

# North Village

## District Planning Study



Modified November, 5 2008



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## EXECUTIVE SUMMARY

### BACKGROUND AND OVERVIEW

The North Village District Planning Study has been developed in accordance with the Town's district planning policy, which requires completion of district planning in conjunction with major land use applications seeking zoning code or General Plan amendments. This planning study was initiated by the Mammoth Crossing project application, which proposes to redevelop three of the four corners at the intersection of Main Street and Minaret Road, in the south part of the North Village Specific Plan (NVSP) area.

The Mammoth Crossing project proposes increases in the allowed density and height of development over what is allowed in the NVSP. If approved, the project would markedly change the character, appearance, and function of this gateway intersection, and the North Village as a whole. The Planning Study therefore takes as its study boundaries the entire NVSP area, and frames its analysis relative to the intent and goals of the NVSP and General Plan for this district. The study provides an overview and analysis of the existing conditions, regulatory environment, character and functionality of the NVSP area, and examines these as a series of issues, opportunities, and constraints. The General Plan's character statement for the North Village and the stated objectives of the NVSP serve as a benchmark to consider how future development patterns under the existing Specific Plan either support or hinder the achievement of those objectives.

The Town's Planning, Mobility, Public Art, and Tourism and Recreation Commissions, the public, and other interested stakeholders provided critical input through a series of focus groups and public meetings held as part of the district planning process. This input helped guide the overall analysis, development of alternatives, and selection of a preferred alternative that has been refined to create the preferred plan and recommendations.



The Study analysis and recommendations are to be used by Town decision makers in their review of the Mammoth Crossing project application, as well as to frame consideration of future projects, including potential updates or amendments to the NVSP.

## KEY FINDING

The key outcome of the Planning Study is the finding that the **existing North Village Specific Plan appears to have a number of fatal flaws that appear likely to inhibit the successful realization of the community vision for the District.** The District possesses many attributes that contribute to the possibility of its success, including an excellent location, a well-developed pedestrian core situated around the gondola, transit accessibility, scenic assets, and, above all, strong community support for the vision for the North Village expressed through the General Plan and NVSP. However, although some of the North Village's issues are structural (topography, limitations due to Caltrans control of Highway 203, existing parking deficiencies, etc.) the existing land use framework is not conducive to creating the critical mass or mix of uses needed to ensure the Village's success. Existing regulations also provide a limited opportunity to seek creative, district-wide solutions to issues, and rigid density and use standards do not allow for development that may be more responsive to place, character, and transitions within and beyond the district. **Significant changes are needed to the framework of the North Village Specific Plan to ensure its successful evolution from an incompletely-realized land use plan to a vibrant, successful, and sustainable visitor-oriented retail entertainment and lodging district.**

## ALTERNATIVES

The three alternatives represented a continuum of responses to these challenges:

- A **Status Quo** alternative, which retains the zoning and basic structure of the NVSP, with limited strategic actions to strengthen gateways, improve pedestrian circulation, and improve parking deficiencies.
- A **Dual Core** alternative, which focuses on creating a second major node for the Village at Minaret and Main, essentially extending the Plaza Resort zoning to the four corners, encouraging higher density mixed-use commercial and lodging in this area, and helping to define a stronger gateway. Remaining areas of the NVSP area would remain as currently designated.
- A **One Zone** alternative, which would treat the entire North Village as a single land use zone, allowing for flexibility in accommodating different densities at different sites and use of a "scorecard" approach to assess requests for density relative to project



amenities and community benefits. This alternative received the most support from focus group and workshop participants, who agreed with the consultant's suggestion that this alternative would allow the North Village to be planned and to function as a unified whole.

## PLAN RECOMMENDATIONS

### *Preferred Plan Concept*

The preferred plan would eliminate the set of defined zoning districts within the North Village and be replaced with a single zone, with development types and intensities tied to a place- and character-based “transect” approach. The alternative’s proposed “form based” approach would determine what types and forms of buildings were appropriate within different parts of the Specific Plan area. The most intensive development of commercial and lodging would be encouraged along both sides of Minaret and at the four corners, transitioning to lower intensities to the east, west, and south adjacent to residential neighborhoods and open space areas. The preferred plan would encourage commercial venues and destinations visible from the street, and support flexibility in planning to accommodate different lodging and residential product types as the market evolves over time. Maintaining a distinct, high quality, and distinctly “Mammoth” character is integral to the preferred plan’s design elements and desired outcomes.

Ultimate development buildout is not defined for the preferred plan at this time, but would need to be refined based on an understanding of market conditions, traffic and environmental considerations, and the actual number of people needed to support a successful retail center.

This concept would allow for higher densities based on performance and amenities, and increase the potential for expanded commercial uses and venue spaces in conjunction with new development. The preferred plan would also support placement of commercial uses at strategic locations, with the needed critical mass of hot-bed (hotel) visitor lodging to support those uses.

The preferred plan embodies creativity in seeking solutions to ongoing issues of parking, circulation, and event management. These include creative approaches to parking management, such as development of a North Village Parking District, implementation of on-street and shared parking, and strategic placement of new structured parking. Improving pedestrian connectivity by providing for safe crossings of major roads and intersections, building additional sidewalks, and integration into the wider trail network is also emphasized. A range of summer and winter venues, both public and private; well-designed public spaces; varied recreation within walking distance; and coordinated programming of events is encouraged and recognized as essential to a successful district.



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# 1.0 INTRODUCTION

## 1.1 INTENT

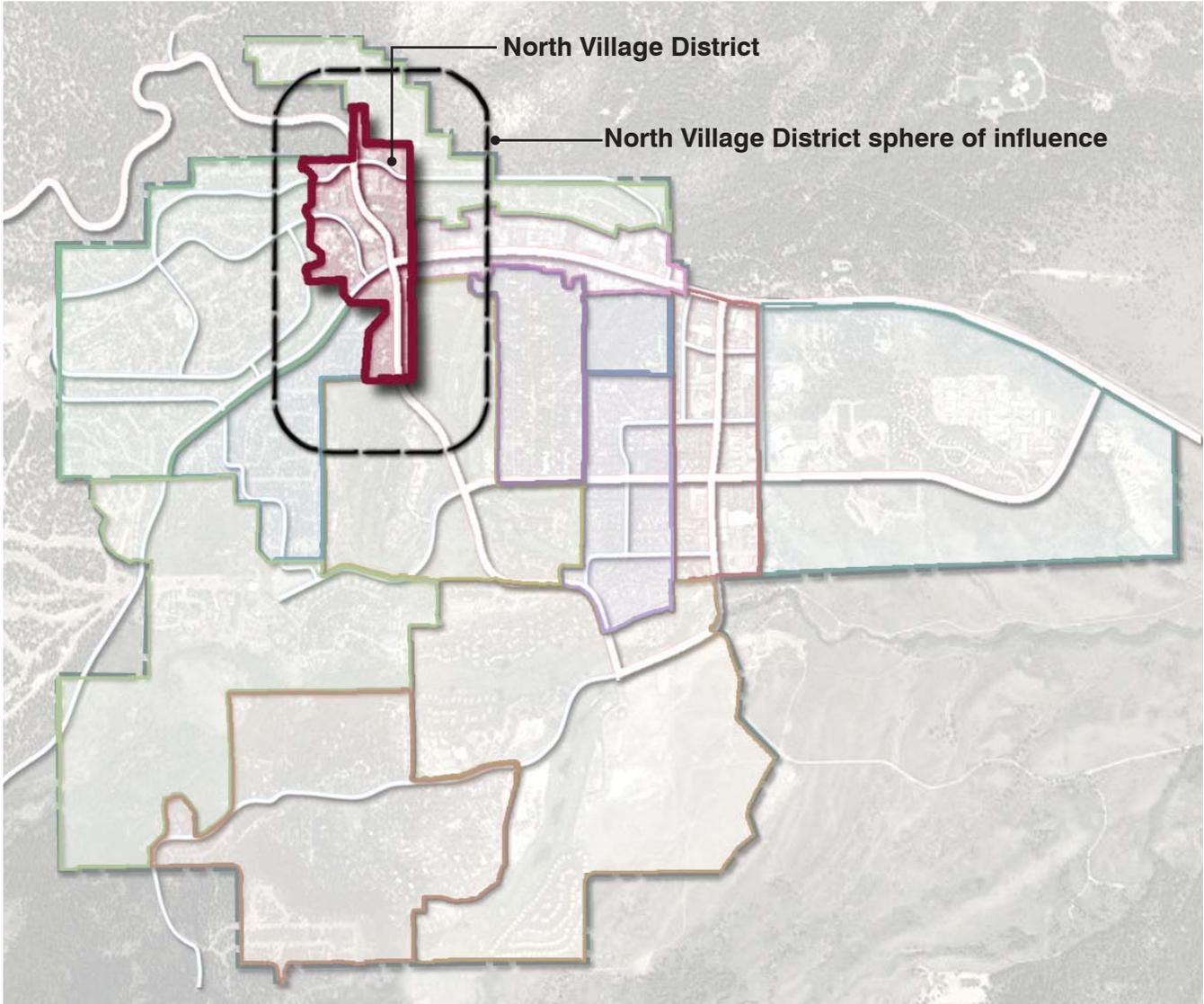
The North Village (NV) District Planning Study has been developed in accordance with a June 2007 policy directive of the Mammoth Lakes Town Council, policies of the 2007 Town of Mammoth Lakes General Plan, and subsequent direction from the Town Council in April 2008, which require preparation of a district plan for major land use applications requesting significant changes to Town land use regulations. The district planning process is intended to provide an analysis of a permit application in the context of larger geographic area and include the public in the planning process. The resulting study documentation provides invaluable information for consideration of the application by Town decision makers.

This Planning Study was initiated in conjunction with the proposed Mammoth Crossing project. Mammoth Crossing would redevelop three of four corners at the intersection of Main Street and Minaret Road, within the NVSP area, and proposes various amendments to the Specific Plan to accommodate its development. Accordingly, the broader NVSP area and a surrounding sphere of influence was determined to be the most appropriate geographic focus for this Planning Study (see Figure 1.1).

This report presents the results of the Planning Study, including a description of the public meeting process, identification of issues, opportunities and constraints, conceptual alternatives for the study area arising from those issues, and finally, a preferred Study Concept and set of recommendations that may be included in a future update to the North Village Specific Plan.



Figure 1-1 Planning Study Area





## 1.2 PROCESS

The NV District planning process began by collecting relevant data to be used as the framework or baseline for the study. The analysis of this data was presented to the public in an effort to solicit comments and facilitate discussion. The issues identified in this meeting provided direction for further steps. This process was repeated for each refinement of the study, as illustrated in Figure 1.2. Community participation was an integral component in the development of the NV District Planning Study.

## 1.3 MEETINGS

Three sets of public meetings were held to develop the Planning Study, and a fourth meeting will be held to consider the draft document. Each included an afternoon meeting of the focus group, approximately nine individuals with special interest in the study area, primarily land and business owners; and an evening Special Joint Commissions public workshop, hosted by the Planning Commission with attendance from Mobility, Public Arts, and Tourism and Recreation Commissioners. The Town also convened a North Village Community Café in mid-February to provide opportunities for input in a less formal setting.

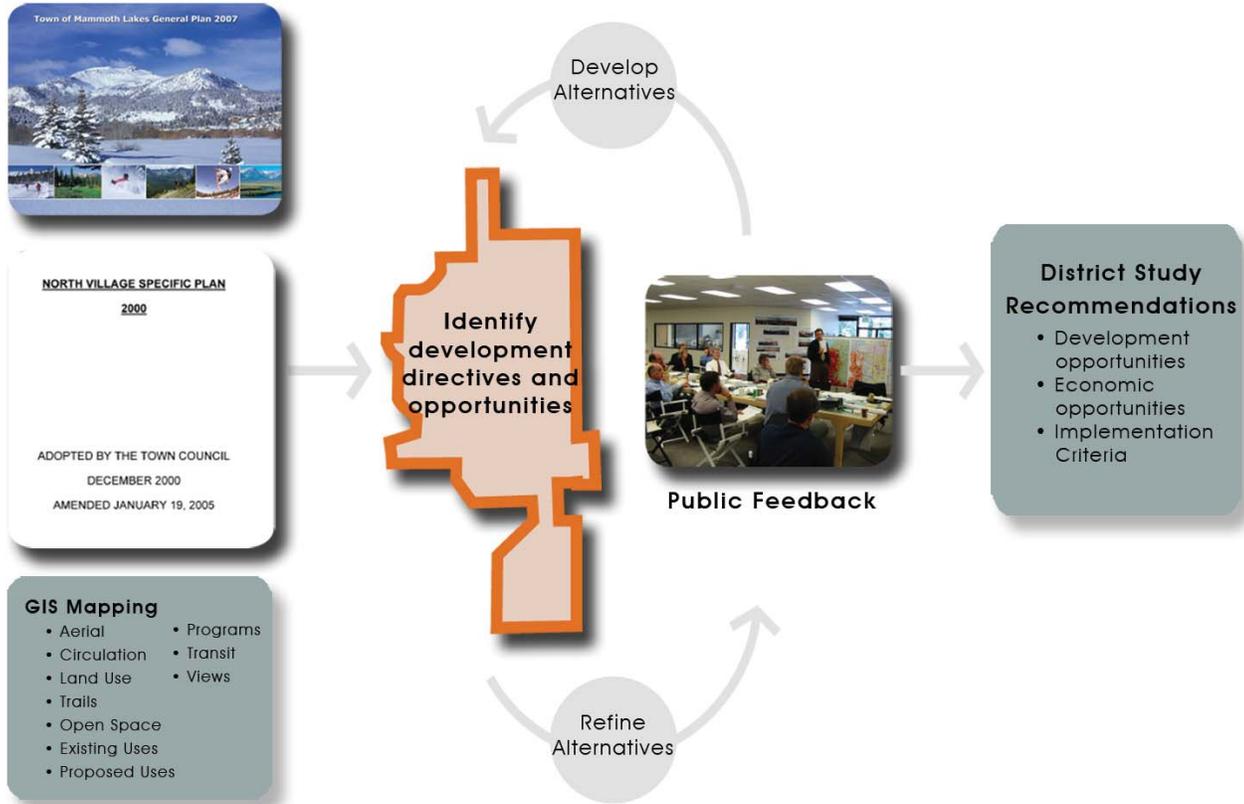
The first set of meetings, held on January 23, 2008, included a presentation of preliminary issues based on the review of background material, site analysis, and the assessment of current conditions and constraints against the Town's stated goals for the District. It was concluded the current Specific Plan faces significant challenges in implementing a vibrant, successful, pedestrian-oriented North Village District as stated in the Town's objectives. Comments focused on these five key areas of concern:

- Gateway: no "sense of arrival"
- Connectivity: difficult to walk through the NV or to and from the adjacent community
- Placemaking: lacks critical level of retail, dining, and entertainment to be a vibrant resort area
- Parking: a major problem that needs to be resolved
- Amenities: more activities and venues needed to make it a year-round resort

A second set of meetings was held on February 27, 2008, where a refined set of issues and possible solutions was presented. Participants provided feedback on these ideas and contributed further suggestions on how to solve the current inadequacies of the District. Suggestions included monumentation at the intersection of Main and Minaret to create a gateway, finish all the sidewalks, create incentives for developers to



Figure 1-2 District Planning Study Process





construct amenities, create a “park once” environment, and carefully program location of uses.

Three alternatives suggesting development directives were presented at the third set of meetings, on June 12, 2008. This presentation also included a recap of existing conditions, constraints, and opportunities for improvements, along with an analysis of the limitations of each alternative and a minimum set of recommendations. The discussion from this workshop led to the creation of the preferred alternative. Full text of comments from each meeting can be found in Appendix A.



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## 2.0 PLANNING STUDY CONTEXT

The NV District is in the northwest portion of town and includes portions of Main Street, Lake Mary Road, Canyon Boulevard, Forest Trail, and Minaret Road. It is bisected east and west by Minaret Road/Highway 203 and north and south by Main Street/Lake Mary Road. The area designated as the North Village Specific Plan, which is coterminous with the study area boundary, consists of approximately 64 acres.

The District is strategically located at the foot of Mammoth Mountain, at the point where Highway 203 begins its ascent to the ski area's Main Lodge. In the late 1980s, as the ski area continued to develop and the North American resort market matured, the North Village was seen as a prime opportunity site for a "base village" development, focused around a gondola connection to Mammoth Mountain. The Town designated the Specific Plan area and adopted the first North Village Specific Plan in 1991. The Town's General Plan also identifies the North Village as one of 12 planning districts (see Figure 2-1), and pays particular attention to this area by defining a series of neighborhood characteristics or objectives for the District that are consistent with the Specific Plan.

The primary objectives of the Specific Plan are to provide land use guidelines and development standards for the area to promote a cohesive, pedestrian-oriented resort activity node, and to provide for a year-round focus for visitor activity within the Town of Mammoth Lakes. This vision has remained consistent through a series of amendments to the Specific Plan; the most significant major update included a series of Specific Plan amendments in 2000 to reflect and facilitate Intrawest's development of the North Village "pedestrian core," a high intensity mixed-use retail and lodging development focused around the gondola plaza.



The Specific Plan sets forth all of the detailed goals, policies and planning and development requirements for the North Village, reflecting the specific objectives and characteristics for this district in the General Plan. Doing so, it is the Specific Plan document that fundamentally sets the stage for the district's success or failure. This chapter therefore outlines the relevant aspects of the General Plan for the NV District and provides some detailed description of the current NVSP's policies and regulations to provide the context for the analysis and recommendations that follow.

## 2.1 GENERAL PLAN

The community vision expressed in the General Plan places high value on:

- sustainability and recognition of the natural environment,
- creating a great place to live and work,
- providing adequate and appropriate housing,
- being a premier, year-round resort community,
- protecting the surrounding natural environment,
- having appropriate design and development standards that support a mountain setting (“village in the trees”) and
- providing a variety of transportation options.

Included in the General Plan are nine updated elements, each with established goals, policies, and actions that reflect the community vision: Economy; Arts, Culture, Heritage and Natural History; Community Design; Neighborhood Character; Land Use; Mobility; Parks, Open Space and Recreation; Resource Management and Conservation; and Public Health and Safety. The General Plan expresses the community vision for the NV within the overall framework of the Town with policies that support and reinforce that vision. Of particular interest to the planning study of the NV District are the Neighborhood Character, Land Use, and Mobility elements.

