposed options resolve the issue at slides 69 – 70 (option A), 71 – 72 (option B), 73 – 74 and 81 (option C, Preferred Plan).

**(c) GP Goals listed by Town:**

*Goal C.1 and C.2; Policy C.2.D, C.2.I, and C.2.L; Neighborhood and District Character Goals.*

**(d) Answer and slides addressing GP and Issue (if any):**

**Goal C. 1 states, "Improve and enhance the community's unique character by requiring a high standard of design in all development in Mammoth Lakes."**

*This goal is not applicable to the district planning process as the physical design of the project's buildings will occur in the project design phase, at a later date. Quality site design is addressed through this District Planning process and the preferred site design plan. See also Issue No. 2 above.*

*Goal C.2 and Policy C.2.D are met by the preferred project and addressed above in Issue No. 8.*

**Policy C.2.I states, "Achieve highest quality development that complements the natural surrounding developing and enforcing design standards and guidelines."**

*As with Goal C.1., this policy is not applicable at this stage in the planning process. The physical design of the project's buildings will occur in the project design phase, at a later date.*

**Policy C.2.L states, "Create a visually interesting and aesthetically pleasing built environment by requiring all development to incorporate the highest quality of architecture and thoughtful site design and planning."**

*As with Goal C.1, part of this policy is not applicable at this stage in the planning process. The physical design and quality of architecture of the project's buildings will occur in the project design phase, at a later date.*

*Regarding thoughtful site design and planning, this Policy is met through this District Planning process. We have provided multiple site plan options and recommended the preferred plan based on General Plan goals and Framework issues. The entire site has been re-designed to incorporate more open space, bike and walking trails, an open space view corridor, winter ski trails, a Great Lawn in front of the hotel, a second access road, and a host of other changes, as discussed above in Issues No. 2 and 4 above.*

*Neighborhood and District Character Goals for Snowcreek are too extensive to list here, but are considered in and applied to the re-design of this project and the preferred plan. These are discussed on slides 6-8 of our presentation. This includes a statement that "Snowcreek should contribute to the Town's overall economy, tourism, and mix of recreation amenities while preserving the area's unique features." The re-designed preferred project accomplishes just this goal through creating a destination resort with extensive amenities that will enhance the Town's economic position, increase tourism, and still preserve the unique setting of the project. See slide presentation for overall view of how preferred plan meets this Policy.*

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**Issue 15:** How does the proposed site plan ensure that the project will be a neighborhood within the community, rather than an enclave of second homeowners surrounded by a golf course moat?

**(a) Response:**

All options prepared as part of our analysis recommend that Snowcreek VIII is an ungated resort community with feet first and vehicular connectivity to Old Mammoth Road and adjacent districts to satisfy livability, connectivity, and mobility issues. We the recommend that the community is served by a number of public amenities as outlined previously in Issue #13 will be provided and identified on the preferred plan. Many of the recreation and amenities planned will be available for use by town residents, further ensuring the project will be part of the community and not an isolated enclave.

The recreational land covenant area of 94 acres was inherited as a planning constraint by the applicant and dictates recreational and residential areas within the plan.

The golf course will be designed to a world class standard. The brief to the golf course architect will include ensuring that the landscape character of the golf course will emulate a high Sierra meadow character with native planting that will enhance the view corridor towards the Sherwins. Old Mammoth Road has been listed as a scenic corridor therefore in our analysis maintaining the view corridor with an appropriate character was a self-imposed planning guideline. The golf course serves as both a summer and winter public amenity.

**(b) Specific Framework Issue:**

Existing issues with applicant's site plan related to this issue are discussed at slide 52.

Slides 6, 7, 31 – 42, 79 and 80 all address these issues.

Proposed options resolve the issue at slides 69 – 70 (option A), 71 – 72 (option B), 73 – 74 and 81 (option C, Preferred Plan).

**(c) GP Goals listed by Town:**

*Goal C.1, C.2, and C.3; Policy C.2.A, C.2.E, and C.3.B; Neighborhood and District Character Goals.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal C.1 is addressed above at Issue No. 14. Goal C.2 is addressed above at Issue No. 8.*

**Goal C.3 states, "Ensure safe and attractive public spaces, including sidewalks, trails, parks and streets." This goal is met by the re-designed project which has incorporated walking trails along an open space view corridor throughout the project, pocket parks, and smart street locations. Specific design details of the streets and sidewalks will occur later in the project design process. See slides 31-34, 36-42, 79 – 82, 85.**

**Policy C.2.A states, "Create well-designed and significant public spaces in resort/commercial developments to accommodate pedestrians and encourage social interaction and community activity." The preferred plan addresses and meets this policy, as discussed above under Goal C.3 as well as under Issues 13 and 14. Significant public gathering and walking spaces have been added to the design as discussed above, and include the Great Lawn in front of the hotel, the open space view corridor and trails, the bike trails, a snow play area, additional acreage for the golf course, the golf course practice hole, the Outfitter's Cabin and the Resort Hotel itself.**

**Policy C.2.E states, "Ensure that each district center is an attractive destination that is comfortable and inviting with sunny streets, plazas and sidewalks." The re-designed preferred plan meets this policy to the extent that site planning may address this policy. Specific design characteristics of "sunny streets, plazas and sidewalks" will occur**



*in the project design phase and not the overall site planning phase. See slides 18 – 34, 37 – 42 and 81 - 85 for illustrations of the attractive destination, trails, and the open space corridor.*

*Policy C.3.B relates to project design features that will occur at the project design level and is not applicable to the District Planning process.*

*The Neighborhood and District Character Goals are addressed above in Issue No. 14.*

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**Issue 16:** Where is the functional open space within project? Functional open space could be pocket parks, playgrounds, dog parks, picnic areas, etc.

**(a) Response:**

In our planning approach and analysis, open space was the principal organizing element for determining appropriate land for development within Snowcreek VIII. The golf course forms an integral part of the functional open space system. The preferred plan integrates functional open space as the project’s connective tissue between the Town of Mammoth Lakes, the Sherwin Range, and internal project circulation. The preferred plan provides a series of functional open spaces in the following locations:

- World class golf course and practice facility
- “Great lawn” for event and passive recreation (summer art festivals, winter snow events such as caroling, star gazing)
- Series of public open spaces providing trails, connectivity, passive recreation and reflection, informal children play areas, and public art.
- A pocket park adjacent to the resort entry connected to the on-site functional open space systems.
- Landscape open space systems designed in a sensitive and appropriate way to improve the overall character
- Public gathering places at the resort entry within the open space system and Great Lawn
- Public restrooms within the hotel area
- On site bicycle trails connecting the site with Mammoth commercial district and other areas of town. On-site bike facilities include Class 1 and Class 2 paths.
- Winter recreational activities include snow play area adjacent to the hotel and Outfitter’s Cabin, access to cross-country ski trails utilizing golf cart path system. Other winter activities include snowshoeing, hiking, sledding, etc.
- Connectivity to open space portals as identified in the GIC Inventory.

**(b) Specific Framework Issue:**

Slides 36 – 42, 79 – 85 show and/or discuss functional open space throughout the project, including a snow play area at slide 41. See also 31 – 34 (trails and mobility, integrated with natural environment).

**(c) GP Goals listed by Town:**

Goal C.1 and C.2; Policy C.2.B, C.2.L, C.2.M, and C.2.N.

**(d) Answer and slides addressing GP and Issue (if any):**

Goal C.1 is addressed above at Issue No. 14. Goal C.2 is addressed above at Issue No. 8.

**Policy C.2.B states, "Maximize opportunities for public spaces that support community interaction, such as outdoor café and restaurant patios, performance and arts spaces, and child activity centers through public – private partnerships."**

*The re-design of the preferred plan is maximizes open space and supports community interaction. Every aspect of the re-design accomplishes this Policy. See response to Issue No. 14 above. See slides 18- 25 (golf course social interaction, open space); 31 – 34 (circulation and mobility, including trails and open space); 38 - 42 (open space corridor, green streets, summer and winter activity nodes, snow play area, cross country skiing, golf course); 44 – 49 (hotel goals, location, conference and event functions, center of activity); 72 – 85 (preferred plan, Great Lawn for social events).*

Policy C.2.L is addressed at Issue No. 14 above.

Policy C.2.M is addressed at Issue No. 8 above.

**Policy C.2.N states, "plan the siting and design of buildings to preserve the maximum amount of open space, trees and natural features to be consistent with themes and district character."** *As mentioned previously, this policy is inapplicable as the design and exact locations of buildings will occur at the project design stage. Generally proposed building locations are illustrated in slides 70 – 85. To the extent this policy asks the planners to preserve the maximum amount of open space, this has been met, as described above in this Issue.*

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**Issue 17:**

This site is visually accessible from many places in town; high quality architecture is needed.

**(a) Response:**

High quality architecture as expressed through the building massing and forms will require in detail design sufficient façade articulation, appropriate materials, and roof pitches and character/organization that satisfy the mountain resort vernacular and insure that the development is subordinate to the natural splendor of the Sherwin Range. In addition, reflectivity of material and the appropriate choice of color should form part of the applicant's detail design submittals. The scale and grandeur of the Sherwin mountain backdrop in our analysis in the preferred plan will not be diminished if the applicant in the detailed design submittal pays attention and considers the above basic design criteria.

The 120' maximum height restriction for the hotel will not adversely impact off-site views. The preferred plan represents building separation minimums in public areas of approximately 75' for those buildings that reach a 45' height maximum.

Our recommendation is that the landscape character of the development will be an extension and complementary and integrate the native high meadow and range landscape character. The brief to the golf course architect will include ensuring that the landscape character of the golf course will emulate a high Sierra meadow character with native planting that will enhance the view corridor towards the Sherwins. Old Mammoth Road has been listed as a scenic corridor therefore in our analysis maintaining the view corridor with an appropriate character was a self-imposed planning guideline.

Architectural and landscape design will be addressed at a more detailed design phases and be reviewed by appropriate Town agencies.

**(b) Specific Framework Issue:**

High quality architecture is mentioned at slide 64-66, but issue is not addressed specifically in slide presentation. Issue is related to specific project level design, not district planning.

**(c) GP Goals listed by Town:**

*Goal C.1 and C.2; Policy C.2.T and C.2.U.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal C.1 is addressed above at Issue No. 14. Goal C.2. is addressed above at Issue No. 8.*

**Policy C.2.T states, “Use natural, high quality building materials to reflect Mammoth Lakes’ character and mountain setting.”**

*This should be addressed in further detail design phases and review by appropriate Town agencies.*

**Policy C.2.U states, “Require unique, authentic and diverse design that conveys innovation and creativity and discourages architectural monotony.”**

*These polices are inapplicable here and will be addressed during the project design stage.*

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**Issue 18:** How will light trespass from the hotel, especially with height requested, be addressed?

**(a) Response:**

Hotel architecture should be designed to minimize the impacts of light and can be addressed in detailed design and design guidelines. In due course the hotel developer should be required to engage the services of specialist lighting designer with appropriate luxury resort experience.

Architectural design including light issues will be addressed at a more detailed design phases and be reviewed by appropriate Town agencies.

**(b) Specific Framework Issue:**

Slides 44–49, 72 – 74, 81, 85.

**(c) GP Goals listed by Town:**

*Goal C.5.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal C5 states, “Eliminate glare to improve public safety. Minimize light pollution to preserve views of stars and the night sky.”*

*This goal is inapplicable here and will be addressed during the project design stage.*

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**Issue 19: What is the Public Art plan for the project?**

**(a) Response:**

The Town has a Public Art Ordinance that must be followed by the Applicant. The opportunity for public art within the project should be considered in two ways. The first being the physical opportunities for art to be located within public open space areas. Art as an additional wayfinding mechanism can and should be considered. The second is soft programming art campaign that can be developed further in the detailed design phases of the project and with the ultimate resort operator.

The preferred plan would consider any physical space required for art management and associated operations as being minimal in size and therefore in this early planning phase this space could easily be integrated within the hotel area. This would be finalized with the hotel operator.

**(b) Specific Framework Issue:**

Policy Issue.

Potential use of public art noted at slide 67.

**(c) GP Goals listed by Town:**

*Goal A.1, A.2, and A.3.*

**(d) Answer and slides addressing GP and Issue (if any):**

*This is a legal/policy issue to be addressed by the Town and applicant.*

***Goal A.1 states, “Be a vibrant cultural center by weaving arts and local heritage and the area’s unique natural history into everyday life.” This goal is met through the proposed interpretive center, which is designed to provide information about local heritage and the area’s unique natural history.***

*Goal A.2. states, “Encourage public art and cultural expression throughout the community.” The Town’s public art policy will be met and addressed at the project design stage. Potential use of public art noted at slide 65.*

*There is no goal A.3.*

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**GENERAL CATEGORY: Sphere of Influence**  
(Transitions and consistency with adjoining areas)

**Issue 20:** How will the project provide for appropriate buffers between the project and public lands, other residences, Mammoth Creek Park, etc?

**(a) Response:**

In our planning approach and analysis open space was the principal organizing element for determining appropriate land for development within Snowcreek VIII. The golf course forms an integral part of the functional open space system and acts as a visual buffer to Snowcreek V and VI, Old Mammoth Road scenic corridor, other residential areas, and Forest Service lands.

**(b) Specific Framework Issue:**

This issue is discussed and/or shown visually at slides 18 -25, 37 – 42.

Three alternatives show potential open space buffers via the golf course at slides 68 – 75.

Slides 79 – 80 and 85 visually show buffers of Preferred Plan.

**(c) GP Goals listed by Town:**

*Goal C.1, C.2, and C.4; Policy C.2.E; Neighborhood and District Character Goals.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals C.1 and C.2. are addressed at Issue No. 14 above. Policy C.2.E and Neighborhood and District Character Goals are addressed at Issue No. 15 above.*

*Goal C.4 is addressed at Issue No. 8 above.*

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**Issue 21:** What is the relationship of this Neighborhood District Plan to the adjoining portions of Snowcreek, Old Mammoth and the Bluffs?

**(a) Response:**

There is a visual and connectivity relationship between Snowcreek VIII and adjacent neighborhoods. Snowcreek is within the Neighborhood District Plan. The Snowcreek sphere of influence also includes a portion of the undefined area called Old Mammoth. This is thought of as the area west of Snowcreek and south of Mammoth Creek. The Bluffs is a development on the south edge of Old Mammoth and the sphere of influence edge cuts through the down slope of

two lots. All of these areas, as part of the NDP or the SOL, have been taken into account within the recommended preferred plan. The new public amenities provided on the Snowcreek VIII preferred plan will provide convenient access and activities to the immediate and adjacent neighborhoods.

**(b) Specific Framework Issue:**

Connectedness with other neighborhoods discussed/addressed at slides 6, 13, 14, 15, 27 - 34, 37 - 39 and 77.

**(c) GP Goals listed by Town:**

*Goal C.1, C.2, and C.4; Neighborhood and District Character Goals.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals C.1 and C.2. are addressed at Issue No. 14 above. Goal C.4 is addressed at Issue No. 8 above. Neighborhood and District Character Goals are addressed at Issue No. 15 above.*

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**Issue 22:** How are the Mammoth Creek Special Study considerations and the East OSSC study related and affected by this project?

**(a) Response:**

The Mammoth Creek Special Study considerations and the East OSSC were considered in the preferred plan in regards to open space, pedestrian, and bike path connections. The preferred Snowcreek VIII plan ties first connections into existing and planned trail systems through the study areas. Our analysis recommends that that connections to the Mammoth Creek Special Study area bike path and trails be made coinciding with vehicular connections to the Snowcreek VIII project and at appropriate crossings of Old Mammoth Road.

**(b) Specific Framework Issue:**

Preferred Plan is presented at slides 77 – 85. OSSC/ Mammoth Creek Special Study Area is noted as an issue consideration on slide 14.

**(c) GP Goals listed by Town:**

*Goal C.1, C.2, and C.4; Neighborhood and District Character Goals*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals C.1 and C.2. are addressed at Issue No. 14 above. Goal C.4 is addressed at Issue No. 8 above. Neighborhood and District Character Goals are addressed at Issue No. 15 above.*

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**Issue 23:**

This project will have impacts on surrounding uses, such as the USFS lands. How will this be addressed? A large sphere of influence is appropriate. The USFS needs to be a partner in the Snowcreek VIII discussions and decisions (e.g. USFS Draft Snowcreek VIII EIR letter).

**(a) Response:**

Our planning analysis considered the interface of Forest Service lands for public access, connectivity, and staging/portals including the GIC inventory points.

Adjacent USFS land is included in the sphere of influence and in the design of the preferred plan. Further conversation with USFS will be needed to ensure connections are feasible and functional within the USFS purview. Our plan analysis recommends locations for the Outfitter's Cabin, ingress/egress trailhead locations, and transit connections.

**(b) Specific Framework Issue:**

Access to USFS lands is illustrated, noted and/or discussed on slides 13, 14 (applicant plan), 28, 31- 34, 37 – 42, 73, 79 – 81, 85.

**(c) GP Goals listed by Town:**

*Goal C.1, C.2, and C.4; Neighborhood and District Character Goals.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals C.1 and C.2. are addressed at Issue No. 14 above. Goal C.4 is addressed at Issue No. 8 above. Neighborhood and District Character Goals is addressed at Issue No. 15 above.*

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**Issue 24:**

The Sphere of Influence for this project is extensive. The abandoned Sherwin Ski Bowl should be analyzed as part of the Sphere of Influence. Existing egress issues from the Sherwin Range should also be addressed.