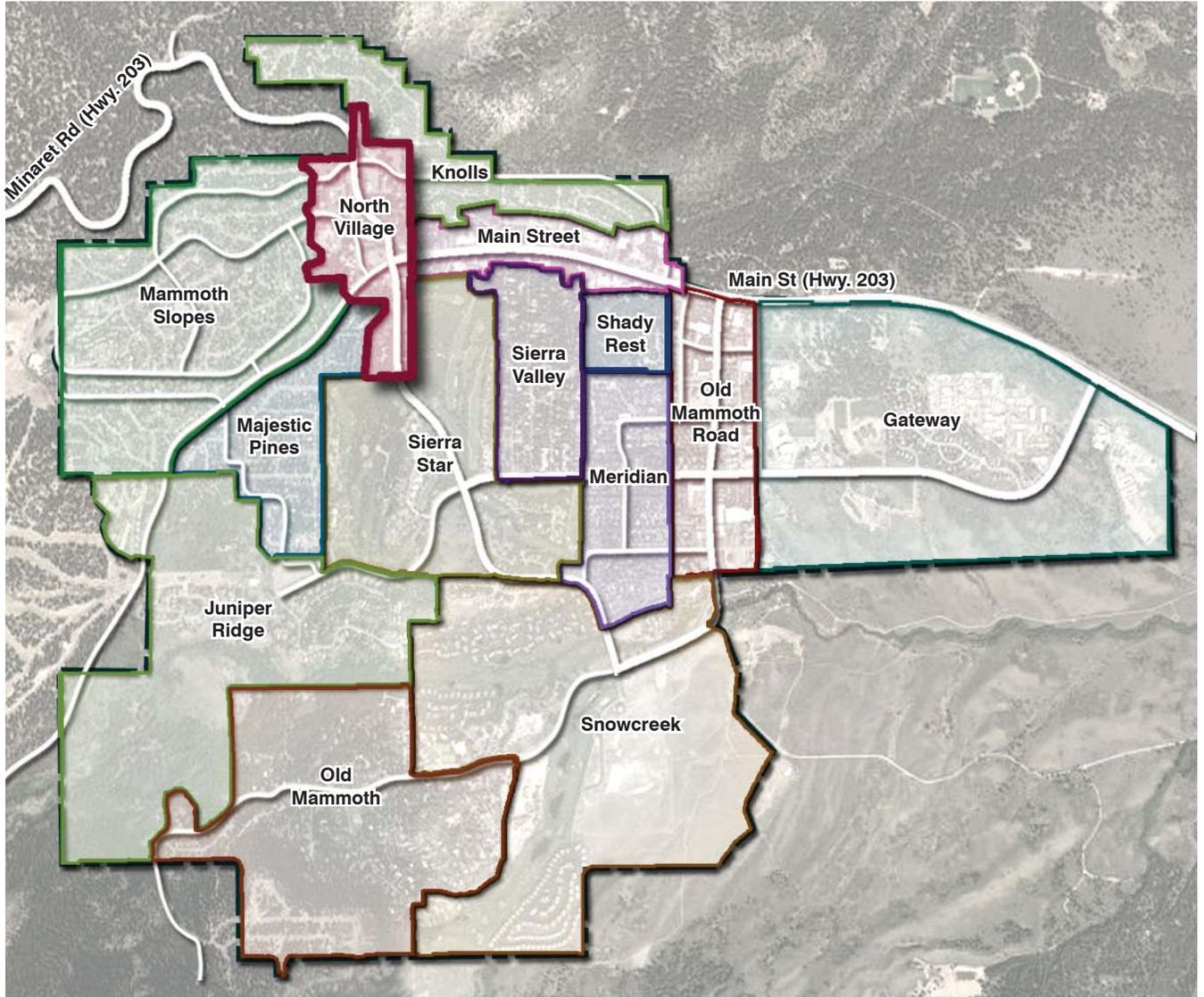
### ***Neighborhood and District Character Element***

The intent of the Neighborhood and District Character element of the General Plan is to ensure that individual districts retain a specific identity, quality of character, and sense of place. The NV District is intended to be more urban than other districts and a hub for entertainment. As one of three portals to the ski areas, this district is expected to convey a resort atmosphere more than any other district in the Town. The General Plan envisions the following characteristics for the NV District:

- viewsheds to Sherwin Range and the Knolls are preserved
- landscape that recalls the Eastern Sierra and establishes scale and street edge
- easy pedestrian access across main streets



Figure 2-1 Mammoth Lakes Planning Districts





- gateway intersection at Minaret Road and Main Street/Lake Mary Road
- visitor-oriented entertainment retail district
- active day and evening through all four seasons, designed to achieve a 2–3 hour visit
- resort and resident activities, amenities, and services
- animation with retail and significant businesses oriented to the street
- retail and services in “storefront” setting located at the sidewalk
- a variety of resort lodging supported by meeting facilities, outdoor activities, and restaurants, arts, culture, and entertainment
- Lake Mary Road connected to the North Village District by trails
- shared and pooled parking, convenient structured parking, and small-scale street-adjacent surface parking

## ***Land Use Element***

The Land Use element establishes the direction of growth for the community, and thus has influence on the development of the NV District. The NV has the land use designation of Specific Plan (SP), which can be seen in Figure 2-2. The NV is primarily surrounded by High Density Residential (HDR-2) and Resort and Commercial (C-1) land use designations. The northeast and northwest corners of the District are bordered by the Low Density Residential (LDR-2) designation. Table 2.1 shows the densities that are allowed in the adjacent land use designations:

**Table 2.1 Land Use Designations Surrounding the NV District**

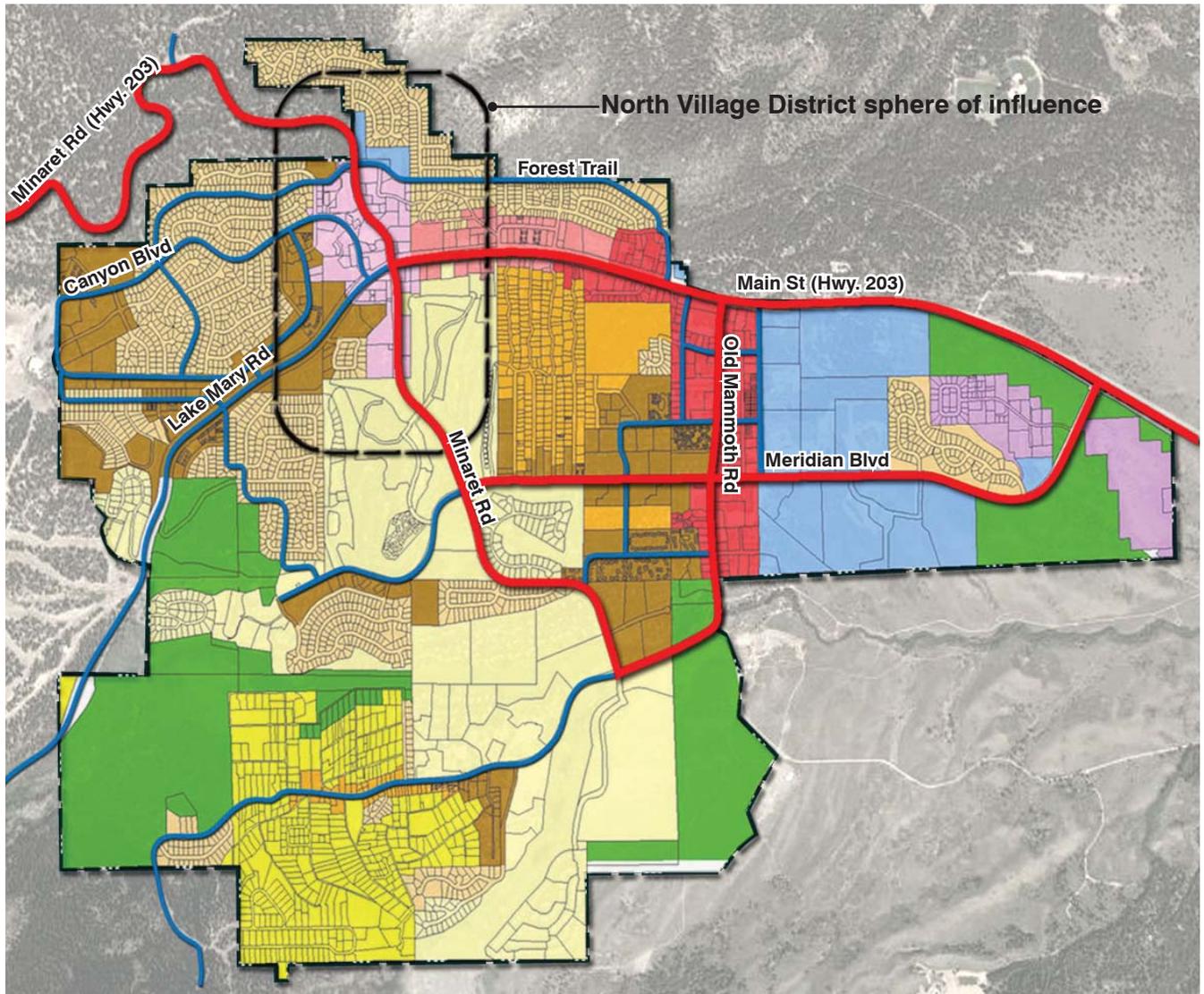
Land Use Designation	Dwelling Units per Acre	Hotel Rooms per Acre
LDR-2	Up to 4	none
HDR-2	6–12	36
C-1	6–12	40
Resort	6–12	12–16

Based upon the densities presented in the GP, the Town of Mammoth Lakes is expected to have a population of 52,000 persons at one time (POAT), taking into account permanent residences and visitors during peak time periods.

Appendix C of the General Plan, Physical Development Concept, illustrates conceptually where the most important land use ideas in the General Plan would be. This diagram shows the NV District as a mixed-use area with street-level retail on the primary roadways.



Figure 2-2 Land Use and Circulation



**LEGEND**

- |                      |                     |                             |
|----------------------|---------------------|-----------------------------|
| Commercial 1         | Resort              | North Village Specific Plan |
| Commercial 2         | Low Density Res. 1  | Arterial Road               |
| Institutional Public | Low Density Res. 2  | Collector Road              |
| Open Space           | High Density Res. 1 |                             |
| Industrial           | High Density Res. 2 |                             |





### ***Mobility Element***

A resort community needs to be able to serve the transportation needs of the permanent residents and be able to handle a large influx of traffic and pedestrians during peak periods. The mobility plan lays out a variety of strategies for accomplishing that by establishing goals for wayfinding (signage), regional transportation, in-town transportation, walking and bicycling, transit, parking, streets, traffic calming, and snow management. All of these categories have an effect on the success of the NV District. Above all, the General Plan policies and goals place an emphasis on “feet first” (walking), transit, and travel by car, in that order.

Figure 2-2 also illustrates the hierarchy of roads through the Town and their relationship to the NV study area. Of particular interest to the study area is the location of SR 203 (Main Street), which passes through the middle of the District. The State of California Department of Transportation (Caltrans) is responsible for design and maintenance of that road, including snow removal.

Transit plays an important part in controlling the number of cars on the streets, especially during peak winter season traffic periods. Currently, there are a number of private and public transit operations that distribute riders throughout the community during winter and summer seasons, as shown in Figure 2-3. The red, orange, yellow, green, and blue lines primarily operate in the winter/spring and others operate in the summer. The NV serves as a hub for many routes, with several going only to and from the NV, thus forcing riders to change buses at the NV to get to other locations in town, such as the Old Mammoth District.

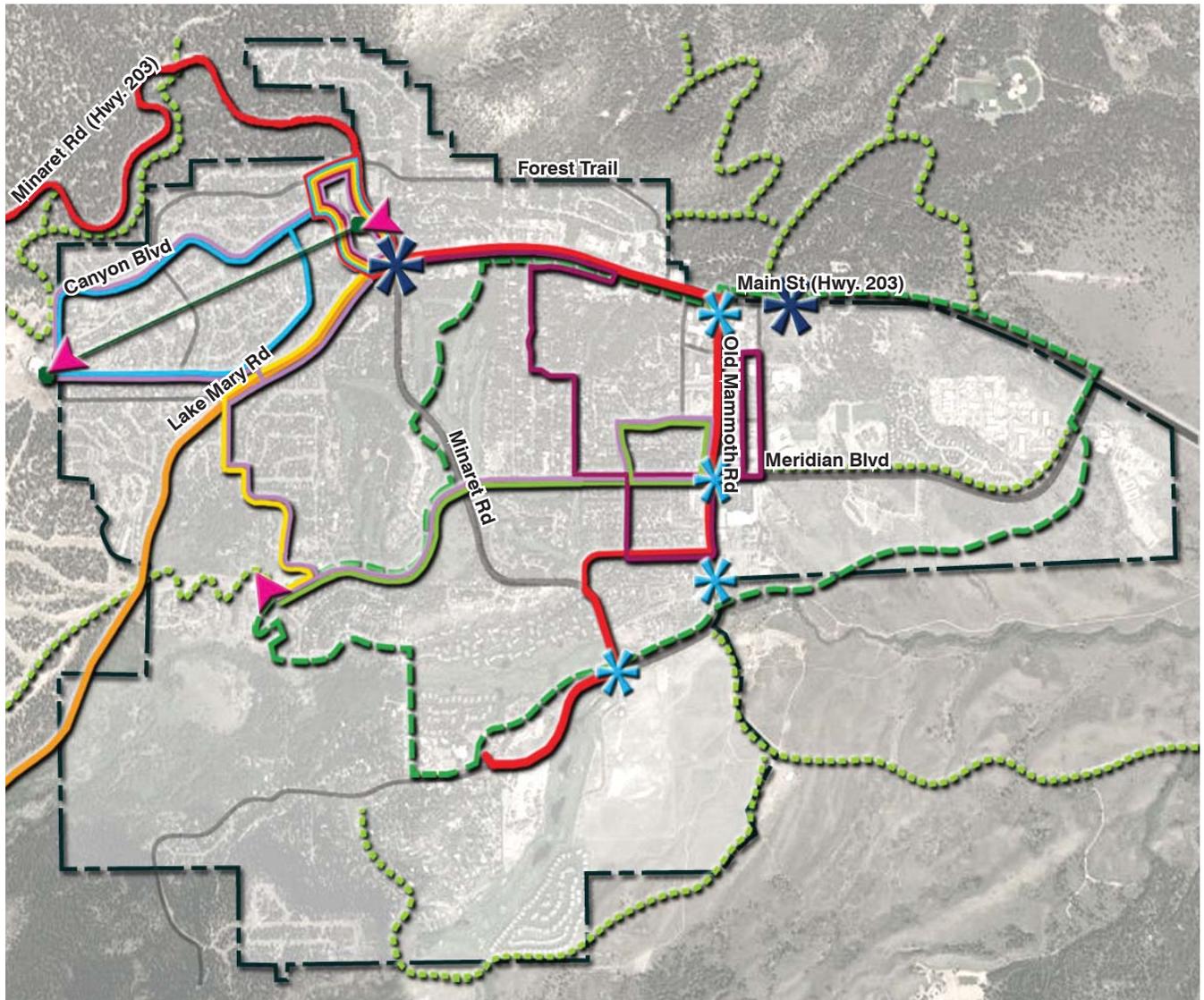
Also shown on Figure 2-3 are trails from the Trail System Master Plan and potential locations for gateways (from Appendix C of the General Plan) that could become part of the wayfinding program. Note that the NV is suggested as a location for a primary gateway.

## **2.2 NORTH VILLAGE SPECIFIC PLAN (NVSP)**

The NVSP was adopted by the Town in 2000 and amended in early 2005 to provide more detailed planning and guidance for the future of this key district. The NVSP’s stated purpose is to provide a detailed series of land use guidelines, development standards, and goals, objectives, policies, “intended to enable the development of a cohesive, pedestrian-oriented resort activity node, with supporting facilities to create a year-round focus for visitor activity in the Town of Mammoth Lakes.” The Specific Plan was developed in conformance with State requirements, and accordingly includes a series of elements with policies, objectives, and standards concerning land use, transportation and circulation, housing, conservation and open space, safety, noise, and parks and recreation. This structure mirrors that of the 1987 Town of Mammoth Lakes General Plan, which was in place at the time the



Figure 2-3 Alternative Transit Options and Gateways



**LEGEND**

- |  |  |   |
|--|--|---|
|  Red Line (Main Lodge to Snowcreek)   |  Blue Line (NV to Canyon Lodge) |  Primary Gateway   |
|  Orange Line (Tamarack Lodge to NV)   |  Gondola                        |  Secondary Gateway |
|  Yellow Line (NV to Eagle Lodge)      |  Main Trail                     |  Ski Portal        |
|  Purple Line                          |  Future/Alternative Trail       |   |
|  Green Line (Eagle Lodge to Downtown) |  |   |





NVSP was adopted. The Specific Plan notes its conformance with the adopted General Plan as it was in place, per state law. The overall concept for development stated in the NVSP and reflected in Exhibit D is to “create a unique and attractive commercial center” as a pedestrian core with supporting accommodations and limited commercial uses surrounding this center. The development now known as The Village on the west side of Minaret was intended as the primary focus of shopping and cultural activities, with a smaller focal point on the east side of Minaret.

### ***Land Use Element of the NVSP***

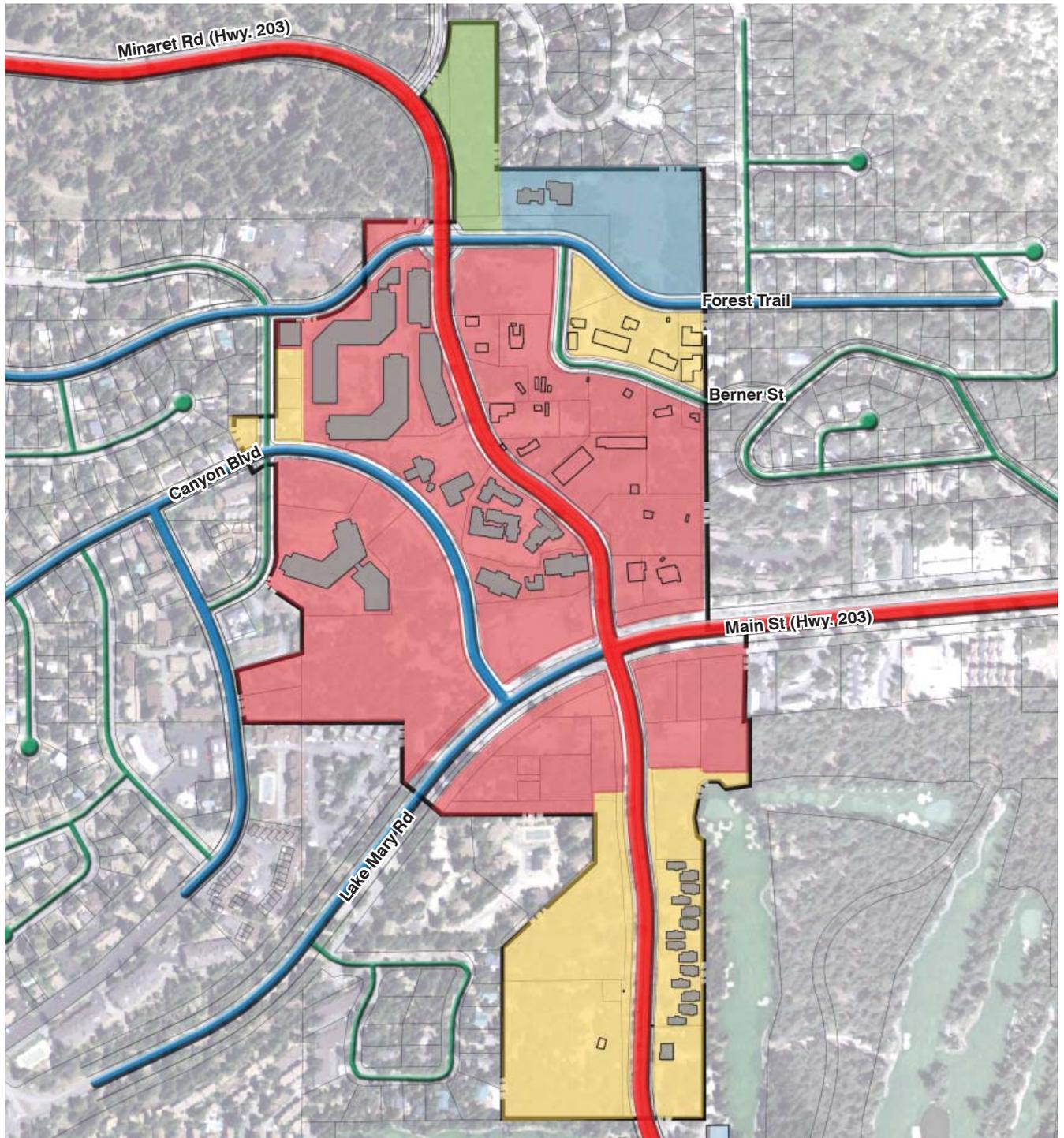
In addition to overall Land Use Policies there are overall Land Use Objectives in the Land Use Element:

- Enhance image of the Town as a destination resort
- Establish NVSP area as a high-profile visitor activity core
- Create a land use pattern with a concentration of uses dependent on a pedestrian system with a focus on the public plaza and ski lift (max. overall density of 52 rooms/acre)
- Provide necessary levels of services, facilities, and infrastructure
- Development planned as a unified and integrated resort area
- Incorporate environmental sensitivity and sustainability
- Density and infrastructure consistent with adopted air quality standards
- Avoid “strip commercial” development
- Create a “critical mass” of commercial development
- Provide affordable housing

Three development zones have been established in the NVSP, as shown in Figure 2-4, in addition to a Public/Quasi-Public (PS) zone and an Open Space (OS) zone. The development zones are Plaza Resort (PR), Resort General (RG) and Specialty Lodging (SL). Each zone also has a set of objectives and policies, but by-and-large the intent is to have the greatest intensity of uses in the PR zone, lesser intensity in the RG zone, and use the SL zone, which has the least intensity and no commercial, as a transition zone to neighborhoods surrounding the NVSP. All of the objectives and policies in this section of the NVSP reflect a desire to have an economically viable district with varied and quality development that maintains a mountain setting (village in the trees) and small town appearance, preserves views, creates great public spaces, and is pedestrian friendly. The Land Use Element then offers a very prescriptive, site-specific set of uses for the PR zone and other parcels. These beginning sections of the Land Use Element in general leave little flexibility for variation in development of the area. The following sections provide an overview of the basic development standards for the NVSP.



### Figure 2-4 NVSP Land Use and Circulation



#### LEGEND

- |                      |                           |                |
|----------------------|---------------------------|----------------|
| Plaza Resort Zone    | Open Space Zone           | Arterial Road  |
| Resort General Zone  | Institutional Public Zone | Collector Road |
| Special Lodging Zone | Study Area Boundary       | Local Road     |





## *Density*

Density in the NVSP is calculated as rooms (rms) per acre where a room equals one hotel room, bedroom, loft, or other sleeping area in a residential use or 450 square feet (sf) of commercial or restaurant space. (Commercial space can be exchanged for rooms.) Density exchanges are allowed through a set of conditions with a deed restriction required. There is also a density bonus for affordable housing that does not count toward the density total, and commercial and restaurant space within hotels serving guests is also excluded. Table 2.2 provides a summary of density parameters and buildout as shown in the Specific Plan.