**(a) Response:**

The Sherwin Ski Bowl is not a part of the Town's General Plan or, the planning process. Sherwin back country ski access is included in the SOI. Possible trailhead locations from the Sherwin Range have been recommended within the preferred plan for summer and winter use. Winter egress from the Sherwin Range through the Snowcreek VIII site for backcountry skiing and snowboarding will be accommodated by the groomed cross-country trail system.

**(b) Specific Framework Issue:**

Access to USFS lands is illustrated, noted and/or discussed on slides 13, 15 (applicant plan), 28, 31 - 34, 36 – 42, 73, 79, 80, 81, 85.

**(c) GP Goals listed by Town:**

*Goal C.4; Neighborhood and District Character Goals.*

*(d) Answer and slides addressing GP and Issue (if any):*

*Goal C.4 is addressed at Issue No. 8 above. Neighborhood and District Character Goals is addressed at Issue No. 15 above.*

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**Issue 25:** Sphere of Influence analysis should address Mammoth Meadow (south of the project site).

**(a) Response:**

In the sphere of influence, connectivity and mobility, GIC Inventory points, and public open space analysis, Mammoth Meadow is considered in the preferred plan. The preferred plan identifies recommended locations for public access to trails that access Mammoth Meadows.

**(b) Specific Framework Issue:**

Slide 13 shows the approved sphere of influence. Slide 14 discusses sphere of influence. Slides 77 – 85 provide preferred plan recommendations that address SOI issues.

**(c) GP Goals listed by Town:**

*Goal C.1, C.2, and C.4; Policy C.2.E; Neighborhood and District Character Goals.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals C.1 and C.2. are addressed at Issue No. 14 above. Goal C.4 is addressed at Issue No. 8 above. Neighborhood and District Character Goals are addressed at Issue No. 15 above. Policy C.2.E is addressed at Issue No. 15 above.*

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**Issue 26:** How will the project be integrated with the Snowcreek V development? Short-term and long-term impacts to Snowcreek V, including construction impacts such as noise, dust, and construction traffic, should be addressed.

**(a) Response:**

The first question above was considered in our analysis and we recommended an open space buffer in the form of an extension to the existing nine hole golf course. The preferred plan provides for an additional public access and emergency vehicle access in addition to the current single Snowcreek V access configuration. We recommended additional pedestrian and vehicular connections that both continued a clear connection to Old Mammoth Road, provided additional access to downtown, and internal project access to future project public amenities. Construction and phasing impacts were not part of our analysis and are addressed when the environmental impacts of the project are evaluated.



**(b) Specific Framework Issue:**

Access to SC V is noted at slides 14, 31 – 34, 39 – 41, and 77.

**(c) GP Goals listed by Town:**

*Goal C.1 and C.4; Policy M.3.G.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals C.1 is addressed at Issue No. 14 above. Goal C.4 is addressed at Issue No. 8 above.*

*Policy M.3.G states, “Construction activities shall be planned, scheduled and conducted to minimize the severity and duration of traffic impediments.”*

*This policy relates to construction permits and is inapplicable at this stage.*

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**Issue 26a:**

MLTPA GIC off-site recreation points/points of connection will be shown on an expanded diagram illustrating foot-first connections to appropriate destinations that are both within and outside of the Sphere of Influence.

**(a) Response:**

GIC Inventory points have been included in the project and sphere of influence analysis. The project open space and trail system recommendations including the Outfitter’s Cabin location and egress/ingress points consider the key portal, access, and feet first points as described in the GIC Inventory.

**(b) Specific Framework Issue:**

Same issue as 13.b. These points are noted in slide 31. Circulation and trails are illustrated at 32 – 33 and discussed at 34. Outfitter’s Cabin relocated to near a GIC point, illustrated at slides 41, 80, 81, and 85.

**(c) GP Goals listed by Town:**

*None.*

**(d) Answer and slides addressing GP and Issue (if any):**

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**Circulation, Mobility and Parking (Feet-first, park once, wayfinding, trails, and pedestrian facilities)**

**Connectivity**

**Issue 27:** How is public access and connectivity provided into, through, and out of the project in all seasons by all modes of mobility (feet, bike, motorcycles, skiers, snowmobiles, cars,

snowboarders, ADA, etc.)? Accommodate a variety of users with a clearly defined and detailed trails map.

**(a) Response:**

Multi-modal public access and connectivity was addressed in the circulation, connectivity and mobility analysis and integrated into the design of each plan option and the preferred plan. Motorized winter sport vehicles (snowmobiles) was not considered appropriate on-site for the hotel and resort setting due to noise disturbance to hotel guests. The circulation and mobility recommendations included:

- Additional multi-modal access to Old Mammoth Road and town through a second connection to Old Mammoth Road.
- Pedestrian and bike access through all public project connections to Old Mammoth Road.
- Pedestrian and bike improvements along Old Mammoth Road and intersections.
- Internal site circulation system designed to provide alternative access and options for vehicles, bicycles, and pedestrians.
- Internal circulation and connectivity to include sidewalks and bikeways throughout project public streets.
- Additional internal pedestrian and bike circulation provided through open space corridors.
- Accommodates for expanded public transit through project site including two transit stop locations
- Public vehicular and bike parking provided at project entry and hotel area
- Additional winter circulation includes cross-country trails integrated throughout the golf course cart path system
- Public trailhead access to Sherwins provided at southern boundary of site
- Winter egress from Sherwin Range back country through project site utilizing groomed cross country trails and project internal circulation.
- Additional emergency vehicle access provided to Sherwin Creek Road adjacent to the hotel area.
- At a minimum conformance to ADA requirements
- Recommended wayfinding system for all mobility users.

**(b) Specific Framework Issue:**

The issue is addressed at slides: 27 – 34, and 37 – 42.

In the proposed alternative plans, vehicle access is seen in slides 69 - 74.

In the Preferred Plan, various modes of access are seen at slides 78 – 85.

**(c) GP Goals listed by Town:**

*Goal M.3, M.4, M.7, and C.3; Policies M.3.B, M.3.C, M.4.A, M.4.B, and C.3.C.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal C.3. is addressed at Issue No. 15 above.*

**Goal M.3 states, “Emphasize feet first, public transportation second, and car last in planning the community transportation system while still meeting Level of Service standards.”** *This goal is met through the circulation and mobility plans, providing multiple modes of transportation in, out and throughout the project. Integrated walking, biking, and cross country skiing trails, as well as mass transit stops have all been incorporated. These are indicated 27 – 34 (circulation and mobility); 36 – 42 (open space, winter and summer trails), vehicle access is seen in slides 69 and 74, various modes of access are seen at slides 78-85. See slide 79 for recommended transit stops.*

**Goal M.4 states, “Encourage feet first by providing a linked year-round recreational and commuter trail system that is safe and comprehensive.”** *See response to Goal M.3. above as well as Issues 13.b and 26a.*

**Goal M.7 states, “Maintain and improve safe and efficient movement of people, traffic, and goods in a manner consistent with the feet first initiative.”** *See response to Goal M.3. above.*

**Policies M.3.B states, “Reduce automobile trips by promoting and facilitating: walking; bicycling; local and regional transit; innovative parking management; gondolas and trams; employer-based trip reduction programs; alternate work schedules; telecommuting; ride-share programs, cross-country skiing and snowshoeing.”** *To the extent this policy is applicable at this stage in the planning process, see response to Goal M.3 above.*

**Policy M.3.C states, “reduce automobile trips by promoting land use and transportation strategies such as: implementation of compact pedestrian-oriented development; clustered and infill development; mixed uses and neighborhood serving commercial mixed use centers.”** *To the extent this policy is applicable, see response to Goal M.3 above. The plan incorporates mixed uses (retail, housing, resort, restaurant, golf, recreation, trails, skings, snow play area) extensively. The new design incorporates a pedestrian oriented design as indicated previously (27 – 34 (circulation and mobility); 36 – 42 (open space, winter and summer trails)). The project is not an infill project.*

**Policy M.4.A states, “Improve safety of sidewalks, trails and streets.”** *This policy is inapplicable at this point in the planning stage.*

**M.4.B, states, “Provide a high quality pedestrian system linked throughout the community with year-round access.”** *See response to Goal M.3. above.*

**Policy C.3.C states, “Maintain public rights-of-way for use by the public. Full or partial street closures by buildings, utilities, ramps or other facilities may be allowed for public plazas, parks or open space.”** *This policy is geared toward the project planning phase and inapplicable.*

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**Issue 28:** The project should be efficiently and effectively integrated/connected with the rest of the community year-round, including public connections to adjoining neighborhoods.

**(a) Response:**

Multi-modal public access and connectivity was addressed in the circulation, connectivity and mobility analysis and integrated into the design of each plan option and the preferred plan. The circulation and mobility recommendations included:

- Additional multi-modal access to Old Mammoth Road and town through a second connection to Old Mammoth Road.
- Pedestrian and bike access through all public project connections to Old Mammoth Road.
- Pedestrian and bike improvements along Old Mammoth Road and intersections.
- Accommodates for expanded public transit through project site including two transit stop locations
- Additional winter circulation includes cross-country trails integrated throughout the golf course cart path system
- Public trailhead access to Sherwins provided at southern boundary of site
- Winter egress from Sherwin Range back country through project site utilizing groomed cross country trails and project internal circulation.
- Additional emergency vehicle access provided to Sherwin Creek Road adjacent to the hotel area.

**(b) Framework Issue:**

The issue is addressed at slides: 28 – 34, 37 – 42.

In the proposed alternative plans, vehicle access is seen in slides 70, 72, 74.

In the Preferred Plan, various modes of access are seen at slides 77 – 85.

**(c) GP Goals listed by Town:**

*Goal M.4; Policy M.4.A and M.4.B.; Neighborhood and District Character Goals.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal M.4, Policy M.4.A and M.4.B are addressed in Issue No. 27. See Answer to No. 27 above. Neighborhood and District Character Goals are addressed at Issue No. 14.*

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**Issue 29:**

Where is the access across the golf course to Sherwin Creek Road, the proposed Outfitter’s Cabin and the USFS land to the south? What types of connections are these (e.g. full roads, paved trails, etc.)? Design the project while respecting sensitive lands and resources, such as the Mammoth Meadow area that is currently being restored.

**(a) Response:**

A proposed Emergency Vehicle Access (“EVA”) has been recommended across the golf course to Sherwin Creek Road and should be designed to fit within the golf course environment. The EVA connection should be designed to accommodate year-round emergency vehicle access. Also recommended is public trailhead access from the hotel area to Forest Service lands to the south. The Outfitter’s Cabin is recommended to be located adjacent to this trailhead in the hotel area to allow staging for public transit, parking, and multi-modal transportation. The overall recommended project design incorporates a land sensitive planning approach and avoids impacts to Mammoth Meadow.

**(b) Framework Issue:**

This can be seen at slides: 79, 81, and 85 and is discussed on slide 41 - 42.

Trails leading to this access point are indicated on slide 32 – 33. Trails and connectivity are addressed at slides: 27 – 34, 38 – 42.

In the alternatives vehicle access is seen in slides: 70, 72, and 74.

A proposed emergency vehicle access (‘EVA’) across the golf course is indicated at several possible locations (for several different plans), as seen on or discussed at slides 32, 33, 70, 72, 74, 79, 80 and 85. A proposed Emergency Vehicle Access (“EVA”) across the golf course is indicated at several possible locations (for several different plans), as seen on or discussed at slides 32, 33, 38, 69, 70, 72, 74, 79, 80 and 85.

**(c) GP Goals listed by Town:**

*Goal M.4; Policy M.4.A and M.4.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal M.4, Policy M.4.A and M.4.B are addressed in Issue No. 27.*

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**Issue 30:** How are Snowcreek VIII residents and visitors connected to destinations (e.g. ski area) via “feet first?”

**(a) Response:**

Feet first public access and connectivity was addressed in the circulation, connectivity and mobility analysis and integrated into the design of each plan option and the preferred plan. Recommended mobility addresses the needs of residents, visitors, and public users of the Snowcreek VIII site. The feet first recommendations included:

- Additional multi-modal access to Old Mammoth Road and town through a second connection to Old Mammoth Road.
- Pedestrian and bike access through all public project connections to Old Mammoth Road.

- Pedestrian and bike improvements along Old Mammoth Road and intersections.
- Accommodates for expanded public transit through project site including two transit stop locations
- Additional winter circulation includes cross-country trails integrated throughout the golf course cart path system
- Public trailhead access to Sherwins provided at southern boundary of site
- Winter egress from Sherwin Range back country through project site utilizing groomed cross country trails and project internal circulation.
- Mountain access provided through transit connections through the site and hotel shuttle services.

**(b) Specific Framework Issue:**

These options re illustrated and/or discussed at slides: 27 – 34, 37 – 42, 78 – 85.

**(c) GP Goals listed by Town:**

*Goal M.3 and M.4; Policy M.3.B, M.3.C, and M.4.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals M.3., M.4 and Policies M.3.B, M.3.C, and M.4.B are addressed in Issue No. 27.*

**Issue 31:** How does the project improve rather than worsen Town-wide conditions, such as traffic and public access?

**(a) Response:**

The plan analysis considers the general impacts of additional traffic and public access and are reflected in circulation, connectivity, and mobility recommendations in plan options and preferred plan. However, traffic impact analysis was not part of our study and was addressed in the project EIR.

Public access was significantly improved in the preferred plan recommendations which included additional multi-modal connections to town and public access to adjacent Forest Service lands. These included:

- Additional multi-modal access to Old Mammoth Road and town through a second connection to Old Mammoth Road.
- Pedestrian and bike access through all public project connections to Old Mammoth Road.
- Pedestrian and bike improvements along Old Mammoth Road and intersections.

- Accommodates for expanded public transit through project site including two transit stop locations
- Additional winter circulation includes cross-country trails integrated throughout the golf course cart path system
- Public trailhead access to Sherwins provided at southern boundary of site
- Winter egress from Sherwin Range back country through project site utilizing groomed cross country trails and project internal circulation.
- Additional emergency vehicle access provided to Sherwin Creek Road adjacent to the hotel area.

**(b) Specific Framework Issue:**

See slides: 28 - 34, 37 – 42.

In the alternatives vehicle access is seen in slides 70, 72, and 74.

In the Preferred Plan, various modes of access are seen at slides 78 – 85.

**(c) GP Goals listed by Town:**

*Goal M.3 and M.4; Policy M.3.A and M.4.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals M.3., M.4 and Policy M.4.B are addressed in Issue No. 27.*

*Policy M.3.A states, “Maintain a Level of Service D or better on the Peak Design Day at intersections along arterial and collector roads.” This is a Town/policy issue dealt with in the EIR.*

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**Issue 31a:** Study separated access for pedestrian/bicycles at Minaret and Old Mammoth Road including a tunnel.

**(a) Response:**

A tunnel under Old Mammoth Road will not provide adequate year round pedestrian access. In our firm’s experience tunnels do not work well in winter settings due to ice and snow build-up, snow removal, and drainage issues. Pedestrian and bike movements across Old Mammoth Road at project intersections will require further study.

**(b) Specific Framework Issue:**

This issue is illustrated at slides 30.

(c) *GP Goals listed by Town:*

*None*

(d) *Answer and slides addressing GP and Issue (if any):*

*None*

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**GENERAL CATEGORY: Feet First**

**Issue 32:** How does the project achieve “feet-first, transit second and cars last” mobility and how are all modes of transportation provided to and through the streets (e.g. pedestrians, bicycles, and vehicles)?

**(a) Response:**

Feet first public access and connectivity was addressed in the circulation, connectivity and mobility analysis and integrated into the design of each plan option and the preferred plan. Recommended mobility addresses the needs of residents, visitors, and public users of the Snowcreek VIII site. The feet first recommendations included:

- Additional multi-modal access to Old Mammoth Road and to town through a second connection to Old Mammoth Road.
- Pedestrian and bike access through all public project connections to Old Mammoth Road.
- Pedestrian and bike improvements along Old Mammoth Road and intersections.
- Accommodates for expanded public transit through project site including two transit stop locations
- Additional winter circulation includes cross-country trails integrated throughout the golf course cart path system
- Public trailhead access to Sherwins provided at southern boundary of site
- Winter egress from Sherwin Range back country through project site utilizing groomed cross country trails and project internal circulation.
- Mountain access provided through transit connections through the site and hotel shuttle services.

**(b) Specific Framework Issue:**

The issue is addressed at slides: 28 – 34, 37 – 42.



In the proposed alternative plans, vehicle access is seen in slides 70, 72, and 74.

In the Preferred Plan, various modes of access are seen at slides 78 – 85. See slide 79 for recommended transit stops.

**(c) GP Goals listed by Town:**

*Goal M.3, M.4, M.5, and M.7; Policy M.3.B, M.3.C, M.3.D, and M.4.A.*

**(d) Answer and slides addressing GP and Issue (if any):**

*See response to No. 27, 30 and 31.b. above. Goals M.3, M.4, and M7 and Policies M.3.B, M.3.C, and M.4.A are all addressed at No. 27 above.*

**Goal M.5 states, “Provide a year-round local public transit system that is convenient and efficient.” A Town-wide public transit system is Town / government agency related and inapplicable.**

**Policy M.3.D states, “Encourage visitors to leave vehicles at their lodging by developing pedestrian, bicycle, transit and parking management strategies.”**

*This policy is met through the re-design which provides significant pedestrian, bicycle, snowshoeing, and cross country skiing access and trails. Transit stops are planned for the project to connect to the rest of the town as well. See answer to No. 27 above.*

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**Issue 33:** How does the project provide a variety of summer and winter trails connected to the Town’s trail and transit system? (e.g. MLTPA letter)

**(a) Response:**

Summer and winter trail and transit access and connectivity was addressed in the circulation, connectivity and mobility analysis and integrated into the design of each plan option and the preferred plan. Recommended public trail portals and connections and transit connections include:

- Additional multi-modal access to Old Mammoth Road and to town through a second connection to Old Mammoth Road.
- Pedestrian and bike access through all public project connections to Old Mammoth Road.
- Pedestrian and bike improvements along Old Mammoth Road and intersections.
- Accommodates for expanded public transit through project site including two transit stop locations
- Additional winter circulation includes cross-country trails integrated throughout the golf course cart path system
- Public trailhead access to Sherwins provided at southern boundary of site

- Winter egress from Sherwin Range back country through project site utilizing groomed cross country trails and project internal circulation.
- Mountain access provided through transit connections through the site and hotel shuttle services.

**(b) Specific Framework Issue:**

MLTPA GIS points are noted at slide 31.

The issue is addressed at slides: 28 – 34, 37 – 42.

In the proposed alternative plans, vehicle access is seen in slides 70, 72, and 74.

In the Preferred Plan, various modes of access are seen at slides 78 – 85.

See slide 79 for recommended transit stops.

**(c) GP Goals listed by Town:**

*Goal M.3, M.4, M.5, and M.7; Policy M.3.B, M.4.B., M.5.B, M.7.A, and M.7.F.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals M.3, M.4 and M.7 and Policies M.3.B, M.4.B are addressed in Issue No. 27 above. Goal M.5 is addressed in Issue No. 32 above.*

*Policy M.5.B states, “expand and increase reliability of transit services to meet the needs of the community and visitors.” This Policy is inapplicable to the Framework Issue. Implementation of this policy is the Town’s responsibility and not addressed, except to note that transit stops are planned for the project.*

*Policy M.7.A states, “Install traffic control and safety operational improvements at intersections... as required to meet the above Levels of Service.” Inapplicable to Framework Issue listed.*

*Policy M.7.F states, “Plan new and/or reroute existing streets and circulation facilities where required by new development or to achieve circulation objectives.” Although inapplicable to Framework Issue listed, this policy is met through the creation of a traffic roundabout at Minaret and Old Mammoth Road and a new secondary access route to the project, as indicated in the preferred plan at slides 78-85.*

**Issue 34:** Options for effective non-motorized (feet-first) access to the Outfitter’s Cabin, interpretive center/market and trailheads should be discussed.

**(a) Response:**

Feet first public access and connectivity was addressed in the circulation, connectivity and mobility analysis and integrated into the design of each plan option and the preferred plan. The recommended location of the market and Outfitter Cabin were based on access to multi-modal transportation options including pedestrian, bike, transit and in the case of the Outfitter Cabin,

Forest Service land trailhead access. Recommended feet first access that provides access to the Outfitter's Cabin, interpretive center/market and trailheads includes:

- Additional multi-modal access to Old Mammoth Road and to town through a second connection to Old Mammoth Road.
- Pedestrian and bike access through all public project connections to Old Mammoth Road.
- Pedestrian and bike improvements along Old Mammoth Road and intersections.
- Accommodation for expanded public transit through project site including two transit stop locations, one serving the potential market location and other adjacent to the recommended Outfitter Cabin location.
- Additional winter circulation includes cross-country trails integrated throughout the golf course cart path system
- Public trailhead access to Sherwins provided at southern boundary of site
- Winter egress from Sherwin Range back country through project site utilizing groomed cross country trails and project internal circulation.
- Mountain access provided through transit connections through the site and hotel shuttle services.

**(b) Specific Framework Issue:**

MLTPA GIS points are noted at slide 31.

The issue is addressed at slides: 28 – 34, 37 – 42

The issue is addressed in the options in 70, 72, and 74 and in the preferred plan discussion at slides 78 – 85.

See slide 79 for recommended transit stops.

**(c) GP Goals listed by Town:**

*Goal M.3 and M.4; Policy M.3.B, M.3.C, and M.4.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals M.3, M.4 and Policies M.3.B, M.3.C, M.4.B are addressed in Issue No. 27 above.*

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**Issue 35:** Where are sidewalks proposed? Sidewalks should at least be located on the main street and within the project to get people to destinations like the market.

**(a) Response:**

Sidewalk/pathway locations are recommended within the open space system and are recommended in the circulation, connectivity and mobility analysis. Connections from the Sherwin Range to the Old Mammoth Road and Town, the hotel area, and Snowcreek V will be provided within the open space circulation system. Internal trails/sidewalks are recommended on the internal project trail system. Final locations, engineered cross sections, dimensions, and material selections will be subject detailed design in further design phases.

**(b) Specific Framework Issue:**

Sidewalks are discussed at slide 34.

**(c) GP Goals listed by Town:**

*Goal M.3, M.4, and C.3; Policy M.3.B, M.4.B, and M.4.C.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals M.3, M.4 and Policies M.3.B, M.4.B are addressed in Issue No. 27 above. Goal C.3. is addressed at No. 5 above.*

*Policy M.4.C states, “Design streets, sidewalks and trails to ensure public safety such as...[specific design characteristics].” This policy is inapplicable at this stage and may be addressed at the project design stage.*

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**Issue 36:**

How will Snowcreek VIII visitors of all ages cross to the market over what will be an even busier Old Mammoth Road without a car? What are the options for safe crossing?

**(a) Response:**

The project analysis yielded two potential options for the market location. The preferred location, within the project boundary south of Old Mammoth Road, provides safe pedestrian access for project residents, visitors, and the public on sidewalks and trails recommended within the circulation, connectivity, and mobility plan. If the market is located north of Old Mammoth Road accommodations for safe pedestrian crossings at Old Mammoth and Minaret will need to be addressed.

**(b) Specific Framework Issue:**

See slides 49.

**(c) GP Goals listed by Town:**

*Goal M.3, M.4, M.8 and C.3; Policy M.3.B, M.4.B, M.4.C, M.8.A, and M.8.C.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals M.3, M.4 and Policies M.3.B, M.4.B are addressed in Issue No. 27 above. Goal C.3. is addressed at No. 5 above. Policy M.4.C. is inapplicable as noted in Issue No. 35.*

*Goal M.8 states, “Enhance small town community character through the design of the transportation system.” See answer to No. 27 above.*

*Policy M.8.A states, “Encourage traffic-calming techniques that protect residential neighborhoods and streets, enhance public safety, maintain small town character and enhance resort design objectives.” A traffic calming circle is planned at Minaret and Old Mammoth Road. A second access road is planned in the preferred plan. See slides 69 - 70 (option A), 71 - 72 (option B), 73 - 74 and 81 (option C, preferred plan).*

*Policy M.8.C states, “Improve pedestrian traffic and roadway circulation affected by snow storage by increasing shoulder width and building sidewalks and trails along State Route 203, Minaret Road, Meridian Boulevard, and Old Mammoth Road.” This policy is inapplicable at this stage in the planning process.*

---

**Issue 37:**

Streets, although private, should be built to Town Standards. Also, how public transit works with private streets (e.g. snow removal)?

**(a) Response:**

Town and applicant issue. Street width and construction standards are within Town jurisdiction and will be addressed in further detailed design. Public transit within the project site will also be addressed as a Town and applicant issue.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

*Goal M.7; Policy M.7.H.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal M.7. is addressed at Issue No. 33 above.*

*Policy M.7.H states, “Development shall dedicate, design and construct internal and adjacent streets, sidewalks and trails to Town standards.” This policy is inapplicable at this stage in the planning process.*

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**GENERAL CATEGORY: Transit**

**Issue 38:** The project includes the extension of the Red Line MMSA bus route and shuttles. Are these all needed? Can there be coordination between existing transit systems (e.g. Town, MMSA, ESTA) to create a more effective transit system? A sufficient transit plan is needed.

**(a) Response:**

Expanded public transit within and connecting project site to existing MMSA bus routes has been recommended. How this transit recommendation is implemented is a Town and applicant issue requiring further study.

**(b) Specific Framework Issue:**

This is a Town/applicant issue. See slide 79 for proposed transit stops.

**(c) GP Goals listed by Town:**

*Goal M.5; Policy M.5.A, M.5.B, and M.5.C.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal M.5 is addressed at Issue No. 32 above. Policy M.5.B is addressed at Issue No. 33 above.*

*Policy M.5.C states, “Increase availability of transit services by working collaboratively with other agencies and organizations.” This policy is inapplicable as it is a Town / government agency issue. However, transit stops have been planned in the project and transit stops will be coordinated with MMSA. See slide 78 for proposed transit stops.*

*Policy M.5.A states, “Expand and increase reliability of transit services to meet the needs of the community and visitors.” This policy is inapplicable as it is a Town / government agency issue. However, transit stops have been planned in the project and transit stops will be coordinated with MMSA. See slide 78 for proposed transit stops.*

---

**Issue 39:** There appears to be a potential bottleneck at the hotel with the Red Line and shuttles. How will this be addressed?

**(a) Response:**

Potential congestion at the hotel can be addressed in more detailed project design with the assistance of transportation engineer. However, the circulation, connectivity, and mobility recommendations provide for additional external circulation connections that should help address internal congestion. Roads alignments have been considered for through traffic and the hotel circulation allows for independent hotel check-in and drop off.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation. Detailed project design should address these circulation concerns. Slide 79 indicates the recommended transit stops.

**(c) GP Goals listed by Town:**

*Goal M.3 and M.5; Policy M.3.H and M.5.A.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal M.5 is addressed at Issue No. 32 above. Goal M.3 are addressed in Issue No. 27 above. Policy M.5.A is addressed above in Issue No. 38.*

*Policy M.3.H states, “Commercial developments shall not allow delivery vehicles and unloading activity to impede traffic flow through adequate delivery facilities and/or delivery management plans.” This policy is inapplicable at this stage in the planning process.*

---

**Issue 40:** Is there enough transit capacity for this project? What are the operating costs for the transit system? Who operates it and pays for it?

**(a) Response:**

Transit system capacity, implementation, and operational issues were not part of Hart Howerton scope of analysis. These issues should be addressed by the Town and applicant.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

*Goal M.5; Policy M.5.A, M.5.B, and M.5.C.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal M.5 is addressed at Issue No. 32 above. Policies M.5.A, M.5.B, and M.5.C. are addressed above in Issue No. 38.*

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**Issue 41:** A shuttle to the airport should be included.

**(a) Response:**

Applicant and hotel operator issue.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

*Goal M.2 and M.5; Policy M.2.F and M.5.A.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal M.5 is addressed at Issue No. 32 above. Policies M.5.A is addressed above in Issue No. 38.*

**Goal M.2 states, “Improve regional transportation system.” This goal is a Town/government agency issue and inapplicable.**

**Policy M.2.F states, “Establish convenient and energy efficient access to the Mammoth Yosemite Airport.” This goal is a Town/government agency issue and inapplicable.**

---

**Issue 42:**

How do people get from the market with their groceries without their cars? Should there be a bus stop and shelter here?

**(a) Response:**

The project analysis yielded two potential options for the market location. The preferred market location, within the project boundary south of Old Mammoth Road, provides safe pedestrian access for project residents, visitors, and the public on sidewalks and trails recommended within the circulation, connectivity, and mobility plan. A transit stop has also been recommended adjacent to the market location.

**(b) Specific Framework Issue:**

See access illustrations at slides 32 – 34.

See slides 34 and 79 for recommended transit stops.

**(c) GP Goals listed by Town:**

*Goal M.3 and M.5; Policy M.3.B, M.5.A, and M.5.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal M.5 is addressed at Issue No. 32 above. Goal M.3 is addressed at Issue 39. Policies M.5.A, and M.5.B are addressed above in Issue No. 38. Policy M.3.B is addressed at Issue No. 33.*

---

**Issue 43:**

Shared and pooled parking connected to transit, such as park-n-ride lots, should be discussed.

**(a) Response:**

The preferred plan provides two transit stops that are accessible both to the hotel, residents and public. Sufficient parking accommodations for residents, resorts guests, and visitors are incorporated in plan options and the preferred plan. Park-and-ride facilities are not appropriate within the design of the resort project as adequate on-site parking has been provided and the public should not be using the Snowcreek VIII neighborhood for parking for transit. Park and ride lots would create additional surface parking and snow removal areas. Additionally pedestrian / bike access paths have been added to the preferred plan to provide a more effective connection to public transportation.

**(b) Specific Framework Issue:**

For pedestrian / bike access paths, see slides 27, 32 – 34.

See slides 34 and 79 regarding recommended transit stops.

**(c) GP Goals listed by Town:**

*Goal M.5 and M.6; Policy M.6.B.*



(d) *Answer and slides addressing GP and Issue (if any):*

*Goal M.5 is addressed at Issue No. 32 above.*

*Goal M.6 states, “encourage alternative transportation and improve pedestrian mobility by developing a comprehensive parking management strategy.” This goal is a Town/government agency issue and inapplicable.*

*Policy M.6.B states, “Support development of strategically located public parking facilities.” This goal is a Town/government agency issue and inapplicable.*

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### **GENERAL CATEGORY: Way-Finding**

**Issue 44:** Where are multiple sites for interpretive activities and interpretive way-finding throughout the Project?

**(a) Response:**

The proposed interpretive center site should be located north of Old Mammoth Road. The preferred plan recommends that way-finding could be incorporated within public art in the project plan. Way-finding and interpretive facilities should be addressed in more detailed project design phases.

**(b) Specific Framework Issue:**

See slide 67. A potential interpretive center location is indicated on slides 40-41.

**(c) GP Goals listed by Town:**

*Goal M.1.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal M.1 states, “Develop and implement a town wide way-finding system.” To the extent applicable to the Snowcreek project, way-finding and interpretive facilities should be addressed at the detailed project design stage.*

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### **GENERAL CATEGORY: Recreation and Community Amenities**

(Recreational opportunities and facilities and open space)

#### **Recreation and Trails**

**Issue 45:** How will the project add to the existing recreation base to serve future residents and visitors?

**(a) Response:**

The open space, public access, and amenities analysis recommended appropriate public recreation facilities that would serve residents, resort visitors, and the community at large. These include:

- World class golf course and practice facility
- Interpretive center describing the history, culture, and ecology of the region
- “Great lawn” for event and passive recreation (summer art festivals, winter snow events such as caroling, star gazing)
- A series of public open spaces providing trails, connectivity, passive recreation and reflection, informal children play areas, and public art.
- Landscape open space systems designed in a sensitive and appropriate way to improve the overall character of the resort environment
- Public gathering places at the resort entry within the open space system and Great Lawn
- Public parking to serve recreation users at the entry and the hotel area
- Public restrooms to serve recreation users within the hotel area
- On site bicycle trails connecting the site with Mammoth commercial district and other areas of town. On-site bike facilities include Class 1 and Class 2 paths.
- Winter recreational activities include snow play area adjacent to the hotel and Outfitter’s Cabin, access to cross-country ski trails utilizing golf cart path system. Other winter activities include snowshoeing, hiking, sledding, etc.
- Connectivity to open space portals as identified in the GIC Inventory.

**(b) Specific Framework Issue:**

See slides 7, 19 – 25 (golf), 28 – 34 (trails and open space) 37 – 42 (open space, walking trails and USFS trail access, summer and winter circulation, snow play area, Outfitter’s Cabin, winter activity centers, proposed cross country ski trails).

Slides 40, 41 includes recreation issues and options..

**(c) GP Goals listed by Town:**

*Goal P.2, P.3, and P.4; Policy P.2.B, P.2.C, P.4.A, and P.4.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

**Goal P.2 states, “Provide additional parks within town.”** *The preferred plan includes pocket parks, an open space corridor and a snow play area. See 37 – 42 (open space corridor, walking trails and USFS trail access, pocket parks, winter activity centers, snow play area).*

**Goal P.3 states, “Create a Master Plan for an integrated trail system that will maintain and enhance convenient public access to public lands from town.”** *Although this goal is a Town/government agency/MLTPA issue and inapplicable, the MLTPA’s GIC points have been incorporated into the project and trails throughout the project are designed to connect with the Town’s trail systems and GIC points. See Issue 13.b. and 26 for further discussion.*

*Goal P.4. states, "Provide and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages." This goal is met and addressed, as discussed in Issue 4. Additionally see slide 37.*

*Policy P.2.B states "require usable public recreation open space in all master planned developments." This policy is met through the extensive open space and recreation facilities designed in the preferred plan. See answer to Issue No. 4 and slides 18 – 25 (golf), 28 – 34 (circulation and mobility, including trails and open space), 37 – 41 (open space, walking trails and USFS trail access, summer and winter circulation, Outfitter's Cabin, winter activity centers, snow play, proposed cross country ski trails).*

*P.2.C states, "Maximize parks and open space through flexible form-based zoning, development clustering and transfers of development rights within individual districts." This policy is met. See response to Issue 4 and above.*

*P.4.A states "Expand recreational opportunities by proactively development partnerships with public agencies and private entities." By approving the project, the Town has an opportunity to significantly expand recreational opportunities for visitors and residents alike. See answer to Issue No. 4 and slides 18 – 25 (golf), 28 – 34 (trails and open space), 37 – 42 (open space, walking trails and USFS trail access, summer and winter circulation, snow play area, Outfitter's Cabin, winter activity centers, , proposed cross country ski trails).*

*P.4.B states "Provide an affordable and wide range of year-round recreational opportunities to foster a healthy community for residents and visitors. Activities include but are not limited to: ... cross-country skiing, snowshoeing, swimming, snow play, day and backcountry hiking, walking, interpretive trails and signage, street and mountain biking, health and fitness...[additional activity list]." The preferred plan provides a wide range of year-round recreational opportunities for residents and visitors, including a spa in the resort, 18 hole PGA approved golf course designed by a renowned designer, a 19<sup>th</sup> practice hole, a snow play area, an interpretive center and Outfitter's Cabin, summer walking and winter skiing trails, fitness facilities in the resort hotel, bike paths, access to the USFS, and an interpretive center. The design of the Hotel will allow for cultural events on the "Great Lawn" and educational and cultural events in the conference space. See slides: 5-8, 18-25 (golf); 27-34 (circulation and mobility, with summer and winter trails); 36 – 42 (recreation and amenities, including snow play area); 45-48 (hotel planning and land use); 77 – 85 (preferred plan).*

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**Issue 46:** Will the golf course be a regulation PGA approved and/or brand name golf course? This is the last chance the Town has to develop a golf course that can attract professional tournaments and associated events.