**Table 2.2 Density Summary for the NVSP**

Zone	Max. Yield	Total Rooms	Commercial	Rooms with Max. Commercial
PR	80 rms/ac	1,580	85,000 sf	1,391
RG	48 rms/ac	498	50,000 sf	387
SL	48 rms/ac	1,242	0	1,242
Total	52 rms/ac	3,320	135,000 sf	3,020

## *Permitted Uses*

A variety of uses are allowed in the PR zone, with an emphasis on visitor-oriented commercial facilities and lodging facilities. The amount of new retail commercial should be based on what can be supported by the buildout of the zones within the Specific Plan and not on the outside market. The RG zone should contain a variety of resort lodging and less commercial than the PR zone. At least 50 percent of all commercial uses within a multitenant commercial development shall be devoted to restaurants. The SL zone is oriented toward visitor and resident lodging, including employee housing. Visitor lodging shall be in the form of inns or specialty hotels, not motels. Strip commercial is prohibited in this zone.

## *Development Standards*

In order to maintain the quality of development in each zone and implement the objectives of the NVSP, a multitude of development standards have been established for each zone that govern building heights, site coverage, parcel size, etc. Table 2.3 shows the most basic development standards.



**Table 2.3 Development Standards**

Zone	Max. Site Coverage	Max. Bldg Floor Area	Max. Bldg Levels	Max. Permitted Height
PR	75%	87,000 sf	1 to 7 levels	25'–75'
RG	70%	87,000 sf	1 to 4 levels	40'
SL	60%	75,000 sf	1 to 4 levels	40'

### *Building Setback*

The building setback standards for the NVSP are designed to work in conjunction with the topography and are based on building height. With every increase in building height, there will be an increase in the setback from the street right-of-way (ROW) or lot line. No setback is required in the PR zone for the internal side and rear lot lines. RG and SL zones have a rear and side setback of 10 feet. Buildings along Minaret between Forest and Main must have a setback of at least 43 feet from the centerline of the road. Otherwise the setback for a 0–24 foot building is 10 feet. For 25–34 feet it is 20 feet, 35–54 feet requires a 30-foot setback, and a building height of 55 feet or taller requires a setback of 40 feet from the ROW.

### *Parking Standards*

Parking within the PR zone, except for short-term parking, is required to be placed under the structure or in a parking garage. In the RG and SL zones parking is expected to be predominately understructure. The following parking standards apply in the NVSP:

- Single-family, multifamily uses = 3 spaces per unit
- Resort condominiums under 50 units = 1.75 spaces per 2-bedroom unit
- Resort condominiums over 50 units = 1 space per 2 bedroom (bd) unit
- Retail/restaurant/office/conference uses in PR areas = 3.5 spaces per 1,000 sf gross floor area
- Retail/restaurant/office/conference uses in RG and SL areas = 2.4 spaces per 1,000 sf gross floor area, 11.2 spaces per 1,000 sf restaurant, 1 space per 8 seats for conference areas

## **2.3 ECONOMIC STUDIES**

Several economic studies were made available for use in the analysis of the NV District:

- Town Staff report/memo titled “Destination Resort: Community and Economic Development,” January 7, 2008. This report provides



an overview of several of the economic reports that have been commissioned recently.

- “Real Estate Market Outlook and Development Strategy Recommendations,” Economic Research Associates (ERA, October 2, 2007. This report places an emphasis on creating a town center with walkable qualities near Main and Old Mammoth, but does not take into consideration the different types of retail experiences and the relationship of the car to those experiences (i.e., convenience shopping requires parking closeby). The report does suggest that retail in the NV be more resort oriented and the town center support local shopping as it does currently. The report also recommends larger hotels include meeting space, creation of a nongovernmental marketing organization, and improvement of pedestrian and vehicular circulation in the NV.
- “Mammoth Crossing Market Report,” Economic & Planning Systems, Inc., April 2007. This report reflects many of the points made in the other studies but is specific to the NV.
- “Report to the Town of Mammoth Lakes,” UCSB Economic Forecast Project, March 2006. Some of the key recommendations with regard to the NV include diversifying for more year round tourism, attracting more visitors with events, creating attractive walking and shopping corridors, utilizing incentive zoning for creating amenities, mixed use projects, letting the market determine appropriate retail space, and improving cooperation between the mountain and Town by creating a new Community Relations position.



# 3.0 EXISTING CONDITIONS

## 3.1 EXISTING LAND USE AND BUILDOUT

An analysis of existing conditions was conducted to determine a baseline for analyzing the NV District. First, an inventory of existing uses was conducted, as shown in Figure 3-1. The existing uses consist of a variety of relatively new and older lodging facilities, restaurants, offices, retail, single- and multifamily residential and other commercial/service (mixed) uses that are not necessarily oriented toward resort activities. Lodging facilities contain either condominiums or hotel rooms or both. Other areas are vacant or contain open space or public community uses, such as the library and tennis courts (identified as community center in Figure 3-1). There are slightly over 1000 rooms in the NV, but not all are available for use, for a variety of reasons, and there are approximately 113,000 square feet of commercial/office use, but not all of it is oriented toward resort use.

Within the NV there are many relatively new properties that are well maintained, well suited for a resort district, and economically viable. There are other properties that have approved development plans but have not been built. In this analysis, these properties were considered to be “areas of stability,” which are not likely to change in the near future. They are shown in Figure 3-2. These properties make up approximately 31 acres of the 64-acre area of the NV, leaving approximately 25 acres with potential for new or expanded development that could change the current character of the NV (Public/Institutional acreage not included). The areas with potential for development are also shown on Figure 3-2. Within the potential development area there are two properties that have secured the right to develop a specific number of units (considered vested projects in this study), but no development plans have been approved. They are the South Hotel and Dempsey properties. Although physical changes could occur at these properties because development plans have not been approved, they have been included in the calculations for areas of stability. One other project, Mammoth Crossing, has been proposed within the potential development area. Table 3.1 provides



a summary of the existing and proposed development, including the number of rooms and amount of commercial space, if all approved, vested, and existing projects with the area of stability were taken into consideration.

**Table 3.1 Areas of Development**

<b>Areas of Stability</b>	<ul style="list-style-type: none"> <li>• The Village (built)</li> <li>• Magnolia Lodge (built)</li> <li>• The Gondola (built)</li> <li>• Town Parking Garage (approved, not built)</li> <li>• Robert’s Village (approved, not built)</li> <li>• Golden Eagle Villas (approved, not built)</li> <li>• 8050 (built)</li> <li>• Fireside (built)</li> <li>• Westin (built)</li> <li>• Stonegate Condos (built)</li> <li>• Minaret Apartments (built)</li> <li>• Ritz Carlton (approved, not built)</li> <li>• Open Space/Community Center (built)</li> </ul>
<b>Vested Properties</b>	<ul style="list-style-type: none"> <li>• South Hotel (use permit, no final map)</li> <li>• Dempsey’s (proposed site plan, not built)</li> </ul>
<b>Proposed Properties</b>	<ul style="list-style-type: none"> <li>• Mammoth Crossing (proposed site plan, not approved)</li> </ul>
<b>Buildout of Areas of Stability plus Vested Properties</b>	<ul style="list-style-type: none"> <li>• PR Rooms – 980</li> <li>• PR Commercial – 66,917 sf</li> <li>• RG Rooms – 113</li> <li>• RG Commercial – 3,335 sf</li> <li>• SL Rooms – 215</li> </ul>
<b>Remaining Potential for Development</b>	<ul style="list-style-type: none"> <li>• Rooms – 1,712</li> <li>• Commercial – 64,748 sf</li> </ul>

Based on existing and proposed projects, and buildout/redevelopment of remaining areas under a likely development scenario reflecting current NVSP standards, the total number of rooms would be just over 1,700, and commercial development about 65,000 square feet; or 58 percent and 52 percent respectively, of the development amounts envisioned in the NVSP. This amount of development will likely continue to fail to meet the needed critical mass of people, activity, and use needed for the North Village to function successfully. The existing zoning districts and standards focus density and mixed use around the pedestrian core, limiting other areas primarily to lower intensity lodging uses. Existing standards penalize developers for building commercial by counting commercial against total density.



Figure 3-1 Current Distribution of Uses

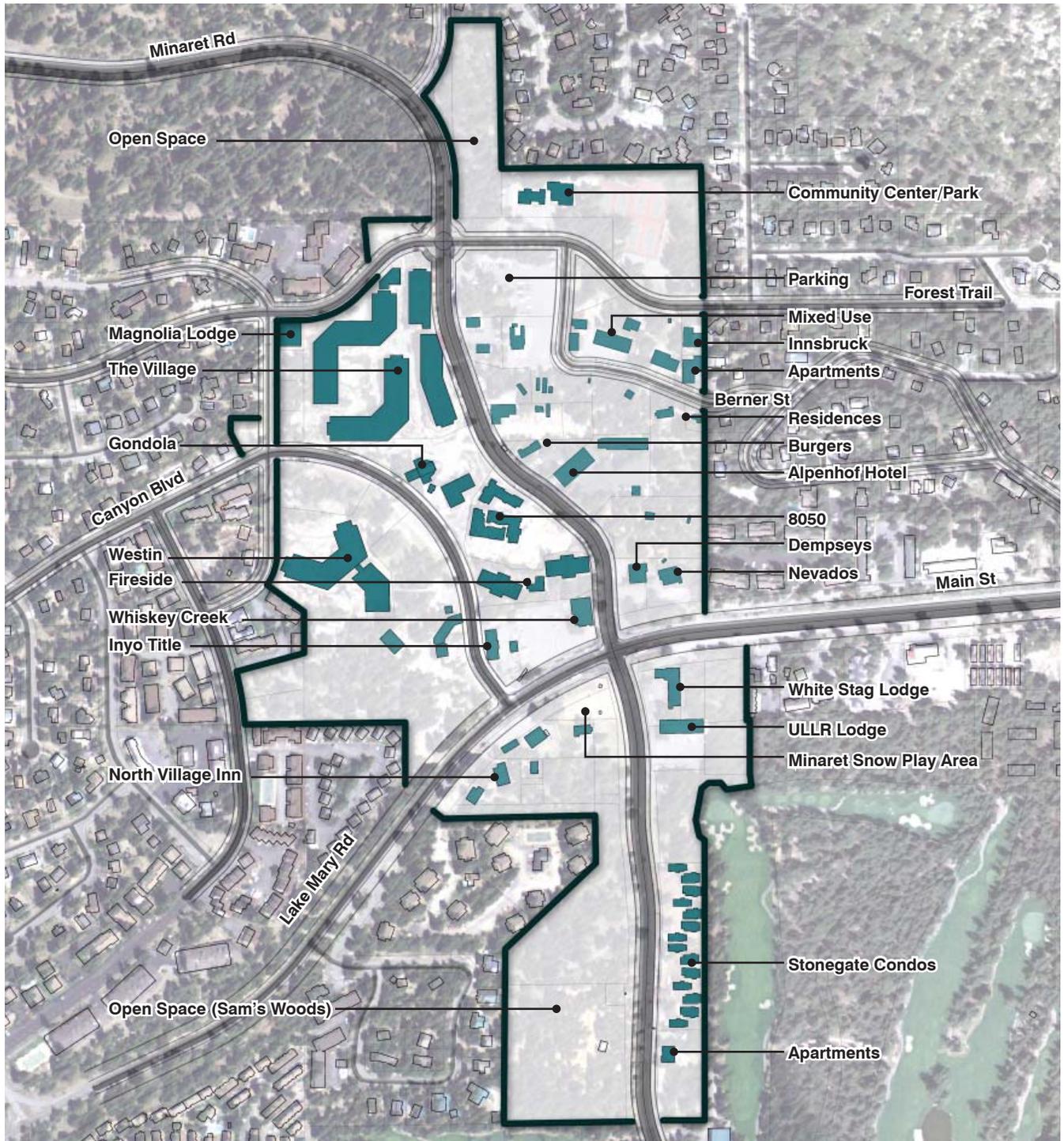
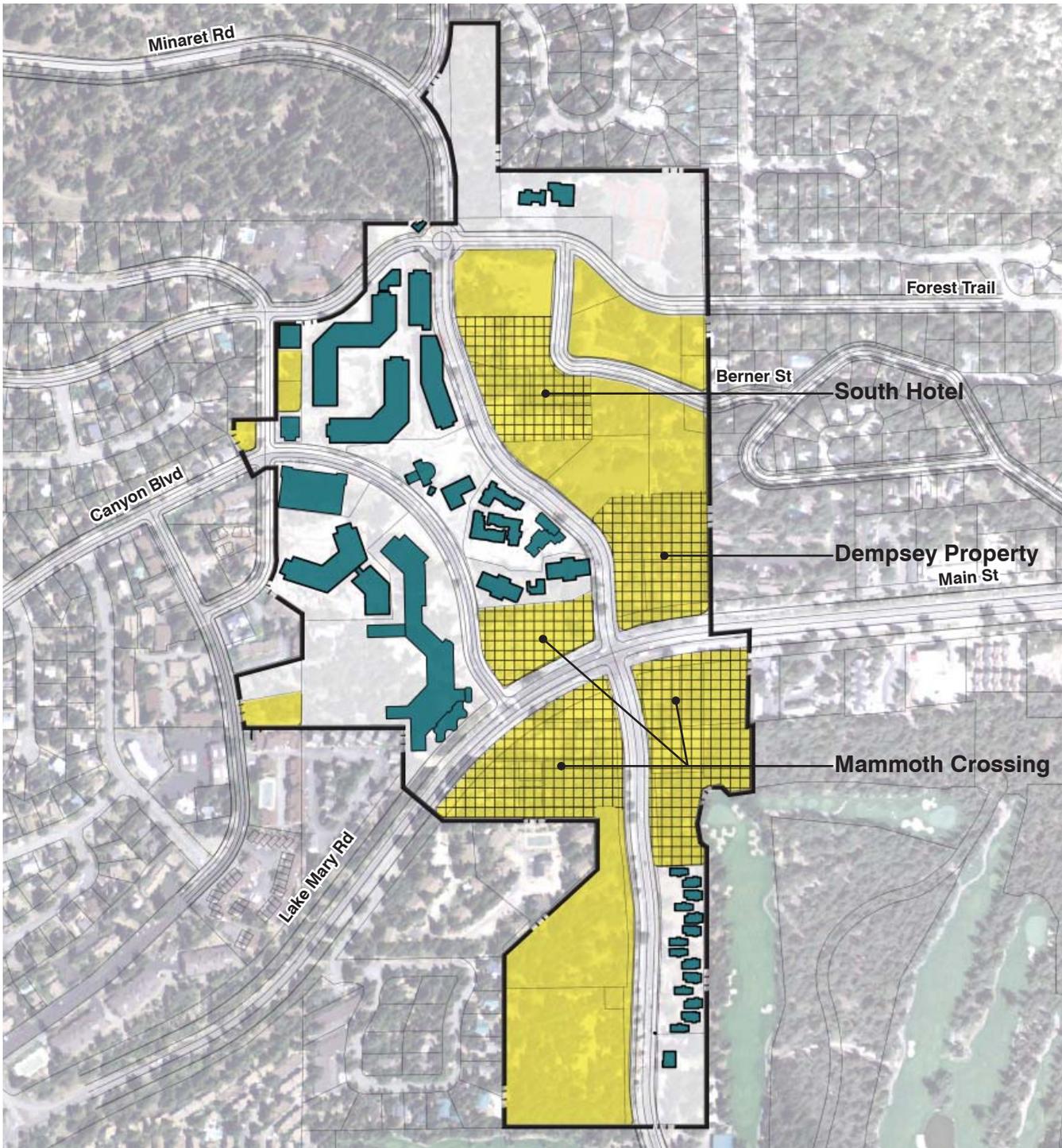




Figure 3-2 Existing and Proposed Properties



**LEGEND**

-  Structures in Areas of Stability
-  Potential for Development
-  Hatching Denotes Proposed or Vested Property





## 3.2 EXISTING CHARACTER AND FORM

The North Village today is a mixture of old and new, in many ways representative of the transformative point at which the District finds itself. Minaret Road provides the main spine of circulation through the District; the area to the west side of Minaret has seen the greatest amount of recent development with the Village at Mammoth, 80/50 condominiums, and Westin hotel west of Canyon Boulevard. Significant development/redevelopment potential (as shown in Figure 3-2) remains to the east of Minaret, which today includes older existing development (Alpenhof Lodge, Burgers restaurant, and a vacant parcel currently being used for surface parking), and at the four corners, which today includes the Whiskey Creek Restaurant and underutilized and deteriorating former hotel properties south of the intersection.

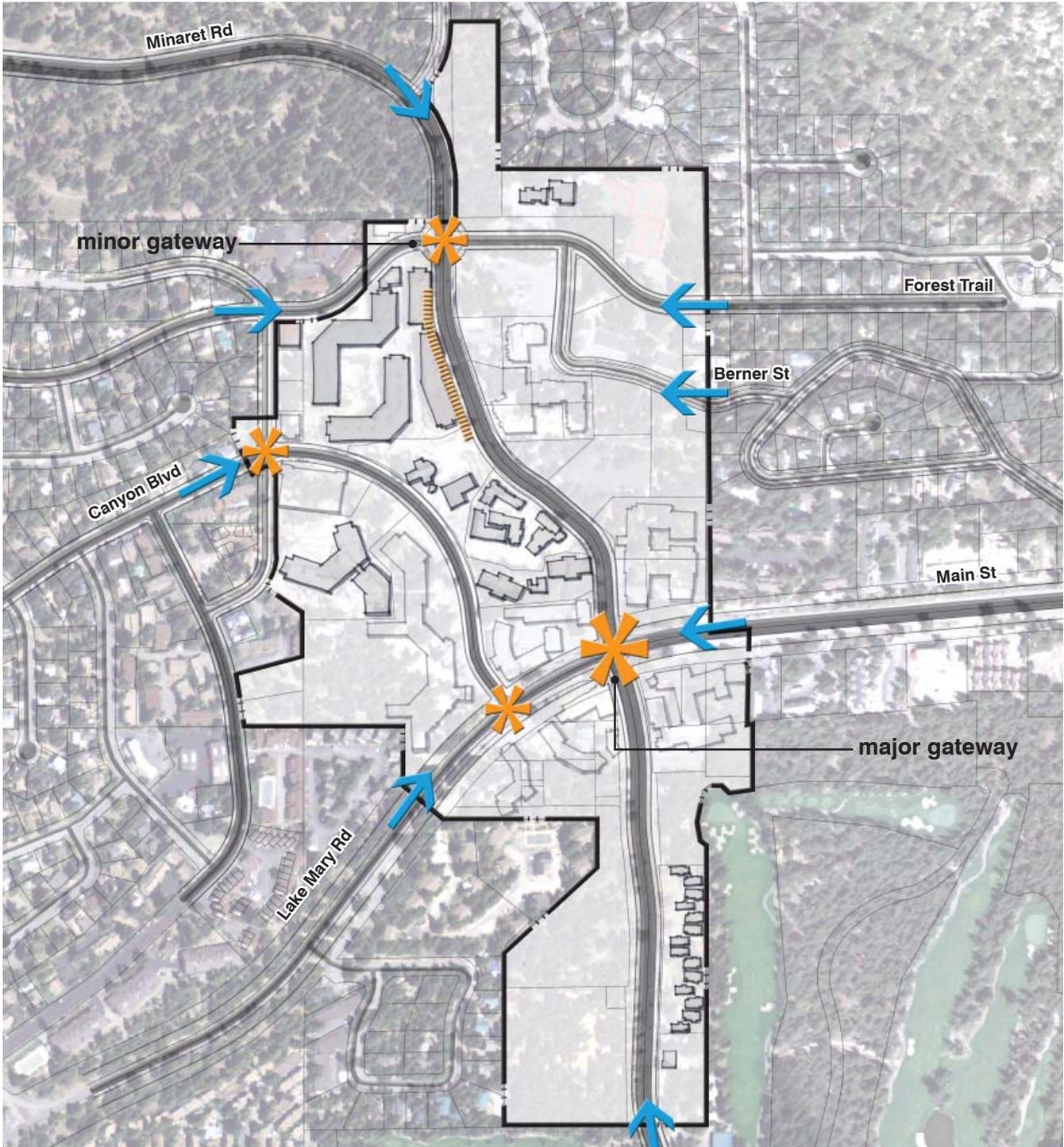


*Approaching Main/Minaret*

The street frontages along most sections of Minaret, Main, and Canyon are not strongly defined with inviting architecture or streetscape, often called edge conditions. The Village at Mammoth occupies the west side of Minaret Road with retail frontage along a limited stretch of the roadway. It is oriented toward an internal pedestrian circulation system that sits above the street level connecting to the gondola plaza, which is also above street level. This orientation may contribute to what some meeting participants described as a “fortress feel.” There is very little to distinguish the major entry into the North Village that occurs at the four corners (Main/Minaret) or to promote a sense of arrival in the North Village (see Figure 3-3). Other than the gondola plaza and retail uses, and informal venue sites within the Sam’s Woods property in the south part of the North Village, there are limited public venues and event spaces within the Village, which are key to creating a vibrant district.