**(a) Response:**

The golf course parcel as recommended provides adequate area for a high level resort course experience. A golf course routing plan was prepared by David McLay Kidd and is shown with the preferred plan . Mr. Kidd is currently one of the world's top golf course designers and has to his credit the design of the first Bandon Dunes golf course in Oregon and the first new course in 100 years at St Andrews in Scotland. The golf course routing as shown in the preferred plan accommodates a full size regulation golf course and practice facilities. We recommend that a top golf course architect, such as David McKay Kidd, be retained to design to the golf course.

**(b) Specific Framework Issue:**

Golf is addressed on slides 19 – 25.

**(c) GP Goals listed by Town:**

*Goal P.4; Policy P.4.A.*

*(d) Answer and slides addressing GP and Issue (if any):*

*Goal P.4 and Policy P.4.A. are addressed above at Issue No. 44.*

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**Issue 47:** Golf course should allow for convenient 9-hole or 18-hole play (i.e. club house located adjacent or close to holes 1, 9, 10, and 18).

**(a) Response:**

The planning analysis considered the location of starting and finishing holes and the location of the clubhouse (proshop) as key determinates in the golf course routing and hotel location. A golf course routing plan was prepared by David McLay Kidd cognoscente of the existing golf course corridor and is shown with the preferred plan. The preferred plan shows the recommended starting and finishing hole locations adjacent to the hotel, golf course proshop, and practice facilities. The 9<sup>th</sup> and 10<sup>th</sup> hole location is shown near the project entry at the market area. This will allow the potential for the food market to serve as the “half-way” house facility for golfer food and beverage and as a starting or finishing point for those golfers only playing nine holes.

**(b) Specific Framework Issue:**

This issue is addressed and proposed golf routing and the golf course is discussed and illustrated at slides 19 – 25.

**(c) GP Goals listed by Town:**

*Goal P.4; Policy P.4.A.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.4 and Policy P.4.A. are met and addressed above at Issue No. 44.*

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**Issue 48:** The golf course should be usable year-round to support an active rental program. What passive and/or active winter uses are appropriate (e.g. cross-country ski trails, snowshoe, snowmobiles, etc.)?

**(a) Response:**

The open space, public access, and amenities analysis recommended that the golf course can support winter cross country skiing use utilizing the golf cart path system for groomed trails. Additionally the golf course can provide snowshoeing opportunities. An area for snow play has also been identified on the golf course adjacent to the hotel on the preferred plan.

The recommended Outfitter Cabin location, adjacent to the hotel and golf course, will serve for equipment rental, staging area for the snow play area, and a warming hut. Snowmobile use on the golf course is not recommended due to noise and the proximity to hotel guests and residential owners.

**(b) Specific Framework Issue:**

This issue is addressed at slides 19, and 36 - 42.

**(c) GP Goals listed by Town:**

Goal P.4 and P5; Policy P.4.A, P.4.B, P.4.C, P.5.C, and P.5.E.

**(d) Answer and slides addressing GP and Issue (if any):**

Goal P.4 and Policies P.4.A, and P.4.B are met and addressed at Issue No. 45.

**Goal P5 states, “Link parks and open space with a well-designed year-round network of public corridors and trails within and surrounding Mammoth Lakes.”** Although this goal is a Town/government agency/MLTPA issue and inapplicable, the MLTPA’s GIC points have been incorporated into the project and trails, open space and parks throughout the project are designed to connect with the Town’s trail systems and GIC points. See Issue 13.b. and 26 for further discussion.

**Policy P.4.C states, “Ensure balance of use, enjoyment and separation where appropriate between motorized and non-motorized modes of recreation.”** This goal is met in that no motorized forms of recreation are allowable on the cross-country ski trails on the golf course. No motorized modes of recreation are planned for the resort. See 28 – 34 (circulation and mobility with trails and open space illustrated), 37 – 42 (open space, public access and amenities, walking trails and USFS trail access, summer and winter circulation, snow play area, Outfitter’s Cabin, winter activity centers, proposed cross country ski trails).

**Policy P.5.C states, “Require development to incorporate linked public trail corridors identified in the Mammoth Lakes Trail System Plan into overall project site plan.”** This policy has been met through the new preferred plan. See discussion under 13b, 26 and Goal P5 above. Connectivity to existing trails is considered and addressed at slides 31 – 33. Outfitter’s Cabin relocated to near a GIC point, illustrated at slides 40, 79, 80.

**Policy P.5.E states, “Design parks and open space to be accessible and useable except when set aside for preservation of natural resources, health and safety.”** This policy has been met through the new preferred plan in that significant open space is planned, which will be accessible to the public. Pocket parks are also planned for the project. See Issue No. 4 and 45 above. See 28 – 34 (circulation and mobility with trails and open space illustrated), 37 – 42 (open space, public access and amenities, walking trails and USFS trail access, summer and winter circulation, snow play area, Outfitter’s Cabin, winter activity centers, proposed cross country ski trails).

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**Issue 49:** What is the feasibility of a ski trail system on golf cart paths and around project’s perimeter?  
How do golf carts and skiers and other users to cross roadways within the golf course?

**(a) Response:**

The open space, public access, and amenities analysis recommended that the golf course support winter cross country skiing use utilizing the golf cart path system for groomed trails. The

recommended Outfitter Cabin location, adjacent to the hotel and golf course, will serve for equipment rental and a warming hut.

Project roadways within the site should be designed to accommodate safe crossing by pedestrians, golf carts, and cross country skiers at designated crossings. Designated cross country ski crossings of project roads can accommodate crossings by the compaction of a thin layer of snow or rubber mats to protect skis from abrasion on road services.

**(b) Specific Framework Issue:**

See slide 41 for a winter ski trail proposal on the golf course. See also slide 42.

**(c) GP Goals listed by Town:**

*Goal P.3, P.4, and P5; Policy P.3.A, P.3.B, P.3.C, P.4.A, P.4.B, P.4.C, P.5.C, and P.5.D.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals P.3 and P.4 are addressed at Issue 45. Goal P5 is addressed at Issue 48. Policies P.4.A and P.4.B are addressed at Issue No. 45. Policies P.4.C and P.5.C are addressed at Issue No. 48.*

*Policy P.3.A states, “Ensure public routes for access to public lands are provided in all developments adjacent to National Forest lands.” This policy is met through the new preferred plan design, which incorporates access to USFS lands and re-locates the Outfitter’s Cabin to an accessible area near the hotel and a portal to a USFS trail head. See Issue No. 45 above. See 28 – 34 (circulation and mobility with trails and open space illustrated), 37 – 42 (open space, public access and amenities, walking trails and USFS trail access, summer and winter circulation, snow play area, Outfitter’s Cabin, winter activity centers, proposed cross country ski trails).*

*Policy P.3.B states, “Coordinate with multiple organizations, agencies and jurisdictions to plan, steward, interpret, promote and sustain trails, public access and outdoor recreation amenities in the Mammoth Lakes region.” Although this goal is a Town/government agency/MLTPA issue and inapplicable, the MLTPA’s GIC points have been incorporated into the project and trails, open space and parks throughout the project are designed to connect with the Town’s trail systems and GIC points. See Issues 13.b., 26 and 45 as well as P.3.A above.*

*Policy P.3.C states, “Identify and acquire points of public access to public lands...through cooperative arrangements including easements, purchase or other means of title acquisition.” This is a Town/government agency Policy and inapplicable.*

*Policy P.5.D states, “Design public and private streets not only as connections to different neighborhood districts but also as an essential element of the open space system. Include parks and plazas, tree-lined open spaces and continuous recreational paths in design.” Met in preferred plan, see slides listed in P.3.A. above.*

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**Issue 50:** What do the updated Master Parks and Trails Plans say about this area?

**(a) Response:**

The draft Master Park and Trails Plan addresses overall park and recreation needs for the Town of Mammoth Lakes. Hart Howerton looked at the Plan’s evaluation of current and future park and recreation needs and also the study of standards and comparables to determine appropriate park and recreation standards to be applied to Snowcreek VIII. Many of the proposed

Snowcreek VIII recommended amenities are unique and do not fit into typical park and recreation standards, but they do fulfill overall needs within the Town (such as the golf course, public trails, etc.) In response to these standards we did propose at a minimum a mini-park with small children play equipment, seating areas, and a small multi-purpose field or court area to accommodate recreation needs for the resident population.

**(b) Specific Framework Issue:**

The MLTPA's GIC points are referenced at slide 31. Connectivity to existing trails is considered and addressed at slides 28 – 34.

**(c) GP Goals listed by Town:**

*Goal P.1, P.2, and P.3; Policy P.2.B, P.3.A, and P.5.C.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals P.2 and P.3 and Policy P.2.B. are addressed in Issue No. 45. Policy P.3.A and P.5.C are addressed at Issue No. 49.*

**Goal P.1 states, “Maintain parks and open space within and adjacent to town for outdoor re creation and contemplation.” A significant portion of Snowcreek VIII has been designed to incorporate open space. See prior discussions above.**

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**Issue 51:** Where are year-round public trails located throughout the site that connect to existing trails?

**(a) Response:**

Summer and winter trail and transit access and connectivity was addressed in the circulation, connectivity and mobility analysis and integrated into the design of each plan option and the preferred plan. Recommended public trail portals and connections and transit connections include:

- Additional multi-modal access to Old Mammoth Road and town through a second connection to Old Mammoth Road.
- Pedestrian and bike access through project open space corridors connecting to Old Mammoth Road.
- Pedestrian and bike improvements along Old Mammoth Road and intersections.
- Accommodates for expanded public transit through project site including two transit stop locations
- Additional winter circulation includes cross-country trails integrated throughout the golf course cart path system
- Public trailhead access to Sherwins provided at southern boundary of site

- Winter egress from Sherwin Range back country through project site utilizing groomed cross country trails and project internal circulation.

**(b) Specific Framework Issue:**

See slides 28 – 34, 39 – 42 (summer, winter, and shoulder season).

**(c) GP Goals listed by Town:**

*Goal P.5; Policy P.5.B, P.5.C, and P.5.D.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.5 is met and addressed at Issue No. 48. Policies P.5.C and P.5.D are addressed at Issue No. 49.*

**Policy P.5.B states, “Design and construct trails as components of a regional and local network for recreation and commuting.” Although this goal is a Town/government agency/MLTPA issue and inapplicable, the MLTPA’s GIC points have been incorporated into the project and trails, open space and parks throughout the project are designed to connect with the Town’s trail systems and GIC points. See Issue 13.b. and 26, 45 and this issue above for further discussion.**

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**Issue 52:** Where will the driving range, a very popular amenity with visitors and locals, be relocated?

**(a) Response:**

The golf course location and routing analysis looked at several locations for a golf practice facility. The location of the facility is based on golf course operational needs and was considered by David Kidd in the golf course routing study. The recommended practice facility location adjacent to the golf course pro shop, hole #1, and hotel provides the most convenient and logical location.

A practice golf facility needs to be adjacent to the pro shop for control and servicing users and should be adjacent to the first hole to provide a warm up area for golfers prior to play. The recommended golf practice facility for a high end golf course should not look like a typical golf driving range with divided tees, rubber mats, fencing, and a flat landing area.

The practice facility as proposed on the preferred plan is designed to satisfy the latest trends in golf whereby the facility looks like a golf hole in the character of the greater golf course. This also provides topography, landing areas, bunkers, and targets to provide the golfer a variety of golf practice opportunities as they would experience on the golf course.

This type of practice facility would also appear like a typical golf hole thus minimizing any visual impacts from both residents of the Snowcreek VIII project and Snowcreek V. Additional golf practice facilities would include putting greens and a short game area.

**(b) Specific Framework Issue:**

This is addressed at slides 22 – 24.



**(c) GP Goals listed by Town:**

*Goal P.4; Policy P.4.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.4 and Policy P.4.B. are met and addressed at Issue No. 48.*

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**Issue 53:** A snow play area/sledding hill with convenient access and services should be considered. A potential snow play area has been previously discussed in this location.

**(a) Response:**

A snow play area is recommended on the hill adjacent to the Outfitter’s Cabin and hotel on the preferred plan.

**(b) Specific Framework Issue:**

A snow play area has been added. See slide 41.

**(c) GP Goals listed by Town:**

*Goal P.4; Policy P.4.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.4 and Policy P.4.B. are met and addressed at Issue No. 48.*

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**Issue 54:** What activities are provided for people of all ages? A golf putting course is a recreational amenity that all ages can enjoy; is a putting course feasible for the project?

**(a) Response:**

The open space, public access, and amenities analysis recommended appropriate public recreation facilities that would serve a wide variety of users of various ages, interests, and abilities in both the summer and winter. These include:

- World class golf course and practice facility
- Interpretive center describing the history, culture, and ecology of the region
- “Great lawn” for event and passive recreation (summer art festivals, winter snow events such as caroling, star gazing)
- Series of public open spaces providing trails, connectivity, passive recreation and reflection, informal children play areas, and public art.

- Landscape open space systems designed in a sensitive and appropriate way to improve the overall character
- Public gathering places at the resort entry within the open space system and Great Lawn
- Public parking to serve recreation users at the entry and the hotel area
- Public restrooms to serve recreation users within the hotel area
- On site bicycle trails connecting the site with Mammoth commercial district and other areas of town. On-site bike facilities include Class 1 and Class 2 paths.
- Winter recreational activities include snow play area adjacent to the hotel and Outfitter’s Cabin, access to cross-country ski trails utilizing golf cart path system. Other winter activities include snowshoeing, hiking, sledding, etc.
- Connectivity to open space portals as identified in the GIC Inventory.

A golf course practice putting facility has been designed as part of the golf course routing proposal. A putting “course” has not been considered appropriate for the facility as they have proven difficult to maintain and often become eyesores over time. They unfortunately fall somewhere between a miniature golf course (windmills, etc.) and a serious place to practice putting. They have been difficult to effectively integrate into a high end luxury resort and golf course.

**(b) Specific Framework Issue:**

See slides 7, 19 – 25 (golf), 28 – 34 (trails and open space) 37 – 42 (open space, walking trails and USFS trail access, summer and winter circulation, snow play area, Outfitter’s Cabin, winter activity centers, proposed cross country ski trails).

For a list discussing this issue, see slide 42.

**(c) GP Goals listed by Town:**

*Goal P.4; Policy P.4.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.4 and Policy P.4.B. are met and addressed at Issue No. 48.*

**Issue 55:**

The recreation amenities should be built first, to allow parks and recreation to keep pace with a growing community.

**(a) Response:**

To be determined by applicant. In our Firm’s experience the timing of the construction of recreation facilities coincides with hotel and residential development. The construction of recreation facilities is often phased with infrastructure development, financial considerations, occupancy of hotel and residential units, and adequate maintenance facilities.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

*Goal P.1, P.2, P.3, P.4, and P.5.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.1, P.2, P.3, P.4, and P.5 are addressed above generally at Issues 45, 48 and 45. However none of these General Plan Goals are applicable to the timing with which amenities are constructed when built by a project applicant.*

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**Issue 55a:**

Are there adequate year-round recreation opportunities for density and projected population proposed? How are recreation facilities and community amenities maintained and operated (transit stops, Outfitter's Cabin, etc).

**(a) Response:**

The Town’s draft Open Space and Recreation Plan was consulted to determine the type and amount of facilities that would be recommended for the Snowcreek VIII project population. From this analysis it was determined that a mini-park along with other passive and active recreation elements should be included in the plan. Moreover, the type of facilities recommended should be appropriate and complement both the hotel and resort residential character and program and also uniquely serve the public with these facilities.

A high end golf course facility is appropriate for the Snowcreek VIII program and also provides a unique recreation need for the Town. This golf course also provides winter recreation opportunities not found anywhere else locally. The site’s access to public forest lands suggests the opportunity for an Outfitter Cabin to serve both residents, resort guests, and the public in this unique setting.