Figure 3-3 Existing Character and Form Analysis



**LEGEND**

-  Gateway
-  Existing Edge Condition
-  Entry Point





## 3.3 EXISTING CIRCULATION AND ACCESS



*pedestrians waiting for the bus in the street*

Pedestrian circulation throughout the North Village is challenged by existing development, topography, conflicts with vehicular circulation routes, and incomplete implementation of envisioned circulation systems. East–west and mid-block connectivity is particularly problematic. Although the North Village is relatively compact, walking distances become shortened by the challenges of winter conditions and topography (see Figure 3-4). The Village is a transit hub, but current routing and locations of stops makes transit ridership less convenient than it could otherwise be. Given the large number of residential units in the vicinity of the Village, providing convenient means of access by foot, bike, and transit would provide additional support for Village commercial uses without exacerbating parking and traffic issues. Loading and delivery traffic needs to be carefully managed to avoid creating new sources of congestion.

Vehicular circulation is, and will likely remain, concentrated on Canyon Boulevard and Minaret Road/203. Caltrans controls Highway 203, and significant coordination is needed for any changes to this roadway. There is not property-owner support to build an additional north–south connector to the east of Minaret, but if it could be accomplished it would alleviate some pressure on the other roads, improve walkability on Minaret, and open up additional areas as retail streets. Residents of Forest Trail expressed significant concerns about traffic attempting to bypass Village congestion by detouring along this local street.

## 3.4 EXISTING PARKING

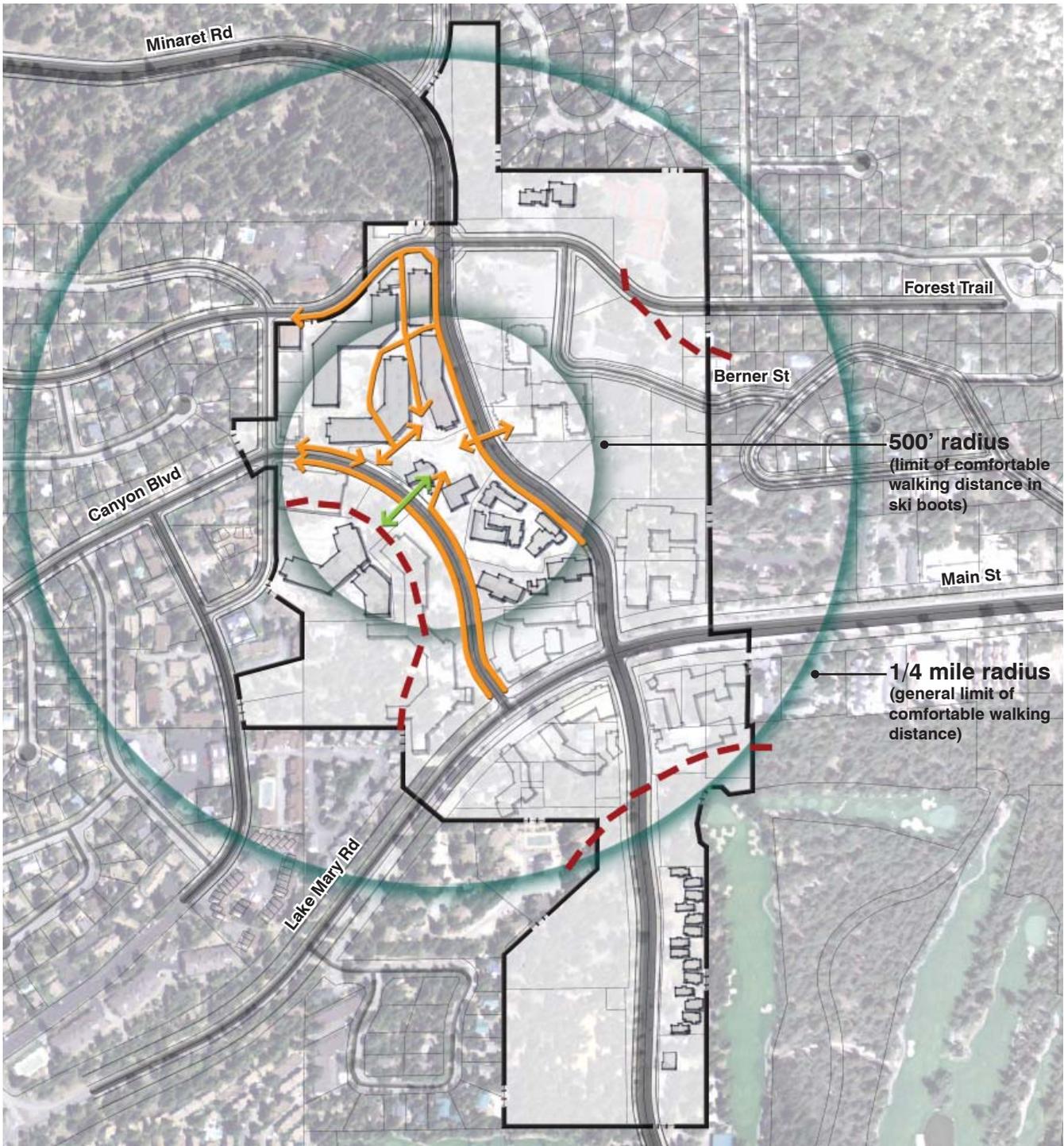


*snow-covered parking on Minaret*

Parking was identified as a significant issue throughout the the Planning Study process. The Village at Mammoth was not required to provide parking for its commercial uses, which contributes to an overall sense that there is a lack of convenient parking in the North Village. Parking management has tended to be haphazard at best, compounded by issues presented by snow conditions, use of parking by day skiers and delivery trucks, and poor signage. The Town has approved a parking garage, but has yet to secure funding for its construction. This parking structure alone will not be adequate to handle the potential buildout for the North Village.



Figure 3-4 Existing Connectivity Analysis



**LEGEND**

- Existing Pedestrian Network
- Potential Pedestrian Bridge
- Significant Grade Change





# 4.0 ISSUES, OPPORTUNITIES AND CONSTRAINTS

Presented in this section are a number of possible solutions for the concerns expressed in the public meetings and an analysis of the potential for achieving those solutions. The North Village possesses many positive attributes, such as its close proximity to the ski area, its location as a transit hub for the Town, including gondola access to the ski area; scenic vistas; positive interest from landowners and outside developers; and strong community support for its success. However, an analysis of the physical constraints and buildout statistics discussed in Chapter 3.0 indicates the current North Village Specific Plan appears to lack the appropriate land use framework to place the right number of rooms and retail in the right locations (critical mass) to establish a vibrant and economically successful District. This section offers physical and regulatory recommendations that will allow the North Village to move beyond the strict density and land use standards currently in place, and will allow each parcel to creatively respond to its specific site characteristics such as topography, neighboring parcels, and location in the District. These recommendations will aid in transforming the current underachieving land use plan into a dynamic and economically successful retail, entertainment, and lodging district with abundant activity year-round.

The following section is organized by the categories of concern expressed in the public meetings: gateway, connectivity, placemaking and amenities, and parking. In addition to those categories, the study takes a look at the conditions necessary to establishing an economically sustainable resort district.



## 4.1 GATEWAYS

Creating a sense of arrival or gateway can be accomplished in a variety of ways: signs, street-spanning arches, monumentation, landscaping, or by using buildings at the edge of a street to frame a view or point of interest. Currently, the North Village contains no arrival monumentation or signage that announces the presence of the district, as discussed in Chapter 3.0, and no implementable strategy is included in the North Village Specific Plan. There is no wayfinding program to direct visitors to the NV upon entering the Town and there is no discernable landscaping or street tree program that could serve as a wayfinding method. A complicating factor in establishing a gateway at the intersection of Main and Minaret or a wayfinding program is that the right-of-way (ROW) for these streets is controlled by Caltrans. Figure 4-1 contains photos of the existing entrances to the NV and photos of potential gateway ideas.

Figure 4-2 illustrates a combination of ideas that could be implemented to create a gateway and sense of arrival for the NV. There should be a hierarchy of monumentation at entrances with the highest attention paid to the intersection of Main and Minaret (as directed in the General Plan). Land should be set aside or otherwise dedicated for that purpose. A wayfinding program combining signs, a themed street tree program, and consistent street lighting should be established along all of the major streets within the NV and at some distance leading up to the district. Architecture should be placed at the street edges where indicated to also create a sense of arrival and reinforce General Plan goals to prioritize walkability.



Figure 4-1 Existing and Potential Gateways

**EXISTING CONDITIONS**



*approaching Main/Minaret intersection*



*Main/Minaret intersection*

**POTENTIAL IDEAS**



*street-spanning arch*



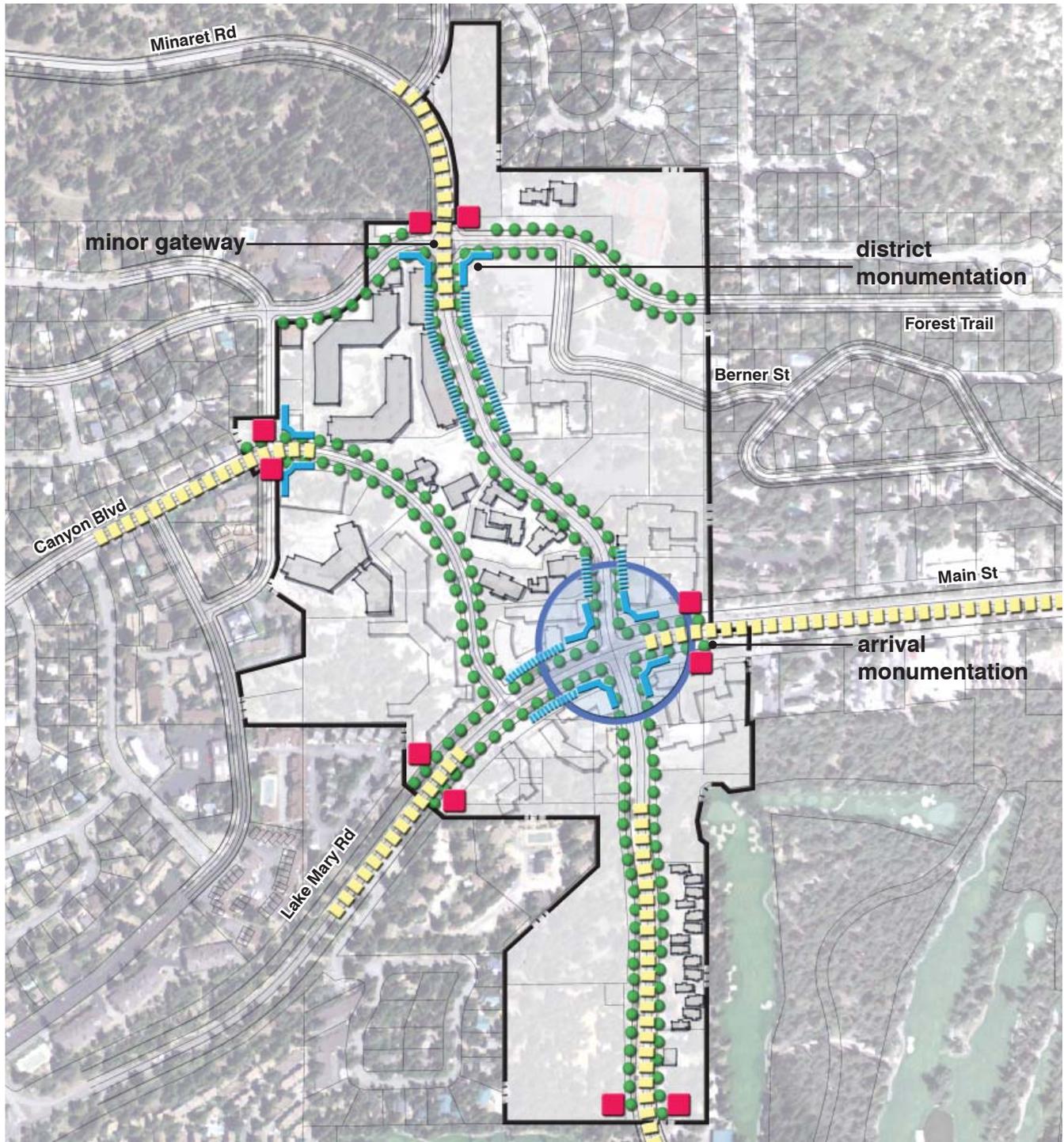
*architectural features*



*banners*



Figure 4-2 Proposed Gateway Solutions



**LEGEND**

-  Wayfinding Signage
-  Street Tree Program
-  Building as Street Edge
-  Land Reservation for Entry Monumentation
-  Major Gateway





### 4.2 CONNECTIVITY

A cohesive, pedestrian-friendly NV District that is inviting to both visitors and locals requires careful design and management of walkways, trails, and transit. The NV is a long, narrow district primarily laid out north-south along Minaret, with a concentration of development north of Main Street. Minaret Street is also the primary travel route for visitors and transit to the Main Lodge of the Mammoth Mountain Ski Resort and is controlled by Caltrans. As a result there is a predictable conflict between pedestrians and vehicles, including service vehicles for the retail and lodging facilities. The visibility of pedestrians is also compromised in the winter due to the amount of snow that is piled on the street edges (and sometimes sidewalks). Portions of some of the major streets lack sidewalks, forcing pedestrians to walk in the streets, a safety issue particularly in the winter. The NV also lacks sidewalk and/or trail connections to the surrounding neighborhoods, particularly in the southern and western portions of the District. There are also barriers to pedestrian connectivity due to steep changes in terrain, as discussed in Chapter 3.0 and identified on Figure 3-4.

Creating year-round connectivity to all areas of the NV is complicated by the differences in how far pedestrians would walk in winter, either due to weather conditions or ski boots, and in summer. The generally accepted rule of thumb is about 500 feet in ski boots and one-quarter mile otherwise. Given that there is only one activity center near the gondola plaza, much of the NV is beyond the ideal walking distance in winter. The elongated nature of the NV and the parallel streets of Minaret and Canyon with no cross streets in between make it desirable to find interconnecting paths between these streets and various properties. There are internal connections around “The Village” properties, but hardly anywhere else. However, internal connections may not be possible in many cases because of the existing configuration of built structures or slope changes. Safe pedestrian access (crosswalk or bridges) to the transit system and gondola is also needed.

The gondola should figure more prominently as a transit alternative, but it has limited capacity and operating hours. It is not currently viable for transit year-round. Lastly, the seasonal nature of the transit system and the locations of the routes do not encourage ridership by locals to the NV. Figure 4-3 shows photos of existing pedestrian conditions in the NV and photos of potential solutions for connectivity.

Figure 4-4 provides some ideas that might be implemented to improve connectivity to and within the NV, including safer street crossings, more bridge connections over busy streets, and trail connections to the surrounding neighborhoods.



Figure 4-3 Existing and Potential Connectivity

## EXISTING CONDITIONS



*pedestrian crossing on Canyon Boulevard*



*no sidewalks on portions of Minaret*



*pedestrian crossing on Minaret Road*

## POTENTIAL IDEAS



*bridges connecting structures*



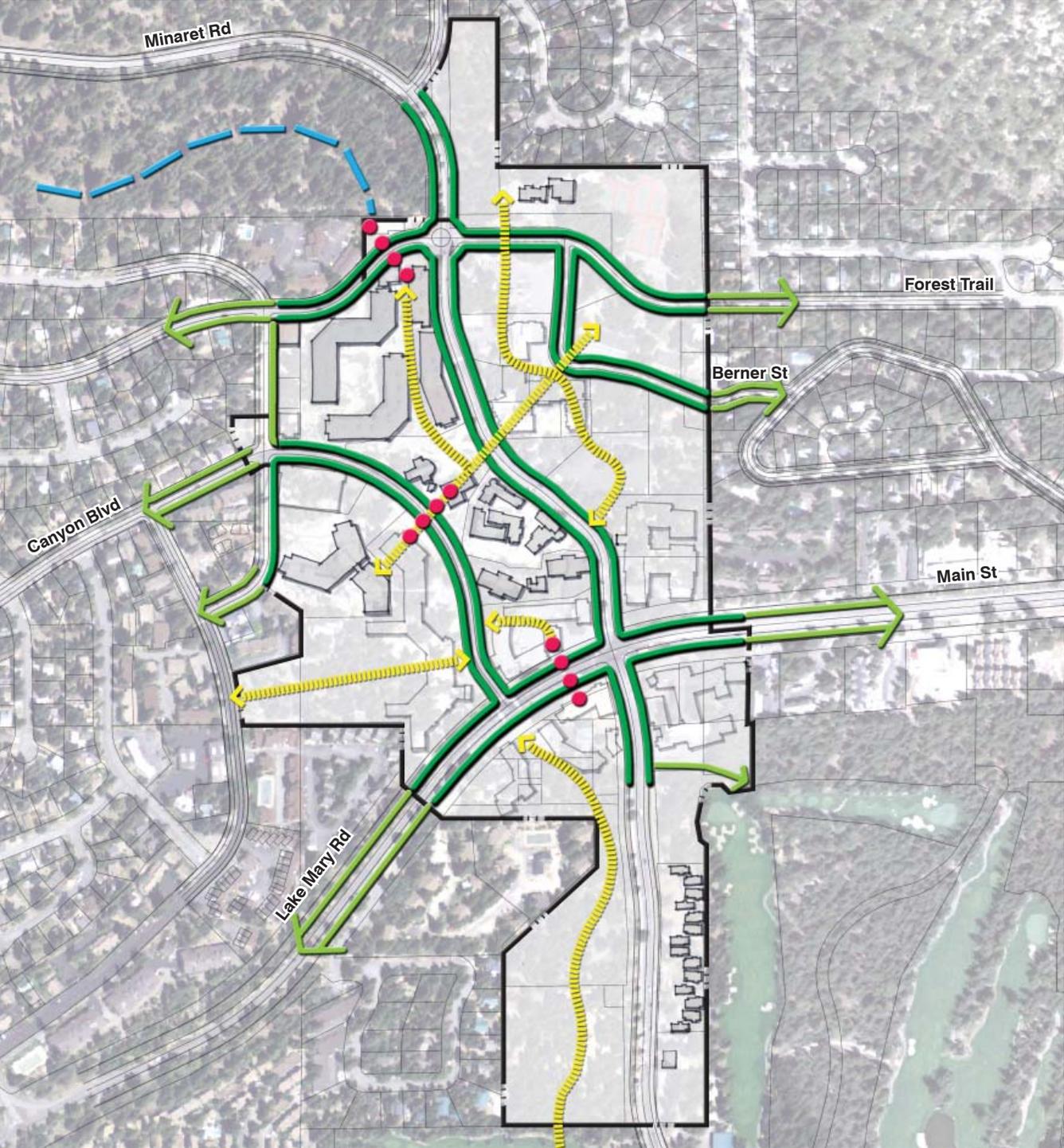
*ski-back trail bridge connection*



*bridges and connecting plazas*



Figure 4-4 Proposed Connectivity Solutions



**LEGEND**

-  Internal Linkage
-  Ski-Back Trail Connection
-  Completion of Existing Street Sidewalk Network
-  Pedestrian Bridge
-  Connection to Adjacent Neighborhoods





### 4.3 PLACEMAKING AND AMENITIES

For the Town of Mammoth Lakes to become a successful year-round resort, it needs to have a wide variety of active and passive activities for residents and visitors. There need to be winter activities for nonskiers and amenities to attract year-round visitors. Visitors should account for 80 percent of retail spending in the district, so shops and restaurants should be accessible, convenient, and attractive.

Many plazas and retail areas are currently on internal paths and elevated above Minaret Street. These areas are not visible to passing cars, and the lack of a cohesive wayfinding system makes them more difficult to reach on foot. Visibility and access to cars and pedestrians is even worse in the winter, when the current system of snow removal creates mounds of snow at the street edge and sometimes on sidewalks. Development is also limited to one side of the street, and there is limited parking, making the area as a whole less inviting.

Visitors are more likely to patronize businesses within walking distance of their lodgings and transit options. The community center park and adjacent open space are within walking distance of the gondola, but there is currently limited pedestrian connectivity. There is a public venue in the south of the district, but it is outside of comfortable walking distance of the gondola and much of the lodging, even in good weather.

The Specific Plan has no mechanism to encourage the creation of amenities or improving of the community center, which is underutilized. Figure 4-5 shows some of the plazas and amenities centered around the gondola, which, although designed at a pedestrian scale and to serve as venue and activity areas, are often empty and uninviting outside of peak visitor weekends. It also shows some amenities that could help tie the NV District together as a unified place. As illustrated in the figure, it is the presence of people that animates and brings life to a place. Bringing people to a place with scheduled events and attractions, providing a range of attractions, and placing residential and lodging uses nearby that can contribute to the critical mass of use are all interrelated strategies that contribute to placemaking.

Figure 4-6 shows how amenities and retail can be strategically placed throughout the North Village, bringing activity centers within reasonable walking distance of the various lodgings and transit options of the district. A concentrated activity node at the intersection of Main and Minaret could be the gateway, creating a sense of arrival. The current zoning structure, however, impedes these goals. The NVSP limits retail development in the RG zone on the north sides of Main Street and Lake Mary Road. There is also a preference for restaurants over retail uses in the RG zone and the number of rooms allowed per acre in the RG zone is less than what would be optimal to create a concentrated activity node in this location.



Figure 4-5 Existing and Potential Placemaking

**EXISTING CONDITIONS**



*gondola plaza*



*gondola plaza*

**POTENTIAL IDEAS**



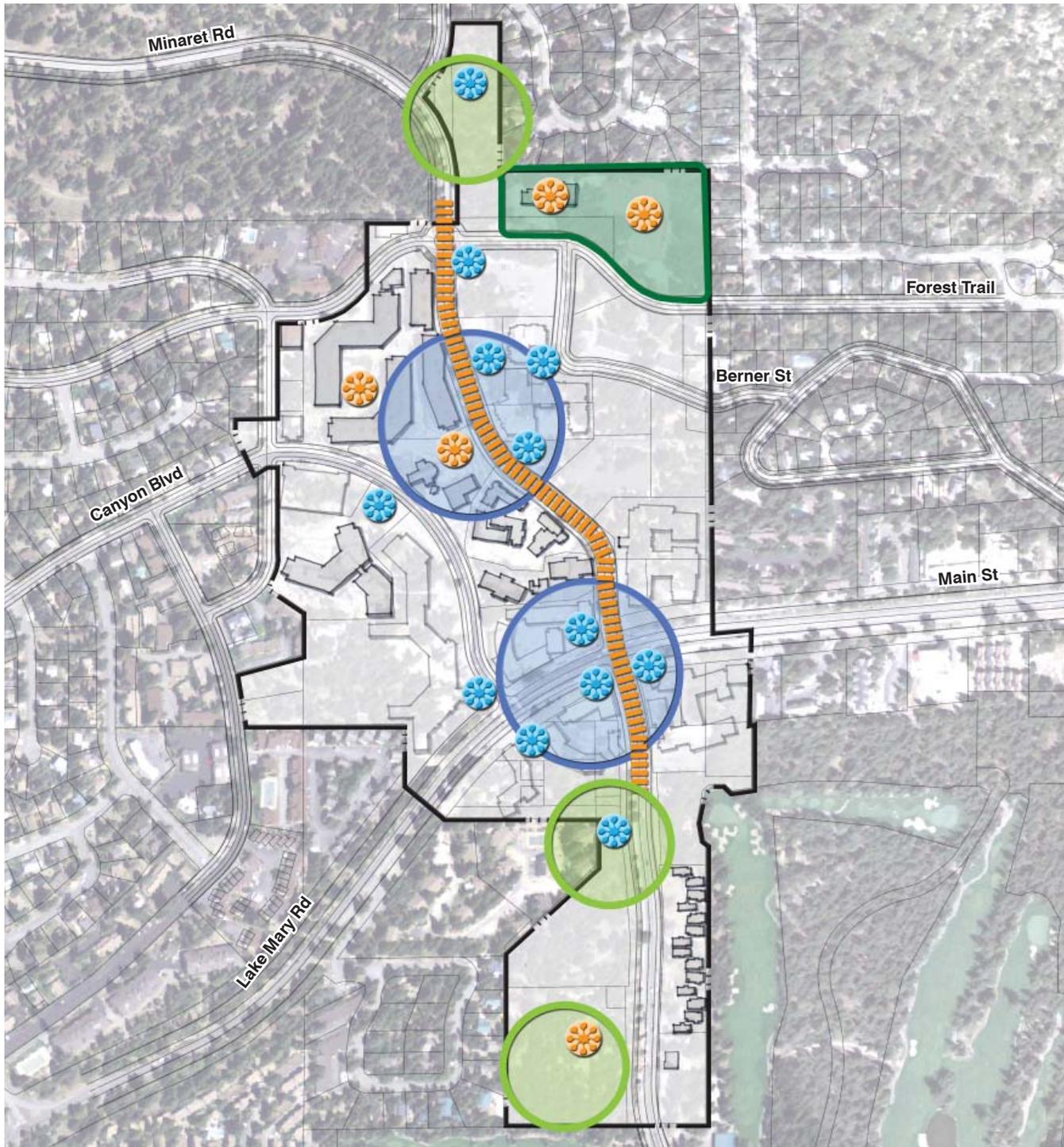
*ice skating rink*



*plaza with fountains*



Figure 4-6 Proposed Placemaking Solutions



**LEGEND**

 Pedestrian Friendly Street

 Centralized Activity Zone

 Open Space

 Enhanced Community Center/Park

 Potential Venue Locations

 Existing Venue Locations





Expanding the activity node at the gondola to the east side of Minaret would help tie the east half of the district to amenities and create critical mass that is needed for a truly active node. Improving or creating facilities on the north and south ends of the district would provide an opportunity for venues and uses for both visitors and locals. Finishing all the sidewalks and providing more street and plaza furniture and landscaping would contribute to connectivity and placemaking, and would help make the NV District an active and appealing destination, creating the “buzz” that meeting participants said was needed.

### 4.4 PARKING

One of the most consistent issues brought up in the meetings and workshops was parking. The current amount of on-site parking is insufficient for the existing commercial uses. Parking structures serve only residential uses, and on-street parking is limited to only a few areas, as shown in Figure 4-7. The existing informal parking areas noted in Figure 3-1 and shown in Figure 4-7 are all on sites where development has been proposed, and will therefore be unavailable in the future. The lack of parking discourages locals from visiting the NV. During the summer months transit is limited and during the winter the transit routes are inconvenient to residential areas, so driving is often a better option for locals. However, there is no available parking. Figure 4-8 illustrates the existing conditions for parking around the NV and shows some potential solutions for parking.

A parking garage with 300 spaces is proposed for the NV. That amount of parking will only be adequate for the existing retail uses. Nearly 800 spaces would be required if the NV reaches the full buildout of 135,000 sf of commercial.

A variety of solutions may be needed to solve the parking issue for the NV. On-street parking should be allowed on all streets to slow through traffic, increase accessibility for short-term parking, and create an interesting street scene, especially if coupled with an attractive street tree program. Parking garages are expensive to build, so if additional parking garages are to be built, as suggested by Figure 4-8, creative financing, such as a parking district, may be necessary. If parking garages are built, they should be distributed at destination points throughout the NV to accommodate the 500 foot winter walking radius. Temporary parking can be created at the southern end of Minaret for summer events that may draw crowds. Lastly, transit routes should be studied to ensure that visitors and locals have equal access the NV.



Figure 4-7 Existing and Potential Parking Solutions

## EXISTING CONDITIONS



*informal parking lot on east side of Minaret*



*snow covered on-street parking along Minaret*

## POTENTIAL IDEAS



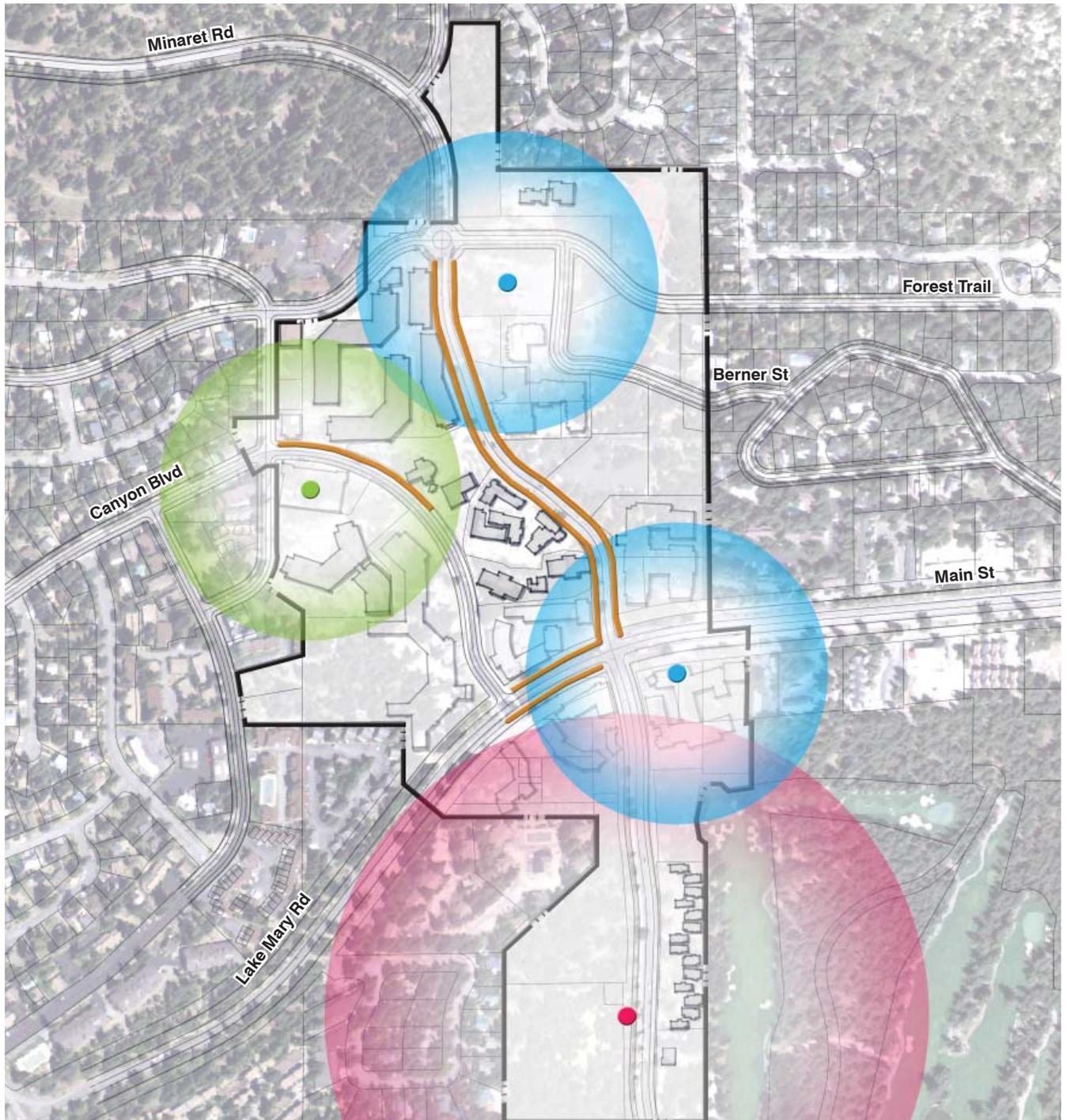
*parking garage with mixed use*



*parking garage with mixed use*



Figure 4-8 Proposed Parking Solutions



**LEGEND**

-  Potential Parking w/ 500' radius
-  Proposed Parking w/ 500' radius
-  Temporary Venue Summer Parking w/ 1000' radius
-  On-Street Parking





### 4.5 ECONOMICS OF PLACEMAKING

Although the NVSP allows for 135,000 sf of commercial, developers have to decide whether adding retail and amenities is more economically viable than adding more rooms, because there are no incentives for providing retail and amenities (such as a higher number of rooms allowed or development variances). One of the General Plan goals for the District is that it be economically sustainable. As stated above, the SL zone restricts the development of retail. A comparison of the remaining potential retail shown in Table 3.1 with the allowable statistics presented in Table 2.2 reveals that only about 18,000 sf remain to be built in the PR zone. The reduced intensity of the RG zone also discourages the development of retail and amenities and it is the only zone where the majority of the remaining allowed commercial can be built. Further indicting that the zoning structure of the current specific plan discourages locating rooms and retail where needed.

There are three basic types of sustainable retail experiences: convenience retail, comparison retail, and socializing retail. Convenience retail is more suited to strip centers oriented to the car. The NVSP and the General Plan discourage strip commercial. Comparison retail is typically for larger, more expensive, and less common purchases where a retailer will want a large inventory of brands. Comparison retail is typically reserved for big-box retailers and requires a great deal of parking and easy auto accessibility. The NVSP limits the size of floor area and discourages the use of cars; therefore, it is unlikely that comparison retail would or should locate there. Both convenience retail and comparison retail are better suited to the downtown area of Mammoth Lakes. The socializing retail environment is best suited to a pedestrian oriented, entertainment and amenity driven district, which is the desired goal for the NV. A good pedestrian retail district could increase support for retail by 15 percent. The NV has the potential to capture more people for retail than just those who are just living or staying within the boundaries of the NV. It is estimated that there are approximately 5,700 dwelling units within a mile of the gondola plaza. A one-mile radius is an easy bicycling distance and also an easy distance to walk for some in good weather, an experience that would be enhanced by better connectivity with paths to the surrounding community. However, the limitations and restrictions of the NVSP are likely to prevent enough sustainable retail and other amenities from being built.

Another important factor in establishing a sustainable retail environment is the mix of retail. Careful consideration should be given to the types of retail that should be placed in the NV in conjunction with the type of amenities so that they all work to support each other. The right mix of amenities and retail will establish the character for the NV.



## 5.0 ALTERNATIVES

The analysis of the existing conditions and opportunities in the NV coupled with the comments from the first two meetings and workshops resulted in a number of alternatives that address major issues and concerns. Each alternative has a central concept guiding its features. The following pages outline the basis for each alternative, detail the features that are included in each alternative, graphically and statistically suggest a possible buildout scenario, and provide a brief summary of what each alternative accomplishes against the desired characteristics voiced by the focus groups, community, and Town staff.

To assess the potential for buildout in the North Village District, certain properties were assumed to be areas of stability. These are properties, either built or approved for development, that are not likely to change because they have achieved their highest potential. Vested properties are included as areas of stability with the recognition that although they may have an entitlement to build a specific minimum number of rooms, they may be able to conform to design and character improvements because no site plans have been approved. In some alternatives these vested properties may be able to build more rooms than the current entitlement. The properties fitting these categories are listed in the right hand column in each alternative description and they remain the same in every alternative. Lastly, the remaining category of properties defined in this study as having potential for development are those that are either vacant or underutilized.



## 5.1 COMMON FEATURES IN EACH ALTERNATIVE

The alternatives have many overlapping features, and features may be added to or deleted from any alternative to arrive at a preferred alternative.

### ***Gateway***

- Provide reserved space for entry monumentation at the intersection of Minaret and Main.
- Develop a wayfinding program that extends beyond the district, implemented with support of current NV property owners, future development, and the Town.

### ***Connectivity***

- Require that new development complete sidewalk connections on Main, Minaret, Lake Mary, Canyon, Berner, and Forest Trail.
- Complete sidewalk connections in front of existing properties.
- Complete the ski-back trail and bridge connection.
- Provide trail connections to existing neighborhoods.
- Provide safe mid-block pedestrian crossing on Minaret and safe crossings at the intersections of Main/Minaret, Lake Mary/Canyon and Minaret/Forest Trail through street surface articulation or other enhancement.
- Develop safe routes guidelines for new development to encourage off-road pedestrian links between properties.
- Provide a pedestrian bridge over Canyon Boulevard to link hotels to the gondola plaza.

### ***Placemaking***

- Encourage development of ground-level commercial on the upper east side of Minaret to create an active street scene and focus activity near the gondola plaza.
- Encourage development of ground-level commercial on north side of Lake Mary and Main.
- Develop a signature plant palette.
- Develop a uniform District signage program.
- Improve the existing community center and public park for North Village and neighborhood use (add additional features such as rock climbing, bbq area, etc.).
- Implement a privately funded public events program as directed in Specific Plan.



### ***Parking and Circulation***

- Provide on-street parking on Minaret, which will provide traffic calming, invite local shopping and contribute to an active street scene.
- Restrict all-day parking in public parking structures to encourage use of transit for skiers.
- Enforce the recently adopted delivery vehicle parking schedule.
- Develop a snow removal program in cooperation with Caltrans to keep streets and sidewalks free of all snow, not just plowed.



## 5.2 ALTERNATIVE ONE—STATUS QUO

Alternative One primarily reflects the intent of the current Specific Plan and is based on the following development characteristics:

- Utilizes existing land use designations and intensity standards for development (Figure 5-1).
- Assumes areas of stability will not change from current condition.
- Assumes approved and vested room development is built or accounted for as planned.
- Assumes the proposed North Village parking structure is built.
- Assumes United States Forest Service (USFS) property and community center are preserved for community use.
- Includes approximately 25 gross acres for new development.
- Potential buildout scenarios do not take into consideration resulting site coverage through implementation of development standards or physical constraints of property (net acreage is not calculated).

In addition to all of the features listed in Section 5.1, Alternative One incorporates a few additional attributes that respond to comments and ideas presented in the workshops. Figure 5-2 illustrates where these features may be located if implemented.

### ***Parking and Circulation Features***

Requires off-street parking for all future commercial development per Town standards.

### ***Amenity Features***

Recommend locations for public spaces within pedestrian core.

### ***Buildout Potential***

Given the assumptions on development character listed above, this alternative would result in the following general build-out features:

- 94 percent of the commercial allowed in the PR zone would be built, but only 72 percent of all commercial allowed in the NVSP would be built.
- Only 2.5 percent of the land in PR is available for development and if developed the total number of rooms for the zone would be exceeded.
- Without an implementation mechanism in the NVSP, less than 7 percent of the allowed commercial would be built in the RG zone and room count for this zone would exceed the amount allowed in the NVSP.
- Only 84 percent of the room development potential in the SL zone would be realized, possibly less, due to physical constraints.

### **Areas of Stability**

#### **Built**

- *The Village*
- *Magnolia Lodge*
- *The Gondola*
- *8050*
- *Fireside*
- *Westin*
- *Stonegate Condos*
- *Minaret Apts*
- *Open Space/Community Center*

#### **Approved (not built)**

- *Town Parking Garage*
- *Robert's Village*
- *Golden Eagle Villas*
- *Ritz Carlton*