The following year round additional recreational activities are considered within the preferred plan; amenities are considered

- Interpretive center describing the history, culture, and ecology of the region
- “Great lawn” for event and passive recreation (summer art festivals, winter snow events such as caroling, star gazing)

- Series of public open spaces providing trails, connectivity, passive recreation and reflection, informal children play areas, and public art.
- Children’s play area at mini-park in project entry area
- Public gathering places at the resort entry within the open space system and Great Lawn
- On site bicycle trails connecting the site with Mammoth commercial district and other areas of town. On-site bike facilities include Class 1 and Class 2 paths.
- Winter recreational activities include snow play area adjacent to the hotel and Outfitter’s Cabin, access to cross-country ski trails utilizing golf cart path system. Other winter activities include snowshoeing, hiking, sledding, etc.
- Two transit stops one at the resort entry and one at the hotel great lawn
- Public parking at the entry and the hotel area
- Public restrooms within the hotel area
- Connectivity to open space portals as identified in the GIC Inventory.
- Neighborhood convenience retail would provide convenient food products including prepared foods, delicatessen, and general provisions. A good example would be the Oakville Grocery in Napa Country.
- Landscape open space systems designed in a sensitive and appropriate way to improve the overall character

**(b) Specific Framework Issue:**

See slides 7, 19 – 25 (golf), 28 – 34 (trails and open space) 37 – 42 (open space, walking trails and USFS trail access, summer and winter circulation, snow play area, Outfitter’s Cabin, winter activity centers, proposed cross country ski trails).

For a list discussing this issue, see slide 42.

Density in relation to project design and amenities is discussed at slides 52 – 75.

Comparisons with other similar mountain ski-area projects is shown on slides 55 – 67.

Density in relation to available amenities is addressed in the various options, A – C, at slides 69 – 75.

Preferred plan discussing/illustrating density and sustainable amenities at slides 78-85.

Maintenance and operations are not addressed in slide presentation. To be determined by Town and applicant.

(c) **GP Goals listed by Town:**

*None*

(d) **Answer and slides addressing GP and Issue (if any):**

*No General Plan goals listed.*

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### **GENERAL CATEGORY: Public Access**

**Issue 56:** How does the project provide ready public access to hiking/mountain bike trails and backcountry skiing on adjacent U.S. Forest Service land? (e.g. MLTPA letter).

(a) **Response:**

- Year round access and connectivity to Forest Service land was addressed in the circulation, connectivity and mobility analysis and integrated into the design of each plan option and the preferred plan. Recommended summer and winter public trail portals and connections include:
- Potential public trailhead access to Sherwins provided at southern boundary of site at Outfitter Cabin location
  - Winter egress from Sherwin Range back country through project site utilizing groomed cross country trails and project internal circulation.
  - Internal trail system that connects to the existing town wide system of trails for pedestrians and bicyclists.

(b) **Specific Framework Issue:**

Access to USFS lands is illustrated, noted and/or discussed on slides 15 (applicant plan), 28-34, 36 – 42, 73, 79, 80,, 81, and 85.

(c) **GP Goals listed by Town:**

*Goal P.3; Policy P.3.A, P.3.B, and P.3.C.*

(d) **Answer and slides addressing GP and Issue (if any):**

*Goal P.3 is addressed at Issue No. 45. Policies P.3.A, P.3.B, and P.3.C are addressed at Issue No. 49. Public access is readily available through the redesigned preferred plan and discussed above at Issues 13.b., 23, 24, 26.a., 27, 33 and 51.*

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**Issue 57:** What are the options for this project to adequately solve the Sherwin’s egress/Ranch Road issue for backcountry skiers and snowboarders?

**(a) Response:**

Winter access and connectivity from the Sherwin Range for back country ski and snowboard users was addressed in the circulation, connectivity and mobility analysis and integrated into the design of each plan option and the preferred plan. Recommended public winter access from the Sherwin Range is accommodated through the project site just north of Snowcreek V at the existing golf hole #5 utilizing groomed cross country trails and project internal circulation.

**(b) Specific Framework Issue:**

Egress to USFS lands is illustrated, noted and/or discussed on slides 15 (applicant plan), 28-34, 37 – 42, 71-74, 78-85.

**(c) GP Goals listed by Town:**

*Goal P.3; Policy P.3.A, P.3.B, and P.3.C.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.3 is addressed at Issue No. 45. Policies P.3.A, P.3.B, and P.3.C are addressed at Issue No. 49. Public access is readily available through the redesigned preferred plan and discussed above at 13.b., 23, 24, 26.a., 27, 33 and 51.*

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**GENERAL CATEGORY: Community Amenities**

**Issue 58:**

What are appropriate recreation options and amenities for this project and district? What is the value of the amenities to community as well as project? What amenities and services are provided by the hotel for other neighborhoods including previous Snowcreek phases?

**(a) Response:**

The open space, public access, and amenities analysis recommended amenities to the hotel, public and previous Snowcreek phases appropriate public recreation facilities that would serve a wide variety of users of various ages, interests, and abilities in both the summer and winter. The value of many of these amenities are unique to Mammoth Lakes and will create a destination that is both nationally and internationally recognizable and at the same time these amenities will be available to the residents of Mammoth Lakes. These include:

- World class golf course and practice facility
- Interpretive center describing the history, culture, and ecology of the region
- “Great lawn” for event and passive recreation (summer art festivals, winter snow events such as caroling, star gazing)

- Series of public open spaces providing trails, connectivity, passive recreation and reflection, informal children play areas, and public art.
- Landscape open space systems designed in a sensitive and appropriate way to improve the overall character
- Public gathering places at the resort entry within the open space system and Great Lawn
- Public parking to serve recreation users at the entry and the hotel area
- Public restrooms to serve recreation users within the hotel area
- On site bicycle trails connecting the site with Mammoth commercial district and other areas of town. On-site bike facilities include Class 1 and Class 2 paths.
- Winter recreational activities include snow play area adjacent to the hotel and Outfitter’s Cabin, access to cross-country ski trails utilizing golf cart path system. Other winter activities include snowshoeing, hiking, sledding, etc.
- Connectivity to open space portals as identified in the GIC Inventory.

**(b) Specific Framework Issue:**

See slides 7, 18 – 25 (golf), 28 – 34 (trails and open space) 37 – 42 (open space, walking trails and USFS trail access, summer and winter circulation, snow play area, Outfitter’s Cabin, winter activity centers, proposed cross country ski trails).

For a list discussing this issue, see slide 42.

See slides 7, 45 and 46 for hotel related amenities.

**(c) GP Goals listed by Town:**

*Goal P.2, P.4, P.5, L.3, and L.5; Policy P.2.B, P.2.C, P.4.B, P.5.C, L.3.F, L.5.E, and L.5.F.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals P.2 and P.4 are addressed at Issue 45. Goal P.5 is addressed at Issue 49. Goals L.3 and L.5 are addressed at Issue No. 2. Policies P.2.B, P.2.C, and P.4.B are addressed at Issue No. 45. Policy P.5.C is addressed at Issue No. 49. Policies L.3.F, L.5.E, and L.5.F are addressed at Issue No. 4.*

**Issue 59:** Should an interpretive center be located within this project versus contributing to center located elsewhere in town (e.g. Hayden Cabin site)? Also the log cabin at Canyon Blvd/Lake Mary Road needs to be moved in future.

**(a) Response:**

A location for the interpretive center within the project has been recommended. The ultimate location of the Interpretive Center within town is an applicant and town issue. If it is determined that the interpretive center should be located within Snowcreek District we recommend it is sited north of Old Mammoth road.

**(b) Specific Framework Issue:**

A potential interpretive center location within the project is indicated on slides 40.

The log cabin is not addressed in this slide presentation and is a Town policy issue.

**(c) GP Goals listed by Town:**

*Goal P.1 and P.2; Policy P.2.D and P.2.E.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.1 and P.2 are addressed at Issue No. 50 and No. 45 above respectively.*

*Policy P.2.D states, “Increase understanding and appreciation of the cultural, natural and historical resources of the region and Town through development of programs, facilities and interpretive signage.” This is a Town/government agency issue and inapplicable.*

*Policy P.2.E states, “Include interpretive signage in parks, trails and public rights-of-way.” This is a Town/government agency issue and inapplicable.*

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**Issue 60:** Is a 3,000 s.f. market an appropriate size? Why?

**(a) Response:**

This facility is to be positioned as a high quality food emporium/delicatessen in order to respond to the resort community demographics and the market opportunity to provide this missing element to the Town of Mammoth. In our experience 3,000 square feet of gross area is an adequate envelope to satisfy the merchandise mix required to deliver a high quality food emporium. This facility’s merchandise mix, quality of product, and price points will not compete with any other food retail outlet in Mammoth.

A new facility of this quality can be considered an asset to the Town of Mammoth and complementary to the existing food retail mix. Additionally, and not dissimilar to the role of the Oakville Grocery in Napa plays, this amenity will provide the opportunity as a secondary gathering place as part of both summer and winter recreation activities (i.e. bike stop, warming hut).

**(b) Specific Framework Issue:**

This issue is addressed at slide 46.

**(c) GP Goals listed by Town:**

*Goal L.3 and L.5; Policy L.3.C, L.5.A, and L.5.F.*



*(d) Answer and slides addressing GP and Issue (if any):*

*Goals L.3 and L.5 are addressed at Issue No. 2 above. Policies L.3.C, L.5.A, and L.5.F are addressed at Issue No. 4 above.*

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**Issue 61:**

**What is an appropriate conference/meeting space size? Why? This space could complement special events, especially in conjunction with a regulation PGA-approved golf course.**

**(a) Response:**

The size of the conference/meeting facility will ultimately be decided by the hotel operator and the applicant. To determine the space needed, the hotel operator will consider air lift, Mammoth's market position, other amenities within the Town of Mammoth, the hotel location within the master plan, and the quality of the residential component within the resort.

Utilizing our Firm's experience with conference/meeting facilities within luxury resort hotel settings, approximately 10,000 to 15,000 square feet of multi-purpose conference/meeting space is recommended.

**(b) Specific Framework Issue:**

See slides 45 and 49 for reference to conference center.

**(c) GP Goals listed by Town:**

*Goal P.4, E.1, L.3 and L.5; Policy P.4.B, E.1.J, L.3.C, L.5.A, and L.5.F.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.4 and Policy P.4.B are addressed at Issue No. 45. Goals L.3 and L.5 are addressed at Issue No. 2. Policies L.3.C, L.5.A, and L.5.F are addressed at issue No. 4.*

**Goal E.1 states, "Be a world-renowned destination community in order to achieve a sustainable year-round economy." The preferred plan is the last chance the Town has to achieve this goal, by the creation of a world-class resort with a luxury hotel and spa with an 18-hole golf course designed by a renowned designer. The plan is aimed at attracting year-round visitors and mid-week visitors by offering a plethora of activities and attractions related to providing the ultimate resort experience. See discussion under Issues No. 2 and 4. See 18 – 25 (golf design related to natural environment); 31 – 34 (trails and mobility, integrated with natural environment); 36 – 42 (open space and recreational amenities incorporated into the natural environment); 44 – 49 (hotel and retail function and location considerations); 54 – 66 (comparisons to similar ski resorts); 67 (architectural and planning considerations for environment); 69 – 74 (comparison of proposed options); 78 – 85 (preferred plan, designed to complement the environment).**

**Policy E.1.J states, "Promote special events year-round with emphasis on producing multi-day events with particular attention to midweek and shoulder seasons." This is a Town marketing policy and inapplicable. However, the international marketing capabilities of the resort hotel will help the Town meet this goal by creating and promoting resort events that will bring people to Mammoth. The use of the conference facilities will also aid the Town in meeting this goal.**

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**Issue 62:** The proposed Outfitter’s Cabin does not provide public access; Sherwin Creek Road currently provides public access to USFS lands. How should the Outfitter’s Cabin function? What facilities are needed here for parking, restrooms, etc?

**(a) Response:**

The proposed Outfitter’s Cabin has been relocated to an area adjacent to the proposed hotel location to garner a more central and active location and allow for more direct public access to the Sherwins and USFS lands. The Outfitter Cabin, in our view, should serve as an outlet for merchandise sales, information, rental of recreational equipment, and access to local knowledge/guides/educators on local cultural and recreation. Public parking and restroom facilities will be provided. Appropriate uses of the Outfitter’s Cabin are recommended in the Recreation and Open Space Plan.

**(b) Specific Framework Issue:**

The Outfitter’s Cabin is relocated to near the hotel in Option C (Slide #’s 74, 81, and 85).

The open space discussion appears at slides 37 – 42, showing access from the relocated Outfitter’s Cabin to the Sherwins.

**(c) GP Goals listed by Town:**

*Goal P.3 and P.4; Policy P.3.B and P.4.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.3 and P.4 are addressed at Issue No. 45. Policy P.3.B is addressed at Issue No. 56. Policy P.4.B is addressed at Issue No. 58.*

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**Issue 63:** Will the proposed Outfitter’s Cabin be able to serve all existing and future users of the portal to USFS lands? The Outfitter’s Cabin should be a full portal/staging area.

**(a) Response:**

The Outfitter’s Cabin facility as planned can satisfy as a portal/staging area to the adjacent USFS land for both summer and winter activities. At this point in time we do not have full knowledge of USFS requirements for future connections to this public portal but as part of a Stakeholder discussion with USFS representatives we understand the Agency is amenable to joint discussions on this issue as well as the general public access points from Snowcreek VIII to USFS lands. These connection points include:

- Summer and winter public trailhead access to Sherwins provided at southern boundary of site at Outfitter Cabin location
- Winter egress from Sherwin Range back country through project site utilizing groomed cross country trails and project internal circulation.

**(b) Specific Framework Issue:**

The Outfitter's Cabin is relocated to near the hotel in Option C (74, 81, and 85).

The open space discussion appears at slides 37 – 42, showing access from the relocated Outfitter's Cabin to the Sherwins.

**(c) GP Goals listed by Town:**

*Goal P.3 and P.4; Policy P.3.B and P.4.B.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal P.3 and P.4 are addressed at Issue No. 45. Policy P.3.B is addressed at Issue No. 56. Policy P.4.B is addressed at Issue No. 58.*

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**Issue 64:**

Have special event facilities and associated parking been discussed (e.g. plaza or events arena)? Mammoth Lakes needs these types of facilities, for instance a western rustic ranch-style events arena/center for equestrian, sports events, performances, shows and other visitor activities to support an active rental program.

**(a) Response:**

Our experience recommends that this project is not an appropriate location for a large sports event facility or western style events ranch style area. Neither of these two event ideas would be appropriate facilities to be located adjacent to a resort luxury hotel. An equestrian center already exists on USFS land.

Conference/meeting space is recommended within the hotel to accommodate year-round events, meetings and conferences. The proposed “Great Lawn” in the front of the hotel can accommodate appropriate outdoor entertainment and events planned by the resort. The proposed lawn area could accommodate between 500 and 750 persons at capacity. The lawn area will provide the opportunity for both summer and winter programming which could include art festivals, music events, special cultural events, and hotel related marketing events.

**(b) Specific Framework Issue:**

The newly planned Great Lawn in front of the resort hotel will accommodate summer and winter events. See illustration at 74, 79, 85. For available visitor activities that will support an active rental program, see slides 7, 19 – 25 (golf), 28 – 34 (trails and open space) 37 – 42 (open space, walking trails and USFS trail access, summer and winter circulation, snow play area, Outfitter's Cabin, winter activity centers, proposed cross country ski trails). See also 41, 42.

**(c) GP Goals listed by Town:**

*Goal P.2, E.1, L.3 and L.5; Policy P.2.B, E.1.J, L.3.C, L.5.A, and L.5.F.*

**(d) Answer and slides addressing GP and Issue (if any):**

**Issue 65:** Shouldn't the year-round recreational infrastructure and amenities, which will be key to project's and our resort community's long-term economic success, be built first?

**(a) Response:**

To be determined by applicant. In our Firm's experience the timing of the construction of recreation facilities coincides with hotel and residential development. The construction of recreation facilities is often phased with infrastructure development, financial considerations, occupancy of hotel and residential units, and adequate maintenance facilities.

**(b) Specific Framework Issue:**

Issue is same as #55 above.

This issue is not addressed in the slide presentation

**(c) GP Goals listed by Town:**

Goal P.1, P.2, P.3, P.4, P.5, and E.1.

**(d) Answer and slides addressing GP and Issue (if any):**

Goals P.2, P.3 and P.4 are addressed at Issue No. 45. Goal P.5. is addressed at Issue No. 46. Goal P.1 is addressed at Issue No. 50. Goal E.1 is addressed at Issue No. 61. However, none of these are applicable to the Framework Issue listed.

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**Issue 66:** Page 2-5 of the proposed master plan identifies that an easement has been dedicated to the Town (d). Please identify this easement. Item (g) states that the provision of 13 acres of open space easements is an existing public amenity. Where are these 13 acres?

**(a) Response:**

We have not been made aware of the location of these lands. Applicant issue.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

Goal P.1, P.2, P.3, P.4, and P.5.

**(d) Answer and slides addressing GP and Issue (if any):**

**GENERAL CATEGORY: Economic Trade-Offs** (Contribution to a sustainable economy town wide).

**Issue 67:** How does the project provide for additional tourism? Mid-week and shoulder season visitation?

- a. Transient lodging use, lay-out, and operations.
- b. Conference, meeting, and events program and uses.
- c. Recreation and entertainment uses and facilities.
- d. Community serving retail and services. Reduction of the 150,000 square feet of commercial from 1981 Snowcreek Master Plan (relates to issue #60)

**(a) Response:**

- a. Transient lodging use, lay-out, and operations.

The success and sustainability of the luxury hotel is dependent on mid-week and shoulder season occupancy. The master plan as recommended in the preferred plan provides a diverse mix of recreational, hotel, and other amenities to support the goal of four season and mid-week use. The successful layout of the hotel will take cognizance of the amenities, adjacencies and the need for efficient operations and supporting maintenance. Service will be basement located and hidden. Amenities will be largely ground floor located to satisfy ease of access for both resort and members of the public and take advantage of indoor/outdoor utilization (e.g. views, climate, connectivity to the open space). The increase of “hot beds” in the transient portions of the project supports higher occupancy and use of the other residential products on the site.

- b. Conference, meeting, and events program and uses.

The likely conference/meeting event scenarios in the shoulder and summer seasons for up to 250-400 people could include product launches, incentive trips, and trade expositions. Smaller event programs for executive retreats could run in parallel with the larger event programs. Private weddings, birthdays, anniversaries, bar mitzvahs, and other private functions in the summer can occur on an indoor/outdoor basis.

- c. Recreation and entertainment uses and facilities.

In addition to the on-site facilities and trail connections listed below, the Outfitter’s Cabin can provide a central recreational programming and booking function for guests, residents and public to take of regional off-site recreational opportunities. These might include skiing, back country skiing and snowboarding, fishing, pack trips, back packing, hot spring trips, day trips to Mono Lake and Yosemite, rock climbing, youth activities, etc.. This will provide

additional summer specialized employment opportunities for local guides, recreation purveyors, local businesses and youth.

- World class golf course and practice facility
  - Interpretive center describing the history, culture, and ecology of the region
  - “Great lawn” for event and passive recreation (summer art festivals, winter snow events such as caroling, star gazing)
  - Series of public open spaces providing trails, connectivity, passive recreation and reflection, informal children play areas, and public art.
  - Landscape open space systems designed in a sensitive and appropriate way to improve the overall character
  - Public gathering places at the resort entry within the open space system and Great Lawn
  - Public parking to serve recreation users at the entry and the hotel area
  - Public restrooms to serve recreation users within the hotel area
  - On site bicycle trails connecting the site with Mammoth commercial district and other areas of town. On-site bike facilities include Class 1 and Class 2 paths.
  - Winter recreational activities include snow play area adjacent to the hotel and Outfitter’s Cabin, access to cross-country ski trails utilizing golf cart path system. Other winter activities include snowshoeing, hiking, sledding, etc.
- d. Community serving retail and services. Reduction of the 150,000 square feet of commercial from 1981 Snowcreek Master Plan (relates to issue #60)
- The preferred plan and program provides sufficient space in the design to accommodate the following commercial and retail services. In our experience these areas as recommended are in line with the typical program associated with a luxury resort product and should be economically and operationally viable. We do not believe the concept of developing a luxury resort product as represented on the preferred plan can sustain 150,000 square feet of commercial activity. In our experience the market position of a luxury resort product such as Snowcreek VIII has insufficient demand for 150,000 square feet for commercial and retail use. An approximate range of square footage based on our experience in this market sector is provided.
- Conference/meeting facilities/catering (10,000sqft – 15,000sqft FOH plus 10,000sqft -15,000sqft BOH)
  - Signature restaurant (5,000sqft)

- Casual family style restaurant (5,000sqft)
- Bar (2,500sqft)
- Patio and pool bar/grill (7,500 sq ft)
- Lobby food and beverage menu (3,000 sq ft)
- Boutique retail outlet in hotel lobby (750 sq ft)
- Hotel concierge provided services
- Spa and fitness related retail (1250 sq ft)
- Golf proshop retail outlet (1500 sq ft)
- Outfitter's Cabin selling apparel, outdoor gear and equipment, books and maps, equipment rental, tours and activities (2000 sq ft)
- Food emporium/market (3000 sq ft)
- Interpretive Center related retail (books, maps, curios) (1000 sq ft)
- Garaged public parking

The preferred plan accommodates approximately 62, 500 sq ft of commercial and retail activity but will be a product of a more detailed analysis by the hotel operator/developer during project detailed design phases.

**(b) Specific Framework Issue:**

See slides 4, 7, 25, 34, 42 - 46, 49, 54 and 67.

See slides 54 – 66 for comparison with similar successful ski area resort communities.

See slides 67 – 75 for various plan options.

See slide 77- 78 for Preferred Plan discussion

- a. This is a project design issue and not addressed in the slide presentation.
- b. See slide 48, 49.
- c. See response to Issues 55, 59 and 65.
- d. This issue is addressed at slide 45.

**(c) GP Goals listed by Town:**

*Goal E.1, E.2, and E.3; Policy E.1.J, E.2.A, and E.3.D.*

**(d) Answer and slides addressing GP and Issue (if any):**

Goal E.1 and Policy E.1.J are addressed in Issue 61 above.

**Goal E. 2 states, “Achieve sustainable tourism by building on the area’s natural beauty, recreational, cultural, and historic assets.”** The preferred plan is one of the last large scale opportunities the Town has to meet this goal. One of the outcomes of creating a world-class resort and high quality 18 hole golf course, spa and attractive amenities will be an increase in tourism, including mid-week and shoulder tourism, as well as longer stays. The preferred plan is designed specifically to increase tourism and build on the area’s natural beauty, recreational, cultural, and historic assets by its physical lay out and recreational amenities. See answer to Issue No. 2 and No. 4 above.

**Goal E.3 states, “Achieve a more diversified economy and employment base consistent with community character.”** The preferred plan increases the employment base while maintaining the community’s mountain resort character. This planned resort development, which has been part of approved Master Plans in the Town for more than 30 years, adds to the existing economy based upon tourism and has always been planned to augment the Town’s tourism economy, not diversify the Town’s economy into alternative sources of income.

**Policy E.2.A states, “Support a range of outdoor and indoor events, facilities, and services that enhance the community’s resort economy.”** This Policy is virtually identical to Policy L.5.E addressed above at Issue No. 4 and Policy P.4.B. addressed above at Issue No. 44. As a world-class resort development, the preferred plan achieves this policy because it is designed specifically to have a range of outdoor and indoor facilities and services that will enhance the community’s resort economy. See Issues No. 4 and 44 above.

**Policy E.3.D states, “Encourage adequate and appropriate commercial services for residents and visitors.”** This policy is similar to Goal L.4 and Policy C.2.A and is addressed above at Issues No. 4, 7 and 15.” See slides 44-48.

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**Issue 68:** How does project support long-term visitation year-round with midweek occupancy? How will the Project avoid being a cold bed development or result in loss of existing hot beds?

**(a) Response:**

The success and sustainability of the luxury hotel is dependent on mid-week and shoulder season occupancy. The master plan as recommended in the preferred plan provides a diverse mix of recreational, hotel, and other amenities to support the goal of four season and mid-week use. The successful layout of the hotel will take cognizance of the amenities, adjacencies and the need for efficient operations and supporting maintenance. Service will be basement located and hidden. Amenities will be largely ground floor located to satisfy ease of access for both resort and members of the public and take advantage of indoor/outdoor utilization (e.g. views, climate, connectivity to the open space). The increase of “hot beds” in the transient portions of the project supports higher occupancy and use of the other residential products on the site.

The likely conference/meeting event scenarios in the shoulder and summer seasons for up to 250-400 people could include product launches, incentive trips, and trade expositions. Smaller event programs for executive retreats could run in parallel with the larger event programs. Private weddings, birthdays, anniversaries, barmitvahs, and other private functions in the summer can occur on an indoor/outdoor basis.



In addition to the on-site facilities and trail connections listed below, the Outfitter's Cabin can provide a central recreational programming and booking function for guests, residents and public to take of regional off-site recreational opportunities. These might include skiing, back country skiing and snowboarding, fishing, pack trips, back packing, hot spring trips, day trips to Mono Lake and Yosemite, rock climbing, youth activities, etc.. This will provide additional summer specialized employment opportunities for local guides, recreation purveyors, local businesses and youth.

Further amenities to assist in insuring long term visitation and year round mid-week occupancies the following recreational amenities have been provided on the preferred plan.

- World class golf course and practice facility
- Interpretive center describing the history, culture, and ecology of the region
- “Great lawn” for event and passive recreation (summer art festivals, winter snow events such as caroling, star gazing)
- Series of public open spaces providing trails, connectivity, passive recreation and reflection, informal children play areas, and public art.
- Winter recreational activities include snow play area adjacent to the hotel and Outfitter's Cabin, access to cross-country ski trails utilizing golf cart path system. Other winter activities include snowshoeing, hiking, sledding, etc.
- On site bicycle trails connecting the site with Mammoth commercial district and other areas of town. On-site bike facilities include Class 1 and Class 2 paths.
- Public gathering places at the resort entry within the open space system and Great Lawn
- Public parking to serve recreation users at the entry and the hotel area
- Public restrooms to serve recreation users within the hotel area

The preferred plan and program provides sufficient space in the design to accommodate the following commercial and retail services. In our experience these areas as recommended are in line with the typical program associated with a luxury resort product and should be economically and operationally viable. We do not believe the concept of developing a luxury resort product as represented on the preferred plan can sustain 150,000 square feet of commercial activity. In our experience the market position of a luxury resort product such as Snowcreek VIII has insufficient demand for 150,000 square feet for commercial and retail use. An approximate range of square footage based on our experience in this market sector is provided.

- Conference/meeting facilities/catering (10,000sqft – 15,000sq ft FOH plus 10,000 sq ft - 15,000 sq ft BOH)

- Signature restaurant (5,000 sq ft)
- Casual family style restaurant (5,000 sq ft)
- Bar (2,500 sq ft)
- Patio and pool bar/grill (7,500 sq ft)
- Lobby food and beverage menu (3,000 sq ft)
- Boutique retail outlet in hotel lobby (750 sq ft)
- Hotel concierge provided services
- Spa and fitness related retail (1250 sq ft)
- Golf proshop retail outlet (1500 sq ft)
- Outfitter’s Cabin selling apparel, outdoor gear and equipment, books and maps, equipment rental, tours and activities (2000 sq ft)
- Food emporium/market (3000 sq ft)
- Interpretive Center related retail (books, maps, curios) (1000 sq ft)
- Garaged public parking

The preferred plan accommodates approximately 62, 500 sq ft of commercial and retail activity but will be a product of a more detailed analysis by the hotel operator/developer during project detailed design phases.

**(b) Specific Framework Issue:**

See slides 4, 7, 19-25, 28-34, 37-42, 45, 46, 49, 54, 67, 78 and 85

See slides 54 – 66 for comparison with similar successful ski area resort communities.

See slides 68 – 75 for various options.

See slide 77, 78 for Preferred Plan discussion.

**(c) Answer and slides addressing GP and Issue (if any):**

*Goal E.1 is addressed in Issue 61 above. Goal E.2 and Policies E.2.A and E.3.D are addressed above at Issue No. 67.*

***Policy E.3.C states “Support development of major public and private facilities that contribute to destination resort visitation in Mammoth Lakes.” This Policy advises the Town to support a project such as the preferred plan which is designed specifically to create a destination resort, within the resort of Mammoth Lakes and to contribute significantly to the Town of Mammoth Lakes’ resort “image” and tourism economy. By supporting the preferred plan, and its tourism benefits as discussed today, the Town accomplishes this Policy.***

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**Issue 69:** Existing services (e.g. VONs) are already maxed out or do not exist. What impact will this project have on existing services and quality of life?

**(a) Response:**

The services recommended in the preferred plan are complimentary and do not compete with the existing services and help mitigate peak demand during high season and will help extend choices and opportunities during the low season. The preferred plan recommends appropriate and economically viable retail and services. The preferred plan represents a new services program that will improve the quality of life for Mammoth town residents.

**(b) Specific Framework Issue:**

Addressed slides 44 - 49.

**(c) GP Goals listed by Town:**

*Goal E.1, E.2, and E.3.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal E.1 is addressed in Issue 61 above. Goals E.2 and E.3 are addressed above at Issue No. 67.*

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**GENERAL CATEGORY: Public Infrastructure and Facilities** (Emergency access and safety, snow removal, public services, and utilities infrastructure).

**Issue 70:** What impact will the project's site plan (850 units and 400 hotel rooms) have on emergency egress from Old Mammoth? Project appears to have constricted connectivity to the community and limited access/egress in emergencies, whether due to wildfire, earthquake or other.

**(a) Response:**

Emergency access and vehicular connectivity has been addressed in the Circulation Plan and preferred plan. A proposed Emergency Vehicle Access ("EVA") has been recommended across the golf course to Sherwin Creek Road and should be designed to fit within the golf course environment. The EVA connection should be designed to accommodate year-round emergency vehicle access. Also recommended is public trailhead access from the hotel area to Forest Service lands to the south. The overall recommended project design incorporates a land sensitive planning approach and avoids impacts to Mammoth Meadow.

An additional ingress/egress from Snowcreek VIII connecting directly to old mammoth road is proposed in the preferred plan. This recommendation improves upon the concerns associated

with congestion potential at the junction of old mammoth road and minaret per the applicants plan submission.

**(b) Specific Framework Issue:**

See slides 31 – 34, 38 - 42, 69 - 74, 78, 81, and 85.

The Preferred Plan includes a new Emergency Vehicle Access road (“EVA”) and can be seen at slides 74, 79, 81 and 85.

**(c) GP Goals listed by Town:**

Goal S.3, S.4, and M.7; Policy M.7.F S.3.L, S.3.N, and S.4.A.

**(d) Answer and slides addressing GP and Issue (if any):**

Goal M.7 is addressed at Issue No. 27. Policy M.7.F is addressed at Issue No. 33

**Goal S.3 states, “Support high quality health care and child care for Mammoth Lakes’ residents and visitors.”** This goal is inapplicable as the resort is neither a health care nor a child care facility, nor can the resort support either function and meet the General Plan economic and tourism goals listed throughout the Framework Issues list.

**Goal S.4 states, “Maintain adequate emergency response capabilities.”** To the extent this goal relates to Emergency Vehicle Access, and not maintenance or operation of emergency response agencies, it is met through the creation of a second access road and an Emergency Vehicle Access road created in the preferred plan. See slides 73, 81 and 85.

**Policy S.3.L states, “All construction shall comply with wildland fire-safe standards, including standards established for emergency access, signing and building numbering, private water supply reserves available for fire use, and vegetation modification.”** This policy is inapplicable at this stage and will be addressed at the project design stages. All Town codes will be met by the applicant/developer.

**Policy S.3.N states, “minimize the incidence of fires by supporting the Mammoth Lakes Fire Protection District’s (MLFPD) ability to respond to emergencies.”** The preferred plan includes a new Emergency Vehicle Access road, as requested by the Fire Department, and can be seen at slides 73, 81 and 85. Additionally, the preferred plan includes a second project access road, providing two modes of entry and egress from the project. With the additional access road and the Emergency Vehicle Access road, the proposed project will have three means of ingress and egress during an emergency.

**Policy S.4.A. states, “Aid Emergency Vehicle Access and emergency evacuation of residents and visitors by providing and maintaining secondary access routes to all portions of the community, consistent with the Mammoth Lakes Fire Protection District’s (MLFPD) requirements.”** This has been met; see Policy S.3.N. above.

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**Issue 71:** Emergency response times will be increased with this development. How can this be resolved? (see attached MLFPD letter).

**(a) Response:**

The preferred plan recommendations include an additional project access road as well as additional EVA access to Sherwin Creek Road in the preferred plan.

**(b) Specific Framework Issue:**

See slides 32 – 34, 38 –42, 70, 72, 74, 79, 81, and 85.

The Preferred Plan includes a new Emergency Vehicle Access road (“EVA”) and can be seen at slides 74, 79, 81 and 85..

**(c) GP Goals listed by Town:**

*Goal S.3 and S.4; Policy S.3.L, S.3.N, and S.4.A.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal S.3 and S.4 and Policies S.3.L, S.3.N, and S.4.A are addressed above at Issue No. 70*

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**Issue 72:**

Where are the adequate emergency evacuation routes? How should emergency access to Sherwin Creek Road and/or Sierra Park Road connect? Could the existing USFS dirt road be used? The access road should be built to Town Standards to accommodate all vehicles, pedestrians, and bicyclists year-round (snow removal operations needed).

**(a) Response:**

Emergency access and vehicular connectivity has been addressed in the Circulation Plan and preferred plan. A proposed Emergency Vehicle Access (“EVA”) has been recommended across the golf course to Sherwin Creek Road and should be designed to fit within the golf course environment. The EVA connection should be designed to accommodate year-round emergency vehicle access..

An additional ingress/egress from Snowcreek VIII connecting directly to old mammoth road is proposed in the preferred plan. This recommendation improves upon the concerns associated with congestion potential at the junction of old mammoth road and minaret per the applicants plan submission.

The EVA on the preferred plan crossing the golf course will be built to satisfy emergency vehicle standards. The preferred alignment of this road ties into the existing USFS Sherwin Creek road. This EVA access road should have winter snow removal services to make it operational year round.

**(b) Specific Framework Issue:**

See slides 27 – 34, 38 –42, 69 - 74, 79, 81, and 85.

The Preferred Plan includes a new Emergency Vehicle Access road (“EVA”) and can be seen at slides 74, 79, 81 and 85.