#### **Vested**

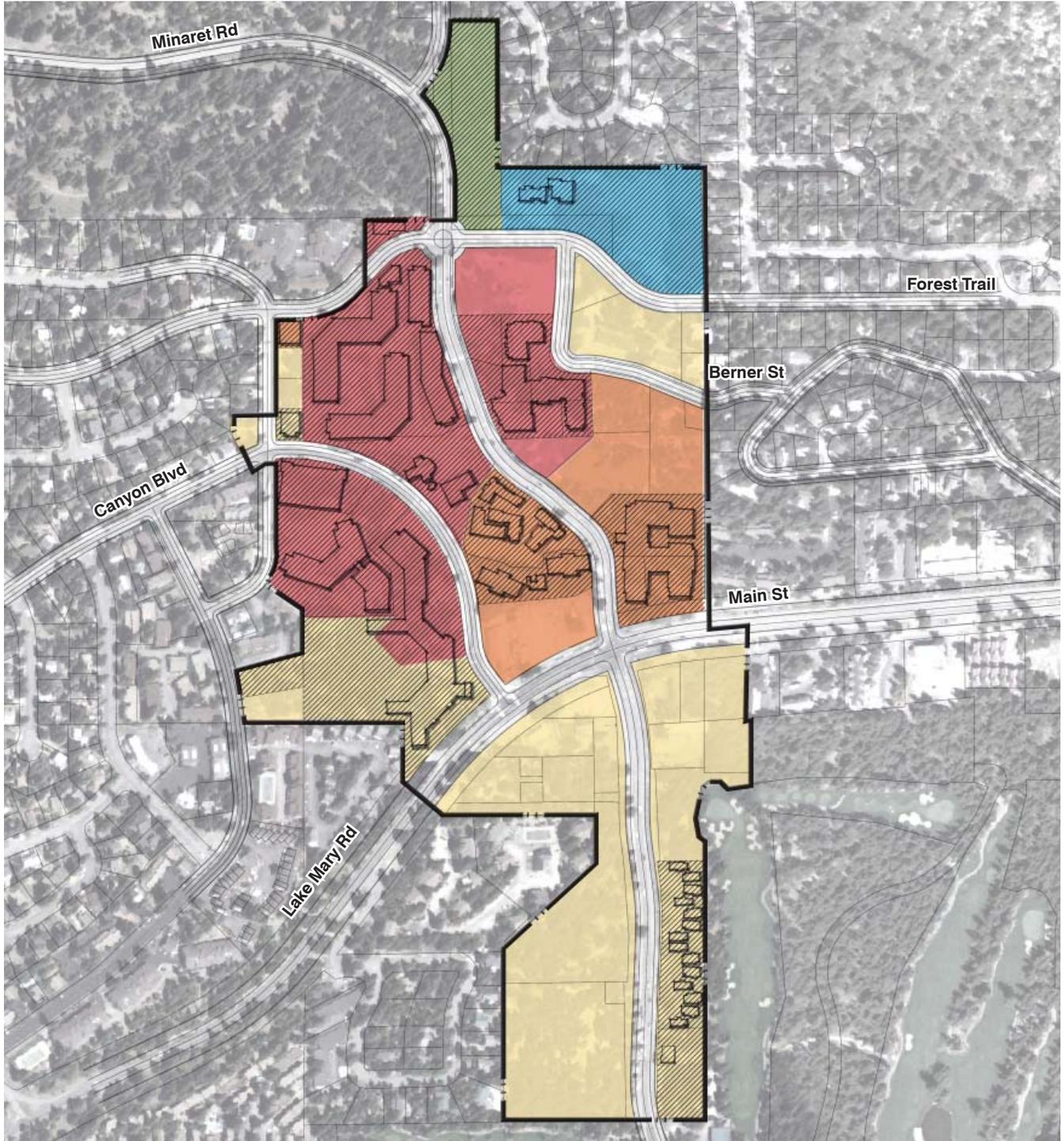
- *South Hotel*
- *Dempsey's*

### **Potential for Development**

- *approximately 25 acres (not including approved/vested properties)*



Figure 5-1 Alternative One Land Use Designations



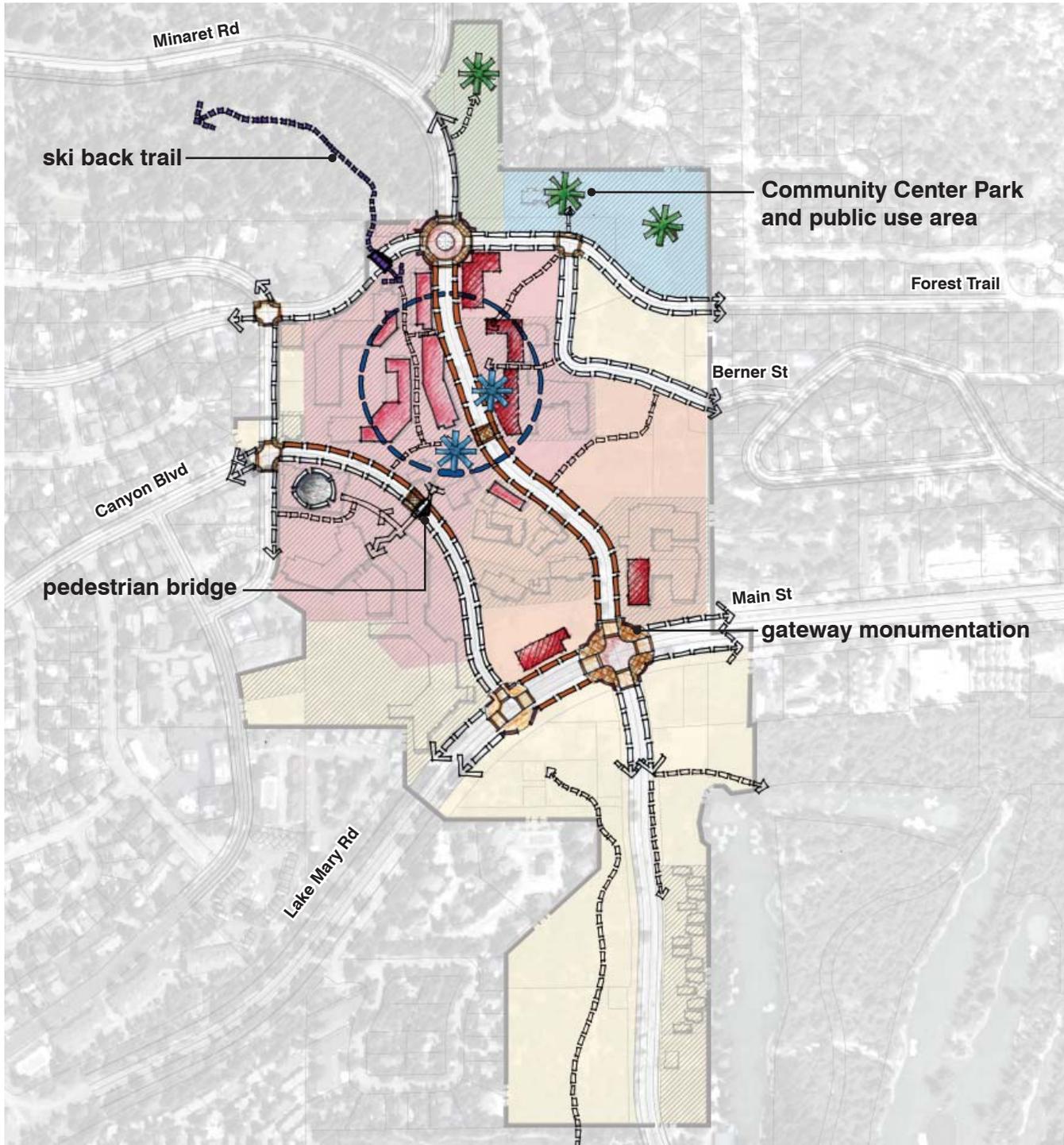
**LEGEND**

- |  |  |
|--|--|
|  Plaza Resort Zone      |  Areas of Stability   |
|  Resort General Zone    |  Institutional Public |
|  Specialty Lodging Zone |  Open Space           |





Figure 5-2 Alternative One Features



**LEGEND**

- |   |                                   |   |  |  |   |
|---|-----------------------------------|---|--|--|---|
|  | potential / existing public plaza |  | potential parking structure                        |  | potential internal pedestrian connections |
|  | potential / existing venue        |  | safe pedestrian crossings                          |  | street adjacent sidewalk                  |
|  | Village anchor area               |  | hatching denotes potential location for commercial |  | denotes sidewalk with on street parking   |





### **Summary**

While this alternative includes elements that address some key issues such as improving the visual character and walkability of the North Village and begins to create cohesiveness for a centralized core, it lacks a mechanism for creating the balance between commercial development and rooms necessary to achieve the “critical mass” for sustainability. Overall, the existing Specific Plan would achieve the allowed room count but underachieve in commercial development. There is no incentive for development of commercial or amenities and developers must choose between building rooms or commercial. Rooms that would generate the most retail sales tend to be hotel rooms, but there is less incentive to build hotel rooms instead of condos, if development of commercial takes away from the number of rooms allowed. The distribution of new rooms, if limited to the number allowed by zone, does not put the majority of visitors within a reasonable winter walking distance of the core of activities, which are centered only on the gondola plaza area. The zoning boundaries become a major restriction for distributed activities. This alternative does not guarantee that parking will be available where needed throughout the District. Additionally, this alternative does not fully achieve the General Plan desired characteristic of a gateway at the intersection of Main and Minaret, as envisioned by workshop participants.

Few if any changes to the Specific Plan would be required to accomplish the aesthetic improvements suggested by this alternative, since the Specific Plan already contains goals, policies, and guidelines that give the Town authority to require such improvements by means of a Specific Plan and/or General Plan consistency analysis of all new development. Implementation mechanisms for achieving those improvements could be accomplished through developer agreements or conditions of approval. Without an implementation mechanism to guarantee the development of required commercial, this alternative would have to use nonregulatory consensus techniques, such as formation of a business owners’ association to coordinate management of all commercial properties, or creation of a limited liability company to own and operate commercial properties, etc.



## 5.3 ALTERNATIVE TWO—DUAL CORE

Alternative Two responds to comments that the District should have an appropriate gateway and dispersed activity centers instead of one core focused near the gondola plaza. This alternative creates an additional activity center at the intersection of Main and Minaret and is based on the following development characteristics:

- The Plaza Resort zone is applied to the properties at the intersection of Main and Minaret and the same PR intensity standards will be in effect for those properties (Figure 5-3). Higher intensity than normally allowed may be awarded to projects in this zone through an incentive program.
- All other zones remain in the same location as the current Specific Plan and have the same existing intensity standards.
- Assumes areas of stability will not change from current condition.
- Assumes approved and vested room development is built or accounted for as planned or at the highest allowable intensity if property is now in a different zone.
- Assumes proposed commercial (Mammoth Crossing, Intrawest) is built as planned but proposed room count is restricted to intensity standard of the zone, unless vested.
- Assumes the proposed North Village parking structure is built.
- Assumes USFS property and community center are preserved for community use.
- Includes approximately 25 gross acres for new development (not including approved/vested properties).
- Potential buildout scenarios do not take into consideration resulting site coverage through implementation of development standards or physical constraints of property (net acreage is not calculated).
- Commercial equivalency for rooms is discontinued (room count will not have to be sacrificed to build commercial).

In addition to all of the features listed in Section 5.1, Alternative Two incorporates a few additional attributes that respond to comments and ideas presented in the workshops. Figure 5-4 provides an illustration of how and where the following features might be implemented in Alternative Two.

### ***Placemaking Features***

- Create an arrival plaza (identifiable place for people to gather) on Minaret opposite the gondola and flanked by ground-floor commercial to expand the north core activity center.
- Create a second arrival plaza on Lake Mary between Minaret and Canyon—may be combined with entry monumentation.

### **Areas of Stability**

#### **Built**

- *The Village*
- *Magnolia Lodge*
- *The Gondola*
- *8050*
- *Fireside*
- *Westin*
- *Stonegate Condos*
- *Minaret Apts*
- *Open Space/Community Center*

#### **Approved (not built)**

- *Town Parking Garage*
- *Robert's Village*
- *Golden Eagle Villas*
- *Ritz Carlton*

#### **Vested**

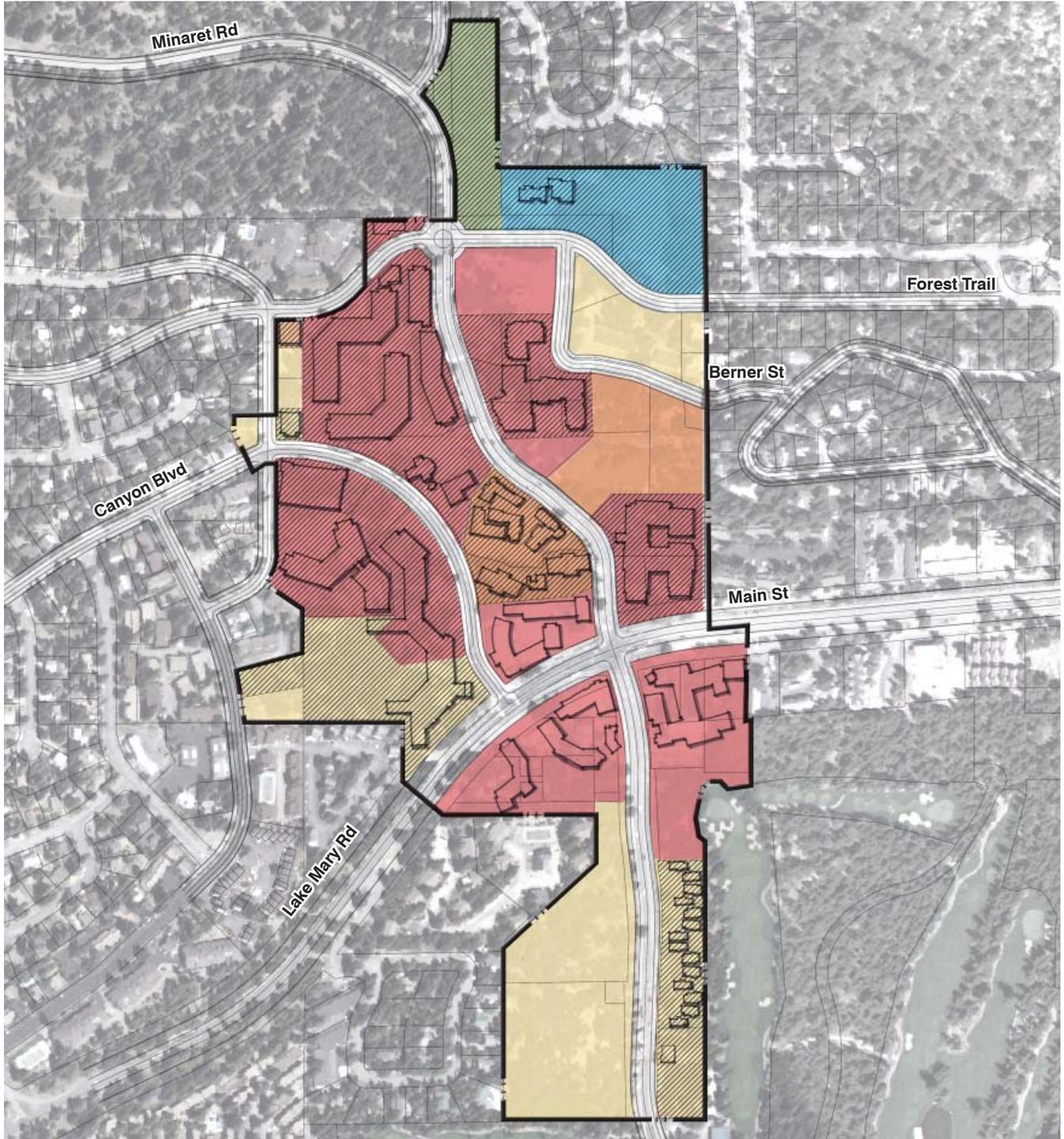
- *South Hotel*
- *Dempsey's*

### **Potential for Development**

- *approximately 25 acres (not including approved/vested properties)*



Figure 5-3 Alternative Two Land Use Designations



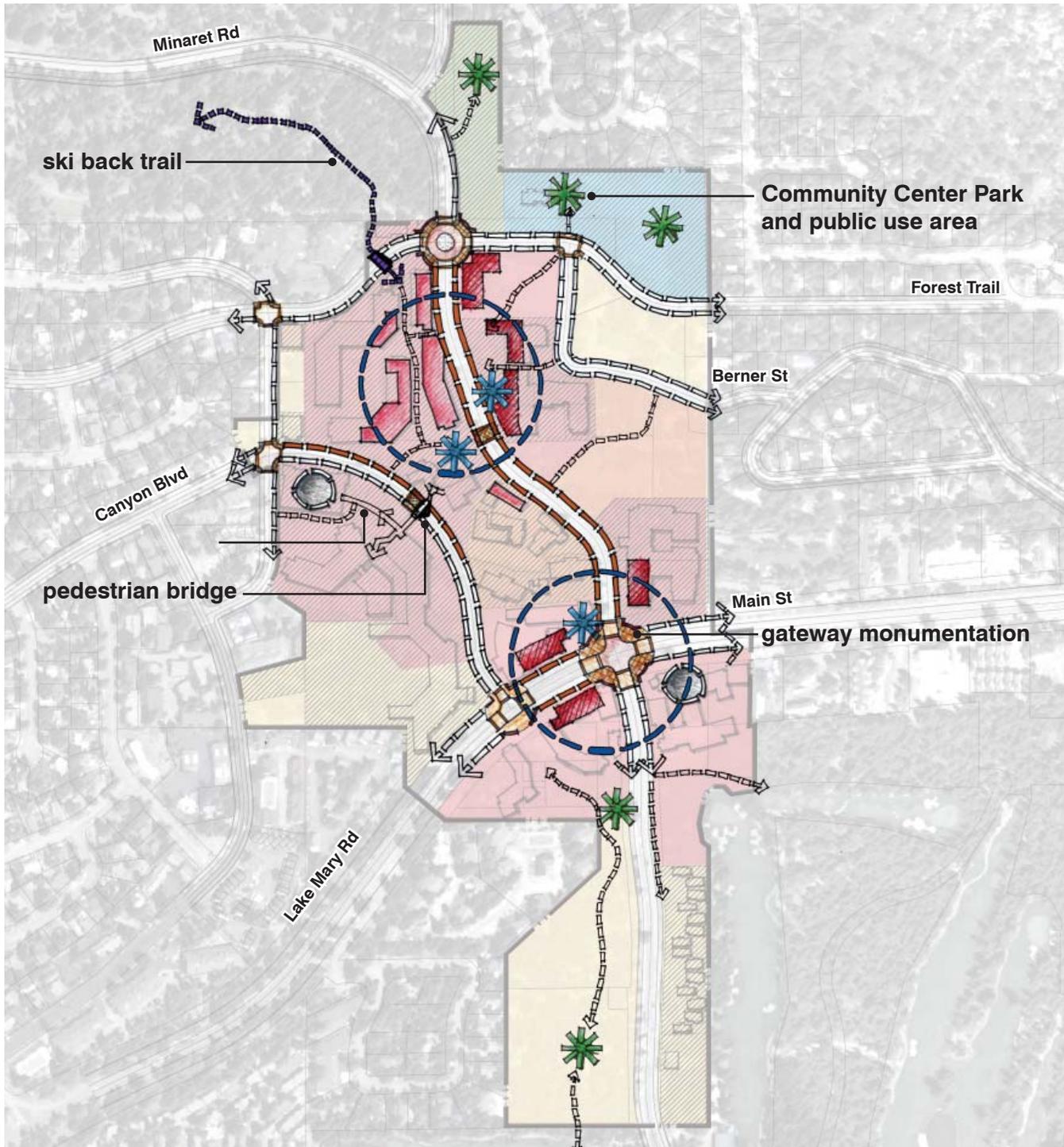
**LEGEND**

- |  |  |
|--|--|
|  Plaza Resort Zone      |  Areas of Stability   |
|  Resort General Zone    |  Institutional Public |
|  Specialty Lodging Zone |  Open Space           |





Figure 5-4 Alternative Two Features



**LEGEND**

- |   |                                   |   |  |  |   |
|---|-----------------------------------|---|--|--|---|
|  | potential / existing public plaza |  | potential parking structure                        |  | potential internal pedestrian connections |
|  | potential / existing venue        |  | safe pedestrian crossings                          |  | street adjacent sidewalk                  |
|  | Village anchor area               |  | hatching denotes potential location for commercial |  | denotes sidewalk with on street parking   |





### ***Parking and Circulation Features***

- Provide a second parking structure at the southeast corner of the intersection of Main and Minaret.
- Develop a parking district to contribute to parking structure construction and operation and support commercial development requiring participation of all property owners. Contribution to be based on property owner demand for commercial parking spaces. This encourages the “park once” concept.
- New commercial development would not be required to develop off-street parking with implementation of a parking district.

### ***Amenity Features***

- Establish criteria for locations of public spaces and venues within the two activity centers.
- Develop an incentive program for new development to provide amenities and venues for the District, including improvement to existing public facilities. Additional rooms/intensity would be granted based on an allocation process for programmed community amenities and infrastructure. For example, there could be a report card system, where points are awarded for including amenities such as meeting space, plazas, or off-site trail improvements. Points are exchanged for higher density, reduced setback, hotel versus condo, or other variations.

### ***Buildout Potential***

This alternative would result in the following buildout features:

- 86 percent of allowed commercial in the current NVSP could be achieved.
- Total district room count would exceed amount allowed in the Specific Plan by 15 percent.

### ***Summary***

The primary accomplishment of Alternative Two would be the creation of a strong gateway/activity center at the intersection of Main and Minaret, which would place more visitors within walking distance of venues. The incentive program would provide a mechanism for increasing the amount of commercial and amenities within the District and concentrating them in more than one activity center through transfers as part of the incentive program. However, commercial would still be confined to limited zones. The incentive program also has the potential to improve off-site facilities through transfers. The change in zone boundaries for the PR zone alone would increase the amount of commercial that could be built based upon existing proposals. However, the use of defined zones with intensity standards will limit how many rooms could be built as a baseline. An additional parking garage coupled with a parking district will resolve shortage of available parking and spread



costs proportionately. However, the cost and timing of the construction of parking garages may be problematic.

This alternative would require a Specific Plan amendment for the reconfiguration of zones and inclusion of the parking district requirements and the incentive program. The development of the parking district and the incentive program would require feasibility (pro forma) studies.



## Areas of Stability

### **Built**

- *The Village*
- *Magnolia Lodge*
- *The Gondola*
- *8050*
- *Fireside*
- *Westin*
- *Stonegate Condos*
- *Minaret Apts*
- *Open Space/Community Center*

### **Approved (not built)**

- *Town Parking Garage*
- *Robert's Village*
- *Golden Eagle Villas*
- *Ritz Carlton*

### **Vested**

- *South Hotel*
- *Dempsey's*

## Potential for Development

- *approximately 25 acres (not including approved/vested properties)*

## 5.4 ALTERNATIVE THREE—SINGLE CORE

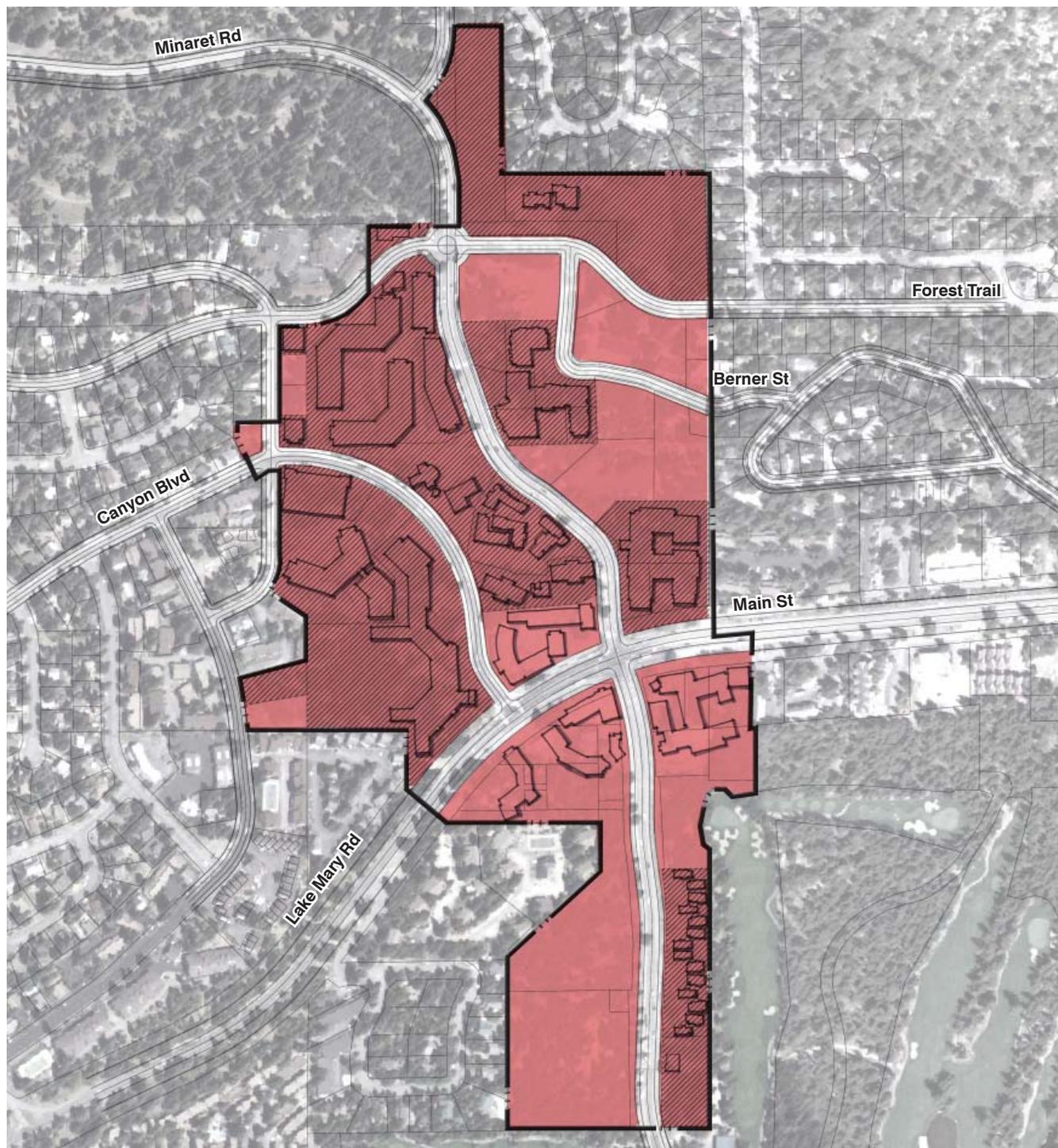
Alternative Three responds to concerns that the different intensity zones discourage development of activity centers and commercial development evenly distributed throughout the district or where they are needed. Workshop comments suggested there should be activity throughout and not just focused around the gondola plaza. A single mixed-use zone without a location-specific intensity standard would be established for the entire district in this alternative.

- A single intensity standard established for the entire district with new maximum room count established by an economic sustainability standard and traffic management (Figure 5-5).
- An incentive program with report card same as alternative Two.
- Allows transfer of amenity creation to any location within or outside of district, including publicly owned property.
- If a maximum buildout is established, allocation of rooms would be determined on a first come, first served basis.
- A form-based zoning transect concept, like that shown in Appendix B of the General Plan, would be established to describe the context, pattern, and characteristics of desired development.
- Assumes areas of stability will not change from current conditions.
- Assumes approved and vested room development is built or accounted for as planned or at the highest allowable intensity (intensity limit has not been established for this alternative).
- Assumes proposed commercial (Mammoth Crossing, Intrawest) is built as planned.
- Assumes the proposed North Village parking structure is built.
- Assumes the USFS property and community center are preserved for community use.
- Includes approximately 25 gross acres for new development (not including approved/vested properties).
- Potential buildout scenarios do not take into consideration resulting site coverage through implementation of development standards or physical constraints of property (net acreage is not calculated).
- Commercial equivalency for rooms is discontinued (room count will not have to be sacrificed to build commercial).

This alternative would allow for commercial, rooms, and amenities to be placed anywhere throughout the district through application of the report card and the form-based transect concept. Transects determine the relationship between uses, as shown in the cross section in Figure 5-6. The plan view in Fig. 5-6 is representative of where transects might be applied. There is no zoning for transects. Transect A is likely to be used for maximum intensity areas with commercial near parking structures. Transect B would be used in areas primarily developed with lodging and Transect C would apply in areas where a transition is needed to



Figure 5-5 Alternative Three Land Use Designations



**LEGEND**

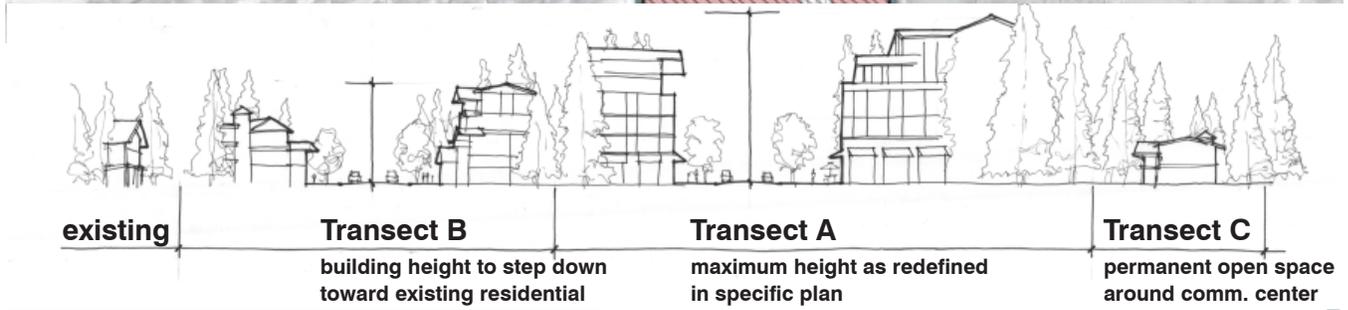
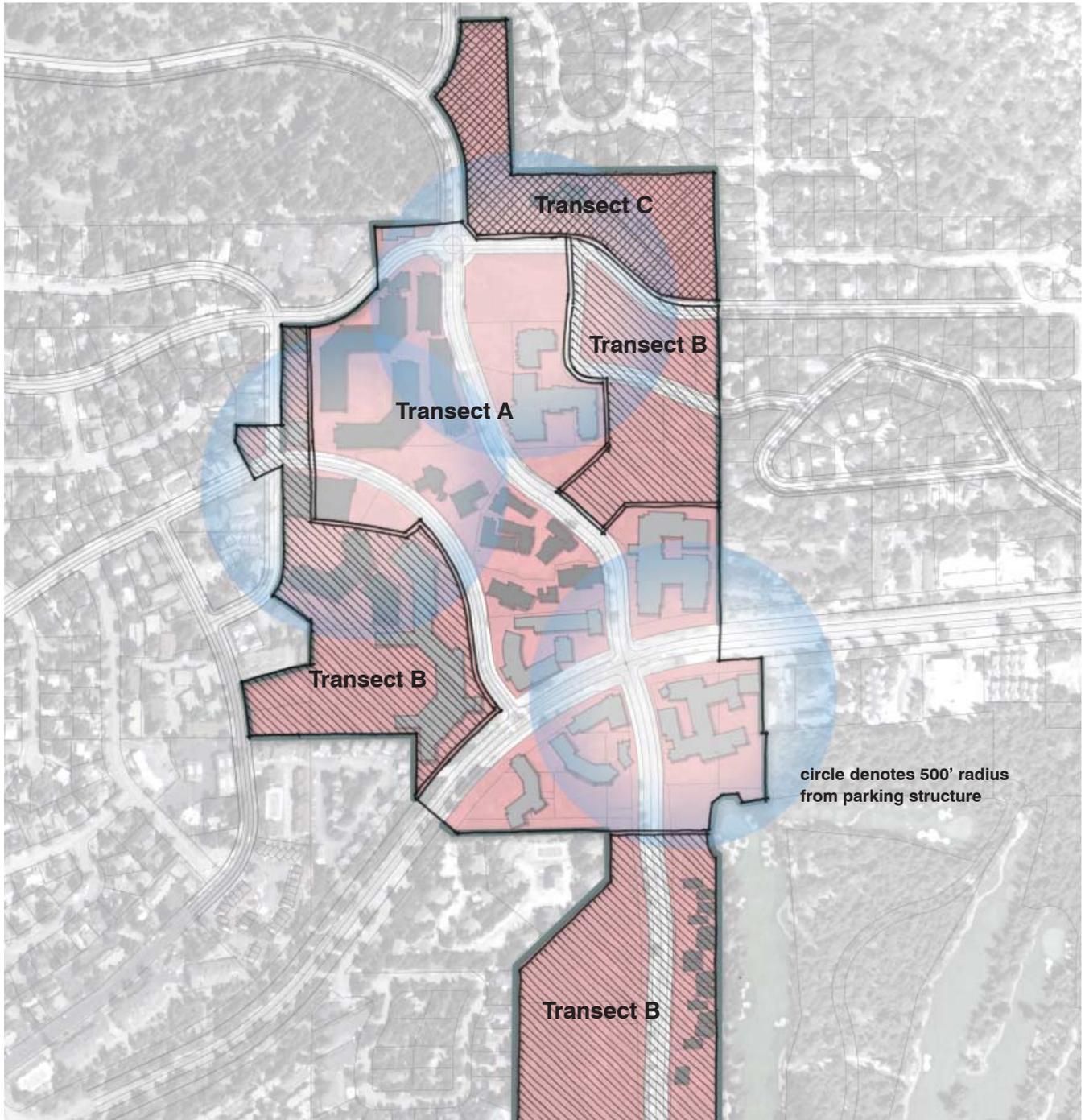
 Village Resort Zone

 Areas of Stability





Figure 5-6 Proposed Transect Zones





open space, recreation, or the lower intensity residential development surrounding the district. Predicting exactly where uses and amenities will occur is difficult with this alternative; however, Figure 5-7 provides an example of how the district might look with implementation of the features detailed in the following sections. Figures 5-8 and 5-9 illustrate how the transect concept can be applied to creation of landscaping and streetscapes.

In addition to all of the features listed in Section 5.1, Alternative Three incorporates a few additional attributes that respond to comments and ideas presented in the workshops.

### ***Placemaking Features***

- Create an arrival plaza on Minaret opposite the gondola, flanked by ground floor commercial, to expand the north core activity center.
- Create a second arrival plaza on Lake Mary between Minaret and Canyon—may be combined with entry monumentation.
- Encourage commercial development within a 500-foot radius of parking garages.
- Encourage development of ground-level commercial on the north and south side of Lake Mary and Main.
- Cooperate with USFS and properties outside of District to establish neighborhood venues.

### ***Parking and Circulation Features***

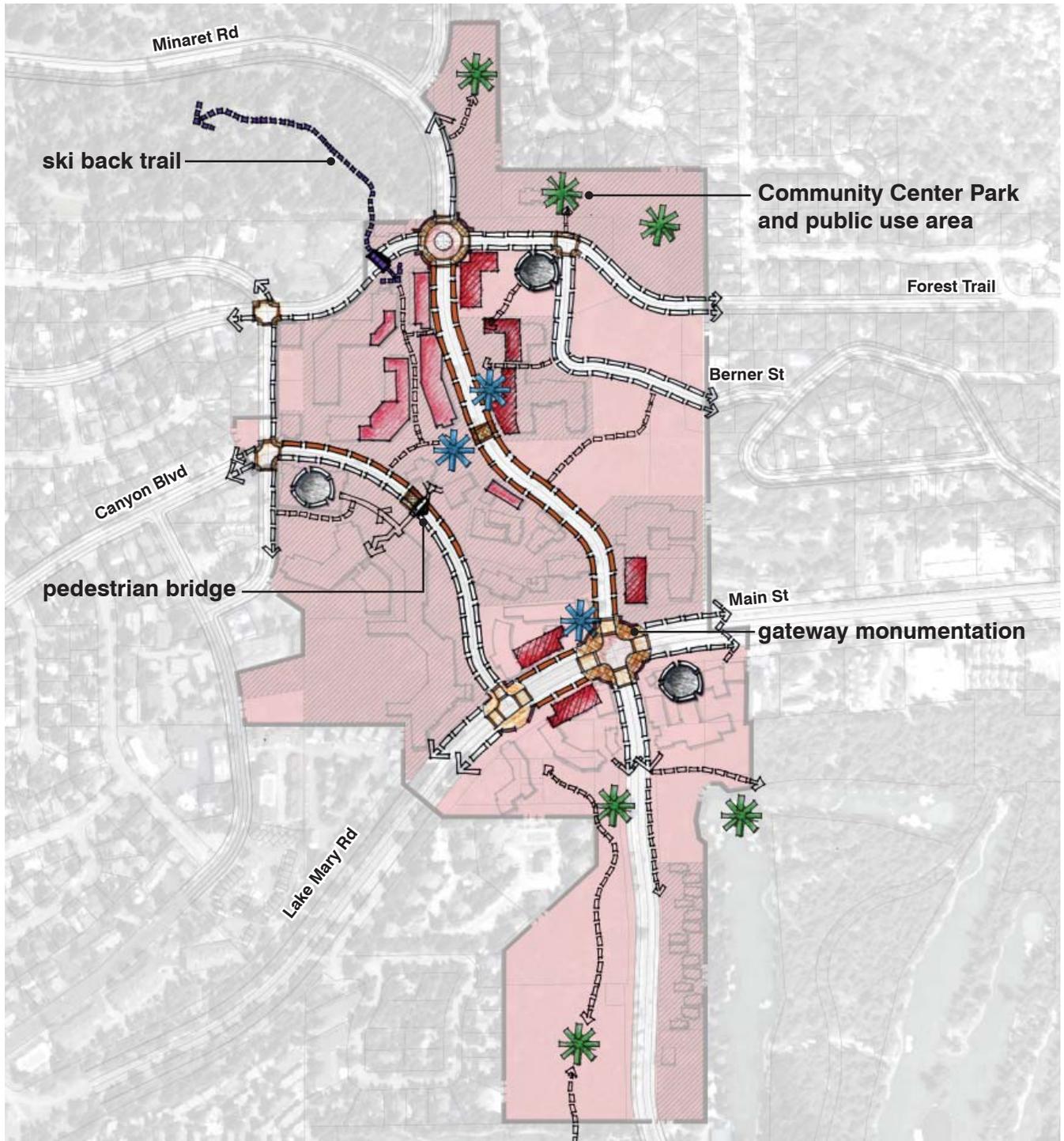
- Provide a second parking structure at the southeast corner of the intersection of Main and Minaret.
- Provide a third parking structure near the southwest corner of the intersection of Berner and Forest Trail.
- Develop a parking district to contribute to parking structure construction and operation and support commercial development, requiring participation of all property owners. Contribution to be based on property owner demand for commercial parking spaces.
- Contribution to parking district may be reduced or eliminated in lieu of permanent transit improvements (i.e., privately operated trolley, etc.).
- No requirement for off-street parking for new commercial or lodging with participation in parking district.

### ***Amenity Features***

- Create a hierarchy for venues (major and minor) based upon traffic generation and daily use.
- Recommend locations for public spaces and venues, with emphasis on locating close to parking garages.
- A report card system will dictate types of amenities and venues (meeting rooms, public plazas, fountains, etc.) that could be



Figure 5-7 Alternative Three Features



**LEGEND**



potential / existing public plaza



potential / existing venue



potential parking structure



safe pedestrian crossings



hatching denotes potential location for commercial



potential internal pedestrian connections



street adjacent sidewalk



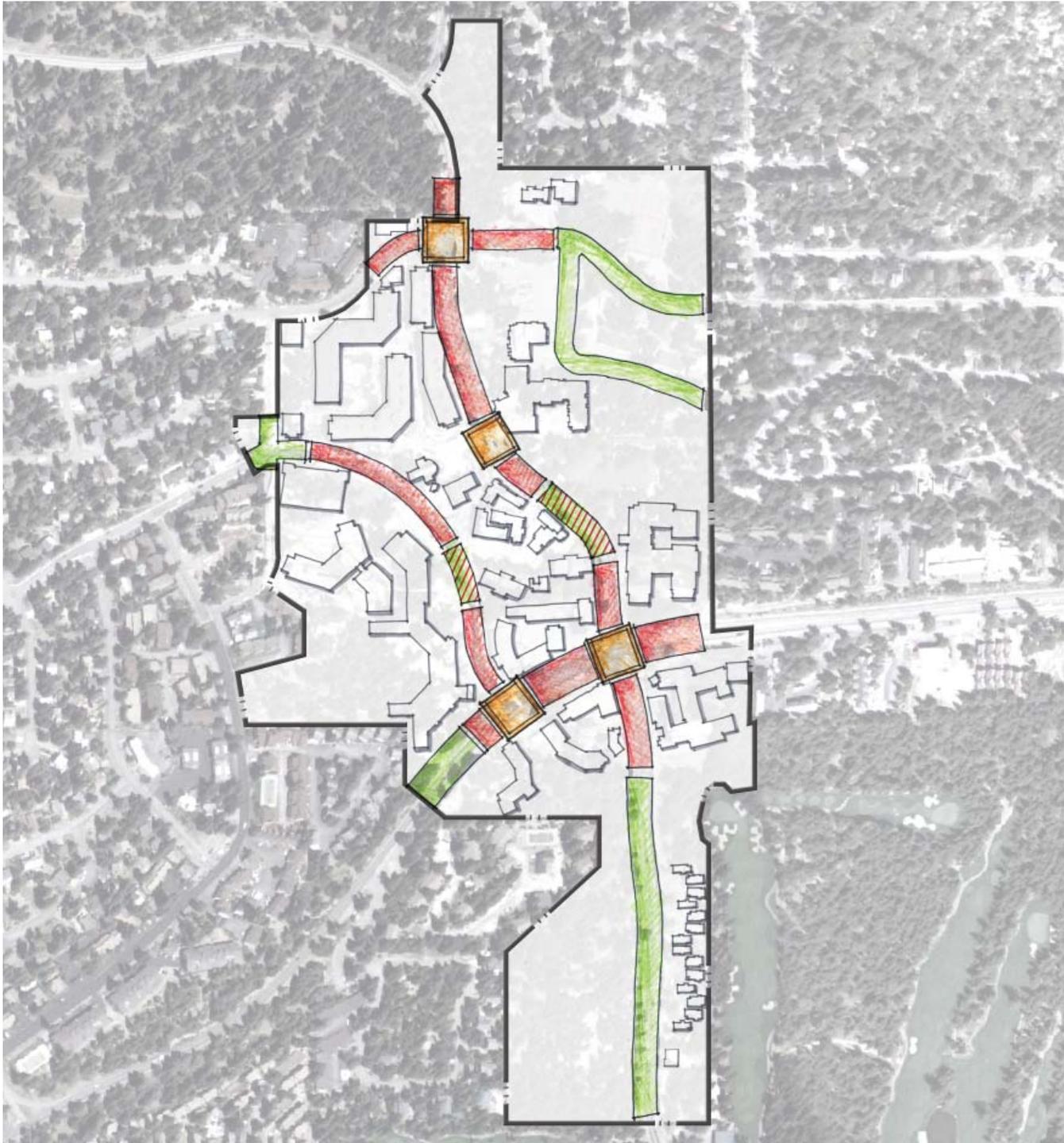
denotes sidewalk with on street parking



Not to Scale



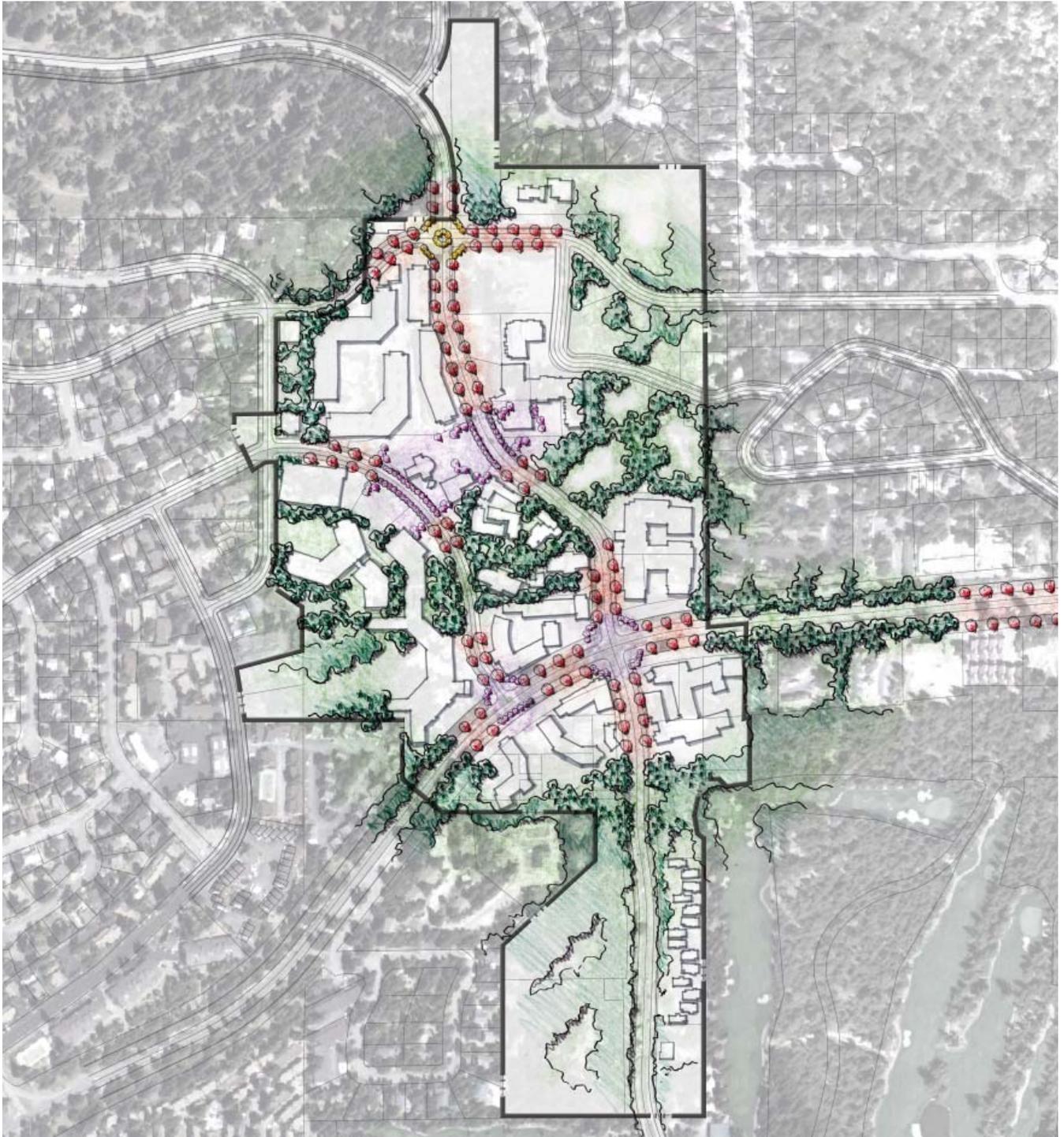
**Figure 5-8 Proposed Street Treatment Patterns**



A series of street sections can be created for the North Village using the transect concept. Areas denoted as orange squares may receive arrival monumentation and ornamental landscaping. The areas shown in red will receive a formal street tree pattern, as these areas are largely made up of commercial uses. The areas in green will retain their natural vegetation and be enhanced by a more irregular tree pattern. Hatching denotes areas where a combination of treatments may be used as appropriate per land use. Street lighting, sidewalks, bench seating, trash receptacles, etc., will be consistent along all of the major streets in the North Village to create a unified and identifiable look for the entire District.