**(c) GP Goals listed by Town:**

*Goal S.3, S.4, M.7, and C.3; Policy S.4.A., M.7.H, and C.3.C.*

(d) *Answer and slides addressing GP and Issue (if any):*

*Goal S.3 and S.4 and Policy S.4.A are addressed above at Issue No. 70. Goal M.7 is addressed at Issue No. 27. Goal C. 3 is addressed at Issue No. 15. Policy C.3.C is addressed at Issue No. 27 above.*

*Policy M.7.H addressed at Issue No. 37 above states, “Development shall dedicate, design and construct internal and adjacent streets, sidewalks and trails to Town standards.” This policy is inapplicable at this stage in the planning process and will be addressed at the project planning stage. All roads will be built to Town code.*

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**Issue 73:** Public infrastructure, such as the roundabout, should be constructed in the first phase of development.

(a) **Response:**

Applicant and Town issue.

(b) **Specific Framework Issue:**

Issue is same as #55 and 65 above.

This issue is not addressed in the slide presentation.

(c) **GP Goals listed by Town:**

*Goal S.3, S.4, and M.7.*

(d) *Answer and slides addressing GP and Issue (if any):*

*Goals S. 3 and S. 4 are addressed above at Issue No. 70. goal M.7. is addressed above at Issue No. 27.*

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**Issue 74:** How will snow storage/removal be accommodated on site?

(a) **Response:**

The preferred plan allows for a viable snow removal program. The necessary infrastructure needed within the project to manage water demand should be provided by the applicant within the design of their improvement plans in the future. Further study would be expected in the detail design phase of the project.

(b) **Specific Framework Issue:**

Actual snow removal program will be designed at project design level.

(c) **GP Goals listed by Town:**

*Goal M.9.*

(d) *Answer and slides addressing GP and Issue (if any):*

*Goal M.9 states, “Improve snow and ice management.” This goal is inapplicable at this stage in the planning process and will be met at the project design stage.*

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**Issue 74a:**

Infrastructure should be planned and constructed first (i.e. emergency routes, trails, and other connections designed and sited prior to designing and siting buildings).

**(a) Response:**

Issue is same as #55, 65 and 73 above.

This issue is not addressed in the slide presentation.

**(b) Specific Framework Issue:**

This issue is identical to Issues No. 55, 65 and 73 above. The timing of construction is market driven and will be determined by the applicant at the time the project moves forward and by the Town based on existing building regulations.

**(c) GP Goals listed by Town:**

*None.*

**(d) Answer and slides addressing GP and Issue (if any):**

*none listed.*

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**Issue 74b:**

Public infrastructure to manage water demand.

**(a) Response:**

This is a town/applicant issue, we understand that water demand was studied extensively in the EIR. Utilities management is a Town issue. All necessary public infrastructure required by the Town code and the EIR will be designed and built in the project.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

*None.*

**(d) Answer and slides addressing GP and Issue (if any):**

*none listed.*

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**GENERAL CATEGORY: Environment and Natural Resources** (Tree preservation, wetlands and riparian habitat, and sensitive natural resources).

**Issue 75:** How are all aspects of the project designed for long-term sustainability?

**(a) Response:**

The preferred plan incorporates livable and sustainable neighborhood design principles including compact design, higher density, walkability, integrated public and private areas, and multi-modal transportation options that support the project's social, economic, and environmental sustainability. Specific sustainable building practices should be addressed by the Town and applicant.

**(b) Specific Framework Issue:**

Specific sustainable building practices are not addressed in the slide presentation.

For references to sustainability and feet-first circulation related slides (thereby reducing vehicle reliance), see slides 7, 27 – 29, 31, 32 – 34, 36 – 42, 49, 53, 77 - 81, and 85.

**(c) GP Goals listed by Town:**

*Goal R.4, R.6, R.7, R.8, R.9, R.10, R.11; Policy R.4.B, R.4.C, R.6.A, R.6.C, R.7.A, R.9.A, R.10.D, and R.11.A.*

**(d) Answer and slides addressing GP and Issue (if any):**

**Goal R.4 states, “Conserve and enhance the quality and quantity of Mammoth Lakes’ water resources.”** This goal is addressed in the Project EIR.

**Goal R.6 states, “Optimize efficient use of energy.”** This goal is inapplicable at this planning stage and will be addressed at the Project design stage. This goal is addressed in the Project EIR.

**Goal R.7 states, “Be a leader in use of green building technology.”** This goal is inapplicable at this planning stage and will be addressed at the Project design stage.

**Goal R.8 states, “Increase use of renewable energy resources and encourage conservation of existing sources of energy.”** This goal is inapplicable at this planning stage and will be addressed at the Project design stage.

**Goal R.9 states, “Reduce volume of solid waste.”** This goal is inapplicable at this planning stage and will be addressed at the Project design stage. This goal is addressed in the Project EIR.

**Goal R.10 states, “Protect health of community residents by assuring that the Town of Mammoth Lakes remains in compliance with or improves compliance with air quality standards.”** This goal is addressed in the Project EIR.

*There is no Goal R. 11 or Policy R.11.A.*

*Policies R.4.B, R.4.C, R.6.A, R.6.C, R.7.A, R.9.A, R.10.D are all related to green building practices that are inapplicable at this planning stage and must be addressed at the project level design stage.*



**Issue 76:** How will this be an environmentally-friendly golf course? For instance, how will nutrient runoff from golf course be controlled?

**(a) Response:**

The recommended golf course design should incorporate latest golf course design sustainability practices. Specific design, construction, and maintenance practices that support an environmentally friendly golf course should be addressed in the detail design stage of the project by the town /applicant. This will include detailed drainage studies to ensure project surface and groundwater is adequately handled and impacts are addressed.

**(b) Specific Framework Issue:**

Specific sustainable golf course building practices are not addressed in the slide presentation. The topic is mentioned at slide 24.

**(c) GP Goals listed by Town:**

*Goal R.1, R.2, R.3, and R.4; Policy R.4.B and R.4.C.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal R.4 and Policies R.4.B and R.4.C are addressed above at Issue No. 75.*

*Goal R.1 states, “Be stewards of habitat, wildlife, fisheries, forests and vegetation resources of significant biological, ecological, aesthetic and recreational value.” Issues discussed in this goal are addressed in the EIR.*

*Goal R.2 states, “Maintain a healthy regional natural ecosystem and provide stewardship for wetlands, wet meadows and riparian areas from development-related impacts.” Issues discussed in this goal are addressed in the EIR.*

*Goal R.3 states, “Preserve and enhance the exceptional natural, scenic and recreation value of Mammoth Creek.” Issues discussed in this goal are addressed in the EIR.*

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**Issue 77:** MCWD requested that the Town require the use of recycled water (e.g. MCWD letter). What is the water consumption strategy? Analyze the use of drought tolerant landscaping.

**(a) Response:**

Applicant and Town issue.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

*Goal R.4; Policy R.4.B and R.4.C.*

**(d) Answer and slides addressing GP and Issue (if any):**

Goal R.4 and Policies R.4.B and R.4.C are addressed above at Issue No. 75.

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**Issue 78:** What site specific green building practices and alternative opportunities will be or can be incorporated in this project (passive solar, ground source heat pump, LEED certification)?:

**(a) Response:**

We would recommend the applicant accommodates best practice thinking towards sustainable design. Specific sustainable building practices should be addressed by the Town and applicant.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

Goal R.6, R.7, R.8, and R.9; Policy R.6.A, R.6.C, R.7.A, and R.9.A.

**(d) Answer and slides addressing GP and Issue (if any):**

Goals R.6, R.7, R.8, and R.9 and Policies R.6.A, R.6.C, R.7.A, and R.9.A are addressed above at Issue No. 75.

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**Issue 79:** What measures will project take to reduce its carbon footprint and meet the requirements of the 2006 California's Global Warming Solutions Act?

**(a) Response:**

Specific building and operational strategies needed to reduce the project's carbon footprint should be addressed by the Town and applicant.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

For references to sustainability and feet-first circulation related slides (thereby reducing vehicle reliance), see slides 7, 28 – 30, 32 – 34, 38 – 42, 49, 53, 79-81, and 85.

**(c) GP Goals listed by Town:**

Goal R.11; Policy R.11.A.

**(d) Answer and slides addressing GP and Issue (if any):**

Goal R.11 and Policy R.11.A do not exist.

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**Issue 79a:** Progressive and sustainable recycling programs.

**(a) Response:**

This issue is not addressed in the slide presentation.

**(b) Specific Framework Issue:**

Town and applicant. Issue. See response to No 75 and 76 above.

**(c) GP Goals listed by Town:**

*None*

**(d) Answer and slides addressing GP and Issue (if any):**

*None listed.*

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**Issue 79b:** Research and cross-check Snowcreek VIII EIR/archeological sites.

**(a) Response:**

It is our understanding that the archeologically sensitive area is north of Old Mammoth road. The preferred plan focuses development south of Old Mammoth road. The EIR does not indicate any sensitive archeological sites on the project site south of Old Mammoth Road.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

*None*

**(d) Answer and slides addressing GP and Issue (if any):**

*None listed.*

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**GENERAL CATEGORY: Natural Resources**

**Issue 80:** How does the project protect and enhance all the unique features in and around the site? For instance, how is the project enhanced by locating a market/general store and parking lot adjacent to the portion of Snowcreek meadow?

**(a) Response:**

The preferred plan recommends allowing the natural environment to permeate the project to allow for the project to fit appropriately within its surroundings. Market/general store locations were analyzed within the different plan options, the preferred plan places the market south of old mammoth road.

It would be our recommendation that the landscape palette is developed to match the existing native vegetation within the sphere of influence.

**(b) Specific Framework Issue:**

See slides, 4, 8, 14 - 16, 27, 28. See slides 19 – 25 (golf-related planning) 69 - 74, 77 – 85.

Different locations for the market/general store have been proposed. See slides 45 – 48, 77, 81, and 85.

**(c) GP Goals listed by Town:**

*Goal R.1, R.2, R.3, R.4, A.1, A.2, and A.3; Policy R.1.A, R.2.B, A.1.A, and A.3.D.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goals R.1, R.2, R.3, R.4 are addressed above at Issue No. 75*

*Policy R.1.A states, “Be stewards of important wildlife and biological habitats within the Town’s municipal boundaries.” This Policy is not applicable to the Framework Issue. However, it is addressed in the EIR.*

*Policy R.2.B states, “Be stewards of forested areas, wetlands, streams, significant slopes and rock outcroppings. Allow stands of trees to continue to penetrate the community to retain the mountain character of Mammoth Lakes. Minimize tree removal for development to the greatest extent possible.” This policy is addressed in the EIR. The preferred plan recommends allowing the natural environment to permeate the project to allow for the project to fit appropriately within its surroundings. See slides 77 – 85 (preferred plan).*

*Goals A.1 and A.2 are inapplicable to this Framework Issue. However, they are addressed in general at Issue No. 19. Goal A.3 does not exist.*

*Policy A.1.A states, “Encourage and support a wide variety of visual and performing arts, cultural amenities, events and festivals, and forums for local arts organizations.” This Policy is inapplicable to the Framework Issue listed. However, The preferred project includes conference facility space and a newly planned “Great Lawn” which will allow the Resort operators to incorporate a wide variety of visual and performing arts, cultural amenities, events and festivals. See slides 44 – 48 (hotel and retail function and location considerations); 78 – 84 (preferred plan).*

*Policy A.3.D does not exist.*

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**Issue 81:** Integration of water management systems for surface and sub-surface water flow throughout Mammoth Meadow including Snowcreek V and VIII.

**(a) Response:**

Additional water features have been added to the preferred plan that can accommodate water storage. Engineering details of surface and subsurface water flow should be addressed by the applicant during the detail design process.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

*Goal R.2 and R.4.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal R.2 is addressed above at Issue No. 76. R.4 is addressed above at Issue No. 75.*

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**Issue 82:** Mass grading (first phase) would import a substantial amount of fill to the site prior to building construction.

**(a) Response:**

Applicant issue to be addressed in detail design.

**(b) Specific Framework Issue:**

This issue is not addressed in the slide presentation.

**(c) GP Goals listed by Town:**

*Goal R.1 and R.10; Policy R.1.D and R.10.D.*

**(d) Answer and slides addressing GP and Issue (if any):**

*Goal R.1 is addressed above at Issue No. 76. Goal R.10 and Policy R.10.D are addressed above at Issue No. 75.*

*Policy R.1.D states, “Be stewards of primary wildlife habitats through public and/or private management programs. For example, construction of active and passive recreation and development areas away from the habitat.” This policy is inapplicable to Framework Issue listed. However, wildlife and construction impacts are examined in the EIR. Grading permits are issued at the project design/building phase and the Town may deal with this Policy at that time.*

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**Issue 82a:** How will the OSSC zoning overlay affect the project?

**(a) Response:**

The OSSC study area has been used as a reference in the recommended plan focusing on trail and pedestrian connections and formed the basis of our analysis of connectivity and mobility within the Snowcreek district plan.

**(b) Specific Framework Issue:**

Same issue as #22. 46, 74, Preferred Plan is presented at slides: 77, 78, 81, 85. OSSC/ Mammoth Creek Special Study Area is noted as an issue consideration on slide 14.

**(c) GP Goals listed by Town:**

*none*

**(d) Answer and slides addressing GP and Issue (if any):**

*none listed.*

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**Other**

**(Not addressed by Hart Howerton)**

**Edits/comments on proposed Snowcreek VIII**

Master Plan text (additional comments to be provided post-district planning process).

- a. Land use map: Provide a general land use map identifying the location and acreages of the proposed zones (Town Zoning Code 17.28.270.D.1 requires this).
- b. Density calculations: Please delete any references to the Dempsey/Snowcreek Athletic Club density bonus. Also Snowcreek IV has 143 units not 138. Please revise unit counts and density calculations (1,152 units build-out to date; 2332 total units allotted; and 1,180 units remaining).
- c. Figure 2.1: Please correct error in Figure 2.1, which is a gap on the east side of Snowcreek V development that does not exist. Also, please add conference space to the list of components of the hotel.
- d. Permitted uses: TBD district planning.
- e. Proposed standards: TBD district planning.

These comments appear to be staff comments related to the text of the Snowcreek Master Plan, which will be revised based upon input from the District Planning process and Town staff comments. They are not addressed in the slide presentation.



APPENDICES  
C. STAKEHOLDER MEETING MINUTES

**Snowcreek Neighborhood District Plan (NDP)  
Hart Howerton/Agency and Special Interest Group Meetings  
September 3, 2008 1-2:40pm  
Town Offices Suite Z/Town Council Chambers**

Meeting Notes

The Snowcreek NDP Hart Howerton/Agency and Special Interest Group Meetings are being convened at the request of Planning Commission. The purpose of this meeting is to address unresolved agency and special interest group issues for the Snowcreek NDP draft report.

This meeting includes:

- US Forest Service (USFS) – *Not available at this time*
- Mammoth Lakes Fire Protection District (MLFPD) – *Brent Harper and Thom Heller*
- Town of Mammoth Lakes (Public Works and Community Development) – *Ray Jarvis and Peter Bernasconi*
- *Other attendees: Hart Howerton – Paul Milton, Dan Bucko, and Meegan Massagli; Town – Mark Wardlaw and Jen Daugherty; Applicant – Chad Lande*

Issue subjects include:

- 1a. Traffic congestion on Old Mammoth Road and emergency response times
- 1b. Emergency Vehicle Access (EVA)
2. Egress from Snowcreek V
3. Sherwin Creek Road
4. CEQA/NEPA
5. Outfitter's Cabin and relationship to USFS lands

**Discussion Issue 1a: Traffic congestion on Old Mammoth Road and emergency response times** - The MLFPD and Town Public Works are concerned with the impact to emergency response times due to traffic congestion on Old Mammoth Road. This is an existing problem that will be exacerbated with the Snowcreek VIII project and other development projects. This also relates to the Town's concerns with the egress bottleneck out of the Old Mammoth area of town in the winter. The MLFPD has suggested four alternative road connections to address these issues.

**Outcome of discussion:** *NDP report will acknowledge this larger circulation/congestion issue and identify the Sierra Park Road extension as a conceptual future option and relate to information provided in East Open Space Stream Corridor (EOSSC) District Study report. Hart Howerton could recommend that Snowcreek VIII works with the Town on future road networks. Old Mammoth Road/Minaret roundabout will be added because it is included in the EIR. Detailed design of intersection near Old Mammoth Road and Sherwin Creek Road will need to be determined in the future.*



### **Discussion Issue 1b: Emergency Vehicle Access (EVA)**

**Outcome of discussion:** *MLFPD stated that EVA provided by the Preferred Plan meets Fire Code requirements. Hart Howerton understands MLFPD standards for EVA routes (e.g. maintained year-round, pull outs, no gates, etc). Also see Discussion Issue 3.*

**Discussion Issue 2: Egress from Snowcreek V** - The MLFPD and Town Public Works are concerned with egress from the Snowcreek V development, which should be improved through the Snowcreek VIII project. The MLFPD suggested a loop road around the south and east side of the Snowcreek VIII site to provide egress for Snowcreek V as well as a fire road for wildland fire activity.

**Outcome of discussion:** *NDP Preferred Plan meets Fire Code requirements for egress routes. NDP report to include a discussion of how the street section that connects Snowcreek V to Snowcreek VIII could be designed to improve this situation.*

**Discussion Issue 3: Sherwin Creek Road** - Sherwin Creek Road has been discussed as a possible solution to address or partially address issues related to Town wide circulation, emergency response routes, and public egress routes. Sherwin Creek Road is owned by the USFS.

**Outcome of discussion:** *Sherwin Creek Road is part of the Snowcreek VIII EVA route and would need to meet MLFPD standards. Most likely, Sherwin Creek Road will need to be paved because it also functions as a street (e.g. Sherwin Campground). Paving the road would reduce dust issues and associated impacts to Snowcreek VIII. Also see Discussion Issue 1b.*

**Discussion Issue 4: CEQA/NEPA** - The USFS raised the issue of CEQA consistency (Snowcreek VIII EIR) and the NDP product (Preferred Plan). Additional CEQA work may be needed. NEPA consistency is also a concern as the project may include changes to adjacent USFS lands. The paving of Sherwin Creek Road would change the use patterns and impact USFS lands.

**Outcome of discussion:** *NDP report will recommend an open dialogue with USFS. CEQA/NEPA is separate from the NDP.*

**Discussion Issue 5: Outfitter's Cabin and relationship to USFS lands** - Clarification is needed for the Outfitter's Cabin – what does it include? How is it connected to USFS lands? Who will build and manage? The USFS has also stated that the Snowcreek VIII project could place ~4,000 people adjacent to the Sherwin's area and this area is not currently designed for this capacity of users.

**Outcome of discussion:** *Paul Milton described the Outfitter's Cabin as a headquarters for checking-in for various year-round activities within the Snowcreek VIII site, on USFS lands, or within the region. NDP report will clarify vision and purpose of the Outfitter's Cabin. Open dialogue with USFS is recommended. Re-location of Outfitter's Cabin to the hotel or retail area was discussed.*

**Snowcreek Neighborhood District Plan (NDP)**  
**Hart Howerton/Agency and Special Interest Group Meetings**  
**September 3, 2008 3-4:40pm**  
**Town Offices Suite Z/Town Council Chambers**

Meeting Notes

The Snowcreek NDP Hart Howerton/Agency and Special Interest Group Meetings are being convened at the request of Planning Commission. The purpose of this meeting is to address unresolved agency and special interest group issues for the Snowcreek NDP draft report.

This group's interests include:

- Mammoth Lakes Trails and Public Access (MLTPA) – *John Wentworth and Bill Taylor*
- Eastern Sierra Land Trust (ESLT) – *Karen Ferrell-Ingram*
- Advocates for Mammoth – *John Walter*
- Town of Mammoth Lakes (Tourism & Recreation and Community Development) – *Danna Stroud and Steve Speidel*
- *Other attendees: Hart Howerton – Paul Milton, Dan Bucko, and Meegan Massagli; Town – Jen Daugherty; Applicant – Chad Lande*

Issue subjects include:

1. Expanded mobility diagram for feet-first connections
2. Outfitter's Cabin/Sherwin's egress/staging
3. Land Exchange Covenant
4. Preservation of north side of Old Mammoth Road
5. "Greater Park" concept for Mammoth Creek Park East
6. Resort program

**Discussion Issue 1: Expanded mobility diagram for feet-first connections** - Mobility within and outside of the Sphere of Influence should show year round feet-first connections to appropriate destinations and staging areas. This relates to the East Open Space Stream Corridor (EOSSC) District Study and the Draft Trails System Master Plan recommendations.

**Outcome of discussion:** *Hart Howerton will work with MLTPA on this (MLTPA to provide written comments for inclusion in the NDP report). NDP report will acknowledge the Sherwin Area Trails Special Study, which will inform Snowcreek VIII Master Plan. An open dialogue with USFS is recommended. NDP report will incorporate principles and recommendations from July 29<sup>th</sup> and August 13<sup>th</sup> PowerPoint presentations (i.e. some are not expressed or do not appear in the Preferred Plan).*

**Discussion Issue 2: Outfitter’s Cabin/Sherwin’s egress/staging** - The location of the Outfitter’s Cabin may not resolve the egress issue from the Sherwin’s in the winter. Perhaps multiple access points are needed for summer and winter users. The scale of the staging area (e.g. parking) is not clear and may not support the number of users.

**Outcome of discussion:** *Vision and purpose of Outfitter’s Cabin will be discussed in NDP report. This should describe who the Outfitter’s Cabin is intended to serve. General consensus to connect the Outfitter’s Cabin to the golf pro shop at the hotel.*

**Discussion Issue 3: Land Exchange Covenant** - It is not clear if the Preferred Plan is consistent with the Land Exchange Covenant. The hotel, residential uses, the Outfitter’s Cabin/staging area, and an emergency vehicle road are located on property subject to the Covenant.

**Outcome of discussion:** *Applicant is working on a map to show lot line adjustment proposed to Covenant boundary with the NDP Preferred Plan for ESLT review. Uses on Covenant property are also outside of the Town’s Urban Growth Boundary (UGB). NDP report plans and exhibits will include jurisdictional lines such as the UGB. NDP report will clarify if a change to the UGB is recommended as currently shown in the Preferred Plan. If so, what are the jurisdictional steps anticipated (e.g. General Plan amendment).*

**Discussion Issue 4: Preservation of north side of Old Mammoth Road** - The EOSSC District Study recommends preservation of the north side of Old Mammoth Road for passive recreation with a boardwalk trail. The NDP Preferred Plan identifies this area as an optional retail location.

**Outcome of discussion:** *A survey is needed to fully discuss existing dirt trails, Town easement, Mammoth Creek and drainage channels, and potential future boardwalk. General consensus to preserve all Snowcreek VIII land north of Old Mammoth Road as open space, and move retail south of Old Mammoth Road and interpretive center to Hayden Cabin site (see Discussion Issue 5). How to preserve this open space, such as through a dedication to the Town, ESLT, or other, will need to be determined in the future.*

**Discussion Issue 5: “Greater Park” concept for Mammoth Creek Park East** - The “Greater Park” concept at Mammoth Creek Park East was discussed by the EOSSC District Study. The Snowcreek VIII project should connect and enhance this future park area, such as by relocating the interpretive center to that site.

**Outcome of discussion:** *General consensus to move interpretive center to Hayden Cabin site which is an existing cultural area. Connection issue relates to Sherwin Area Trails Special Study.*

**Discussion Issue 6: Resort program** - Are adequate and appropriate public and private amenities provided? Such as a year round public events venue, winter and summer activities for all ages, functional open spaces, parks, commercial, etc.

**Outcome of discussion:** *Hart Howerton to detail amenity principles of NDP Preferred Plan and present to Danna Stroud for review and/or clarification. Hart Howerton sees disconnect between goals of integration with the community vs. self-contained site.*

**Snowcreek Neighborhood District Plan (NDP)  
Hart Howerton/Agency and Special Interest Group Meetings  
September 3, 2008 4:40-5:10pm  
Town Offices Suite Z/Town Council Chambers**

Meeting Notes

The Snowcreek NDP Hart Howerton/Agency and Special Interest Group Meetings are being convened at the request of Planning Commission. The purpose of this meeting is to address unresolved agency and special interest group issues for the Snowcreek NDP draft report.

*Attendees: Snowcreek V – Ron Caird; Hart Howerton – Paul Milton, Dan Bucko, and Meegan Massagli; Town – Jen Daugherty and Steve Speidel; Applicant – Chad Lande*

Snowcreek V interests include *(in order of importance to Snowcreek V):*

1. Construction impacts and how to mitigate (use of Sherwin Creek Road – cleaning of roads, etc)

*NDP report will acknowledge this issue of construction management but cannot provide details as they are not available at this time. Mitigating construction impacts to the maximum extent feasible is recommended.*

2. Access road maintenance, snow removal and lighting

*This is an issue for the Snowcreek V and future Snowcreek VIII HOAs. NDP report will recommend that an expert lighting consultant is involved with lighting design.*

3. Water management agreement for runoff from Snowcreek V

*NDP report will recommend that the Snowcreek VIII civil engineer(s) incorporates and understands surrounding areas, such as Snowcreek V, when preparing soils and hydrology recommendations for Snowcreek VIII development phases.*

4. Alternate public access so none occurs through Snowcreek V

*NDP report will not recommend any public access through Snowcreek V. Future cart path on existing 9 holes, west of Snowcreek V, will need to be clearly articulated.*

5. View impacts (e.g. hotel)

*NDP report will recommend that the hotel screening, landscaping, and lighting be done well and carefully.*

6. Connectivity and interface with Snowcreek V (e.g. roads, trails, golf practice area, etc)

*Snowcreek V concern that practice area in proposed location will generate more traffic through the project. Also, existing issues with errant golf balls hitting condos. Golf course layout will need to address and improve issues with errant golf balls.*

7. Snowcreek V use of Snowcreek VIII new facilities  
*Snowcreek V would like to be able to use the future Snowcreek VIII facilities.*

8. EVA  
*Snowcreek V is okay with the proposed EVA route.*

**Snowcreek Neighborhood District Plan (NDP)**  
**Hart Howerton/Agency and Special Interest Group Calls – Tourism & Recreation**  
**September 16, 2008 10am**

Call Notes

Attendees: Danna Stroud (T&R), Dan Bucko (Hart Howerton), Chad Lande and Jen D

Danna explained that her T&R comments extend from and are driven by the 2007 General Plan. Town T&R Dept wants to develop a 4-season destination resort that attracts *new* visitors to Mammoth Lakes. To attract new visitors, new entertaining and challenging activities and opportunities need to be provided.

2007 General Plan:

- Goal E.2: Achieve sustainable tourism by building on the area’s natural beauty, recreational, cultural, and historic assets.
- Policy E.2.A: Support a range of outdoor and indoor events, facilities, and services that enhance the community’s resort economy.
  - What Snowcreek VIII activities or amenities will keep visitors in Mammoth for longer periods of time?
- Goal L.4: Be the symbolic and physical heart of the Eastern Sierra: the regional economic, administrative, commercial, recreational, educational and cultural center.
- Goal L.5: Provide an overall balance of uses, facilities and services to further the town’s role as a destination resort community.
- Policy L.5.E: Development shall complement and diversify the range of resort community activities and amenities.
  - What Snowcreek VIII amenities would be provided that are “above and beyond” in addition to David Kidd 18-hole golf?
- Goal L.1: Be stewards of the community’s small town character and charm, compact form, spectacular natural surroundings and access to public lands by planning for and managing growth.
- Policy L.1.B: Require development to meet community goals for highest quality of design, energy efficiency, open space preservation, and promotion of a livable, sustainable community. Development that does not fulfill these goals shall not be allowed.
- Goal P.4: Provide and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages.
  - What would golfer’s significant others or friends of golfers, that don’t play golf, do?
  - Where would kids play (e.g. basketball court)?

The hotel would provide facilities for the hotel guests, but what would the occupants of the 790 residential units do for recreational and other activities?

- Goal P.5: Link parks and open space with a well-designed year-round network of public corridors and trails within and surrounding Mammoth Lakes.

Danna stated that on Sept 3<sup>rd</sup> Paul Milton of Hart Howerton said that the town should not be reliant on Snowcreek VIII being a self-contained resort (i.e. Snowcreek VIII is not planned to be a self-contained resort). Danna is concerned where and how Snowcreek VIII residents and visitors would be dispersed and the impacts of that dispersal (e.g. higher impacts on existing facilities and increased traffic). How can these impacts be reduced?

Dan Bucko stated that their recommendations for the Snowcreek VIII site include a 4 or 5 star hotel with conference space, restaurants, pools, spa, etc. Recommendations for the Outfitter's cabin include a concierge type use with equipment rentals.

Hart Howerton will add the information contained in #67 of their 9-10-08 memo to Danna into NDP report.

Dan Bucko stated that the NDP report will clearly identify which users will use the different amenities on-site (e.g. workforce residents, hotel guests, condominium owners and guests, citizens of Mammoth, etc). Report will clarify what amenities are recommended to be public and what amenities are recommended to be private.

Sherwin Area Trails Special Study (SATSS) findings will help to address issues outside of the project boundary on USFS land, but this study will not be complete until November 2008. SATSS should be referenced in the NDP report.

Great Park discussion is separate from SATSS because the Great Park is Mammoth Creek Park East and West. The Great Park should also be referenced in the NDP report (it is also within the Sphere of Influence).

**Snowcreek Neighborhood District Plan (NDP)  
Hart Howerton/Agency and Special Interest Group Calls – MCWD  
September 16, 2008 11am**

Call Notes

Attendees: Gary Sisson (MCWD), Dan Bucko (Hart Howerton), Chad and Chuck Lande and Jen D

Jen summarized the Town's understanding of MCWD's issue, which is that the Snowcreek golf course be designed to accommodate recycled water. Gary and Chuck also clarified that the use of recycled water in common area landscaping is a possibility.

Gary stated that MCWD is working with Chuck Lande on an agreement for recycled water use at the Snowcreek golf course. An agreement with Sierra Star golf course has already been executed.

Lahontan Regional Water Quality Control Board requires that recycled water be stored appropriately for a 100 year storm.

Recycled water pipe that would serve Snowcreek is under construction.

Dan Bucko stated that this discussion will be incorporated as part of the sustainability recommendations in the NDP report.



**Snowcreek Neighborhood District Plan (NDP)**  
**Hart Howerton/Agency and Special Interest Group Calls – Mammoth Lakes Housing**  
**September 16, 2008 1pm**

Call Notes

Attendees: Pam Hennarty (MLH), Dan Bucko and Meegan Massagli (Hart Howerton), Chad Lande, Ellen C and Jen D

Pam H discussed her 9-11-08 letter regarding affordable housing and the Snowcreek NDP, and raised concerns with on-site vs. off-site affordable housing and livability.

Pam is interested in what amenities would be provided for the Snowcreek VIII year-round workforce residents.

Pam stated that Hart Howerton’s language regarding affordable housing recommended to be provided on the Snowcreek VIII site is vague and unclear. Pam understood Hart Howerton’s recommendation to be that all workforce units generated by the project would be placed on-site. This needs to be clarified in the NDP report.

Dan Bucko clarified that Hart Howerton was actually recommending that ~10% or ~80 affordable units be accommodated on the Snowcreek VIII site.

Chad stated that regardless of what the NDP report recommends, Mammoth Lakes Housing and the Town will ultimately make the decision on the Snowcreek VIII Affordable Housing Mitigation Plan (AHMP).

Pam stated that the AHMP needs to be determined at the master plan stage and not at subsequent use permit stages. Chad agreed.

NDP report will clarify the recommendation regarding the number of on-site affordable units. NDP report will also identify amenities and services that would be provided to the year-round workforce residents that would create a “livable community.” This includes outdoor recreation areas for children and opportunities that will enhance the quality of life for these residents.

Hart Howerton anticipates providing affordable housing examples from other mountain resort communities to provide additional information and support their NDP affordable housing recommendations.

**Snowcreek Neighborhood District Plan (NDP)**  
**Hart Howerton/Agency and Special Interest Group Calls – United States Forest Service**  
**September 16, 2008 3pm**

Call Notes

Attendees: Mike Schlafmann (USFS), Paul Milton, Dan Bucko and Meegan Massagli (Hart Howerton), Chad Lande, Ellen C and Jen D

1. EVA

Paul Milton stated that the EVA route proposed to connect the proposed Snowcreek VIII development and Snowcreek V development to Sherwin Creek Road is acceptable to MLFPD and Snowcreek V. Mike stated that this is more of a process question for the USFS. Process would be an application for a road use permit from the USFS. The USFS would require Sherwin Creek Road to be paved. NEPA would be required since this would be a project on USFS land. Mike estimated that this road use permit could take ~3-6 months and the USFS would need to evaluate (approval is not guaranteed). NDP report should include that the appropriate permit(s) will need to be filed with the USFS.

2. Public Access/Trail Connections

Mike stated that many trail connections to USFS land could be feasible, but this will be evaluated through the Sherwin Area Trails Special Study (SATSS). Existing USFS plans/documents have little guidance on public access/trail connections in this area. NDP report will acknowledge that the final resolution of trails and public access will be through the SATSS and Master Trails System Plan. NDP report will also incorporate MLTPA's comments.

3. Propane Tanks

Mike understands that the propane tanks cannot be located on the Land Exchange property because they are not considered to be consistent with the Covenant, and it seems like these tanks may end up on USFS land. A USFS site for these tanks could be at the disturbed gravel pit area; this site may be improved to be a staging area.

The propane tanks are a separate application from Snowcreek VIII. Town is holding separate meetings with special interest groups on the issues with the propane tanks (Sherwin Creek Road Working Group). NDP report will acknowledge this.

4. Outfitters Cabin

Paul described Hart Howerton's goals for the Outfitters Cabin, which is a concierge type use that includes parking and restrooms and would be connected to the hotel. Mike stated that only USFS permitted guides and outfitters services are allowed on USFS land. In-house or hotel managed guides would not be allowed to provide their services on USFS land without the necessary permitting from the USFS. Mike stated that the concept of the USFS partnering with the Outfitters Cabin could be ok with the appropriate approvals.

5. Mammoth Meadow  
Mammoth Meadow restoration is in the planning process. Mike's primary concern is Bodle ditch, which exits into the Snowcreek VIII site, but this is not appropriate to address in the NDP report. SATSS is looking into appropriate recreation opportunities in Mammoth Meadow.
6. Process  
Jen to talk to Steve Speidel re final scope of work for the SATSS work, and provide to Hart Howerton.
7. Other  
Mike stated concern with consistency of NDP recommendations and existing EIR that was prepared for Snowcreek VIII. NDP components not considered by existing EIR will need to be considered with additional CEQA or CEQA and NEPA.