Figure 5-9 Proposed Landscape Zones



Landscape zones may be created using the transect concept. Transect A uses may receive a more formal landscape treatment, including consistent street tree placement and ornamental accents at intersections and prominent locations. Transects B and C will be encouraged to retain and enhance the existing vegetation to maintain their natural character. This landscape concept will create a series of “rooms” as one moves through the North Village.



built and maintain the character of the district. Additional rooms/intensity granted based on allocation process for programmed community amenities and infrastructure.

### ***Buildout Potential***

Baseline intensity and maximum buildout of rooms would require additional study of traffic and economic sustainability; however, if the highest intensity were the same as the current Specific Plan at 80 rooms/acre, this alternative would:

- Achieve 40 percent more rooms than the maximum currently allowed (3,020 with 135,000 sf commercial)
- Create more commercial either concentrated in activity centers or throughout the district.

### ***Summary***

This alternative addresses the majority of issues expressed in meetings and workshops, but would require a wholesale revision of the Specific Plan to incorporate the transect concept and the incentive program. If implemented it would, however, eliminate the need to transfer rooms through deed restrictions and make it easier for the Town to keep track of how much capacity remains after approving any proposal. Competition for the number of new rooms will focus on improvements that will benefit the whole district rather than an individual project. The decision by a developer to build amenities into a project will be easier if room count is not sacrificed to do so. The incentive program has the potential to balance hotel rooms versus condos to improve the economic sustainability of retail. Since restrictions by zone would be eliminated each new proposal would have to be evaluated by Town staff on a case by case basis against a new set of criteria, which will require some learning curve. This alternative will result in more dynamic and intensified activity across the whole district instead of in selected areas. It offers the opportunity to have amenity creation and improvements in the NV and elsewhere in the community through report card transfer options. It also encourages cooperation with other landowners (if amenity exchanges take place) to create larger, well thought out and comprehensive placemaking features rather than small piecemeal amenities. Creation of a parking district that includes options for transit improvements will benefit the whole Town and potentially draw more locals into the district. This alternative has more potential to satisfy the goals stated in the General Plan for the district by eliminating the restrictive nature of the current Specific Plan.



## 6.0 RECOMMENDATIONS

The North Village District Planning Study has determined that Alternative Three, with some modifications that respond to public comments heard at the third meeting, is the preferred plan for the NV District. The following section provides a summary of the features and recommendations needed to implement the preferred plan. These recommendations focus on points of change and revision from the existing North Village Specific Plan. Many of the recommendations of the NVSP remain valid and appropriate, and should be carried through to any updated document.

### 6.1 PREFERRED PLAN CONCEPT SUMMARY

The preferred plan would eliminate the set of defined zoning districts within the North Village, and replace them with a single zone, with development types and intensities tied to a place-and character-based “transect” approach. The alternative’s proposed form-based approach would determine what types and forms of buildings are appropriate within different parts of the Specific Plan area. The most intensive development of commercial and lodging would be encouraged along both sides of Minaret and at the four corners of Main and Minaret, transitioning to lower intensities to the east, west, and south adjacent to residential neighborhoods and open space areas. The preferred plan would encourage commercial venues and destinations visible from the street, and support flexibility in planning to accommodate different lodging and residential product types as the market evolves over time. Maintaining a distinct, high quality, and uniquely “Mammoth” character is integral to the preferred plan’s design elements and desired outcomes.

Ultimate development buildout is not defined for the preferred plan at this time, but would need to be refined based on an understanding market conditions, traffic and other environmental considerations, and the actual number of people needed to support a successful retail center.



This concept would allow for higher densities based on performance and amenities, and increase the potential for expanded commercial uses and venue spaces in conjunction with new development. The preferred plan would also support placement of commercial uses at strategic locations, with the needed critical mass of hot-bed visitor lodging to support those uses.



The preferred plan embodies creativity in seeking solutions to ongoing issues of parking, circulation, and event management. These include innovative approaches to parking management, such as development of a North Village Parking District, implementation of on-street and shared parking, and strategic placement of new structured parking. Improving pedestrian connectivity by providing for safe crossings of major roads and intersections, building additional sidewalks, and integration into the wider trail network is also emphasized. A range of summer and winter venues, both public and private, well-designed public spaces, varied recreation within walking distance, and coordinated programming of events is encouraged and recognized as essential to a successful district.

## 6.2 LAND USE RECOMMENDATIONS

1. Provide for a single zoning intensity standard for the North Village Specific Plan area, with a new maximum buildout to be determined through more detailed study of traffic and other environmental impacts, and economic sustainability.
2. Develop a report card program to tie intensity to increased public amenities and benefits, including incentives for transient rental “hot beds” and lodging, versus residential condominiums.
3. Utilize a transect-based approach to define appropriate envelopes for development (building heights, setbacks, floor area ratio) based on context, patterns, and character of desired development, as shown in Figure 5-6.
4. Allow for the highest intensities of use along Minaret Road north of Main Street, Canyon Boulevard in the vicinity of the gondola plaza, near parking structures, and at the four corners. Other use should transition to lower intensities and heights at the edges of the Specific Plan area, adjacent to residential, public, and open space uses.
5. Allow for ground-floor commercial space and conference/event space to be exempt from density calculations within the North Village.
6. Encourage strategic ground-floor commercial at the following locations
  - a. Along the east and west sides of Minaret, north of Main Street (required)
  - b. Within 500 feet of the proposed North Village parking garage or any subsequent parking garage
  - c. At the four corners, on the north and south sides of Minaret and Main.





### 6.3 GATEWAY AND PLACEMAKING RECOMMENDATIONS



1. Reinforce the gateway function of the Main/Minaret intersection by reserving space for monumentation.
2. Support the development of an “arrival plaza” on Lake Mary Road, between Minaret and Canyon, that might be combined with the gateway/monument.
3. Work with property owners, trail advocates, and others to implement a coordinated, functional wayfinding system to the North Village from other points in town, and within the North Village itself.
4. Expand the pedestrian-oriented core to the east by encouraging development of an eastern plaza flanked by ground-level commercial, opposite the gondola.
5. Improve and augment the local-serving community uses at the Community Center Park for use by residents and North Village visitors.
6. Develop a signature plant palette that corresponds to transect zones, including formalized “urban forest” elements in conjunction with active use areas, and more informal, transitional elements where appropriate.

### 6.4 MOBILITY AND CONNECTIVITY RECOMMENDATIONS



1. Create a complete and safe pedestrian network:
  - a. Implement sidewalk improvements adjacent to existing development, and require new development to install sidewalks, internal pedestrian connections, and mid-block connections.
  - b. Continue to work with Mammoth Mountain Ski Area (MMSA) and USFS, and private developers to develop the ski-back trail and related connections.
  - c. Work with Caltrans and future development projects to ensure implementation of safe pedestrian crossings of Highway 203, Lake Mary Road, Canyon Boulevard, and Forest Trail.
  - d. Support development of a pedestrian bridge over Canyon Boulevard to link hotels to the gondola plaza and the east side of North Village.
  - e. Develop and enforce “safe routes” standards and guidelines for pedestrian connections that separate cars and pedestrians when possible, and minimize potential conflicts between cars, bicyclists, and pedestrians.
2. Make alternate modes more convenient, attractive, and safe for those living in, visiting, and working in the North Village:
  - a. Require new development to provide secure, covered bicycle parking that can accommodate all types of bicycles.
  - b. Encourage businesses to institute programs such as employee van pools, lockers and showers at work, and



- guaranteed rides home for commuters.
- c. Ensure that transit information is available, easy to understand, and accurate.
- 3. Manage and enforce restrictions on delivery vehicle access, parking, and schedules to avoid contributing to additional congestion.
- 4. Work with Caltrans to develop a street and sidewalk clearing program that will ensure pedestrian routes are kept free of ice and snow.
- 5. Integrate the North Village into the Town's sustainable transportation and transit planning so as to effectively plan for transit routing, stops, and funding of transit solutions.

### 6.5 AMENITIES AND VENUES RECOMMENDATIONS

1. Define a list of venue types and functions for the report card system by the following criteria:
  - a. Size and level of use
  - b. Seasonal use
  - c. Location (high-use, high traffic venues should be within 500 feet of centralized parking)
  - d. Function (e.g. indoor, outdoor, multifunction conference/event space, entertainment space, small-scale gathering space)
2. Create a prioritized list of amenities and benefits for implementation through the report card zoning approach. A preliminary list of such amenities might include:
  - a. Event/conference space
  - b. Ground floor retail
  - c. Hotels with guaranteed nightly rentals.
  - d. Public open space and plazas
  - e. Public art
  - f. Public parking beyond that required to serve project needs
  - g. Green and sustainable building design, in excess of LEED Silver rating or equivalent.
3. Work with private property owners, venue operators, the North Village Association, Chamber of Commerce, and Town marketing departments to implement a comprehensive, year-round program of public and privately sponsored events.
4. Coordinate with owners of vacant parcels to allow their land to be used for events and functions until development occurs. Examples might include installation of a temporary ice rink or sports court, or use as a music or festival venue.



### 6.6 PARKING RECOMMENDATIONS

1. Update the Townwide parking study, focusing on the North Village area, to refine and strategically plan for future parking demand, and define the parameters and funding needs for a parking district.





2. Increase parking supply through the following strategies:
  - a. Allow for on-street parking on Minaret Road, and on Lake Mary Road between Minaret and Canyon, to provide traffic calming, invite local shopping, and contribute to an active street scene.
  - b. Provide additional structured parking at the southeast corner of Main and Minaret.
  - c. If warranted by demand, provide additional structured parking near the intersection of Berner Street and Forest Trail.
  - d. Restrict all-day (non-guest/resident) parking within parking structures, to avoid use by day skiers and encourage use of transit.
3. Develop a parking district, with participation by North Village business and property owners to contribute financially to construction of the parking structure, with contribution scaled to individual project demand, and support overall provision of parking to support successful commercial uses.
4. Allow for parking district contributions to be reduced or eliminated for projects that can demonstrate real trip and/or parking reduction by providing private transit service, off-site/out of district parking, shared parking, etc. Such reductions shall be required to perform monitoring and prove long-term reductions in parking or trip generation.
5. Allow commercial uses to be exempt from providing off-street parking with appropriate contribution to the parking district.



### 6.7 PREFERRED PLAN VISION

Figures 6-1, 6-2 and 6-3 illustrate how the North Village District might look if the recommendations presented in the section were implemented.



Figure 6-1 North Village Vision Plan

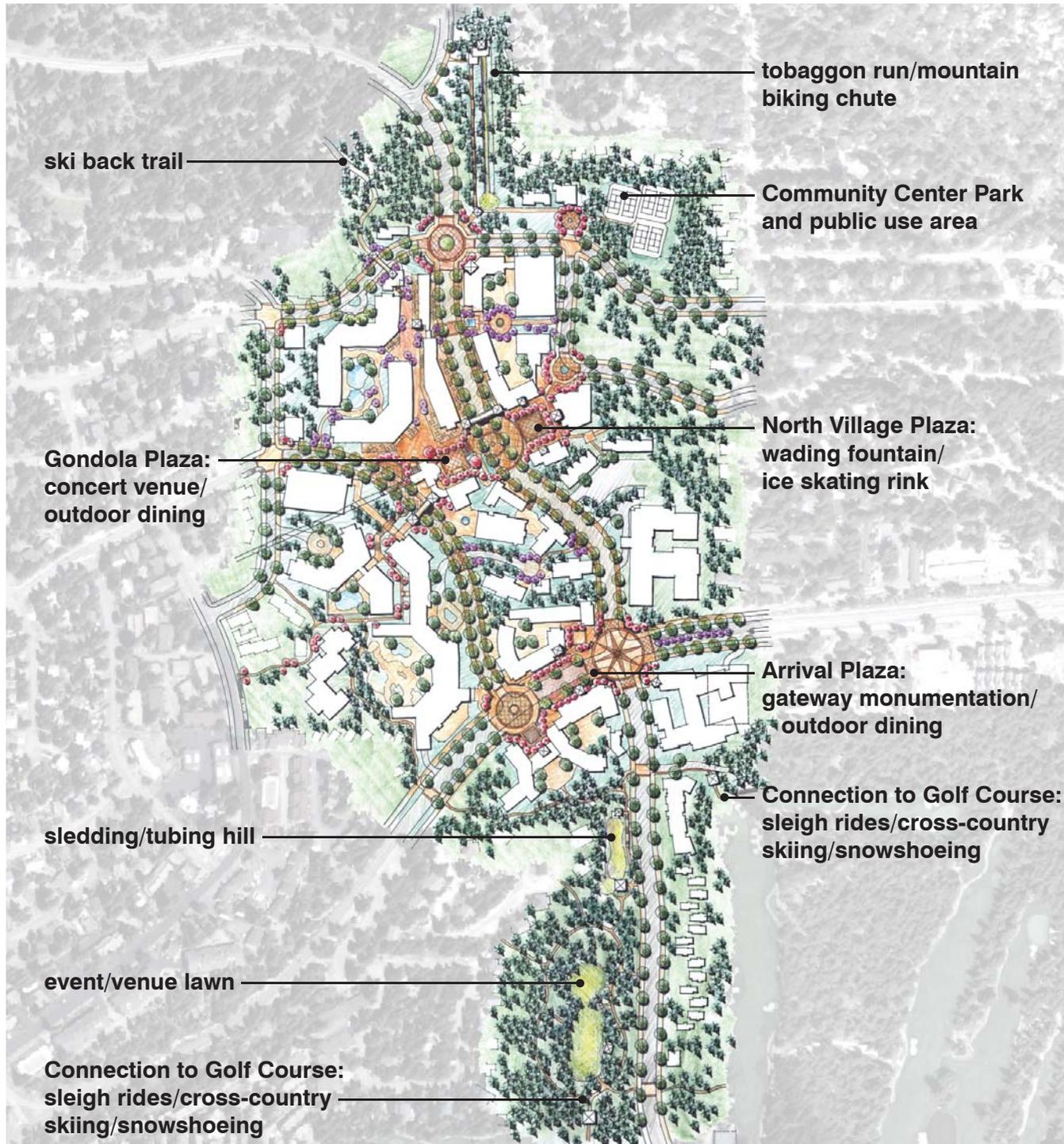




Figure 6-2 North Village Vision Plan North Detail

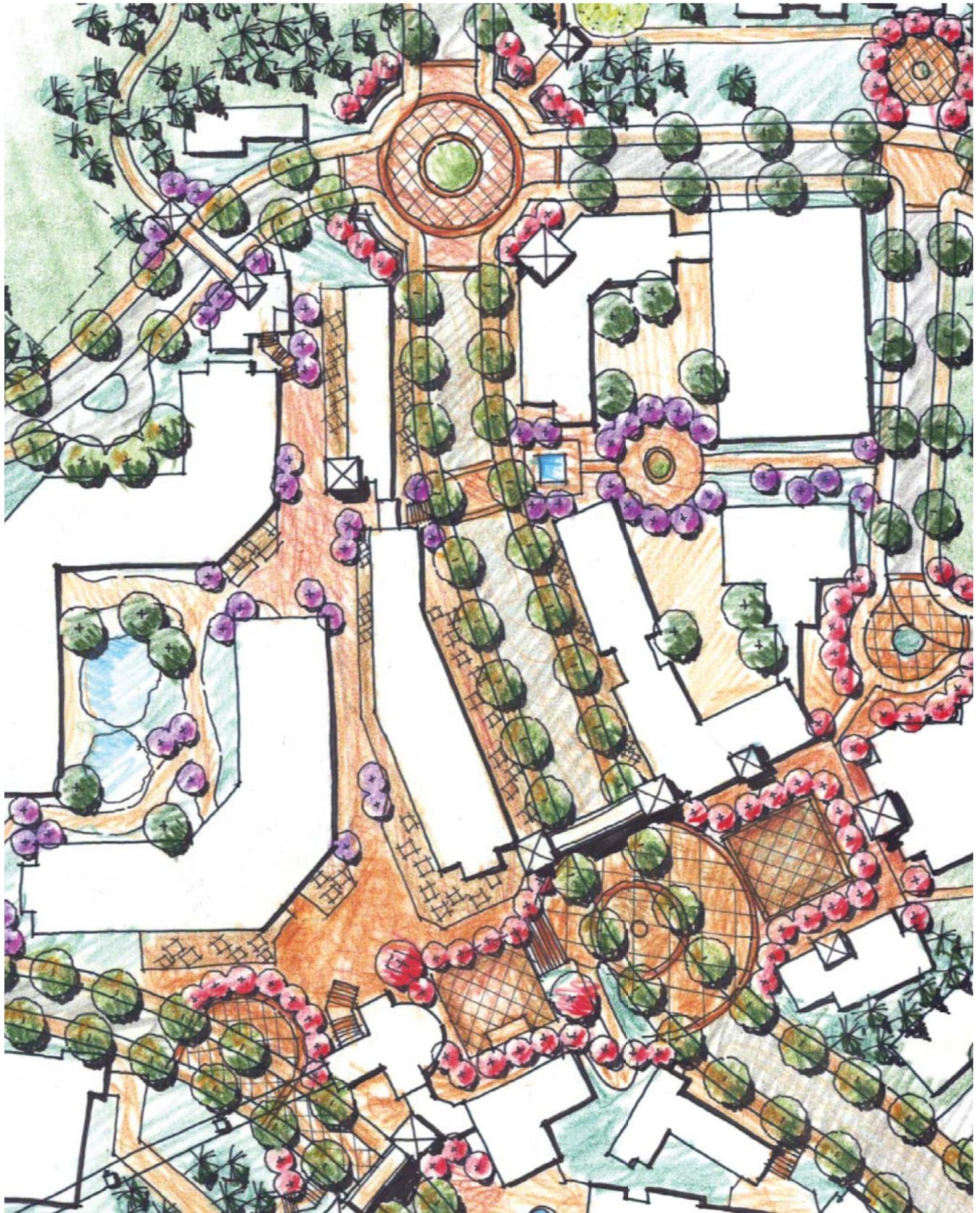
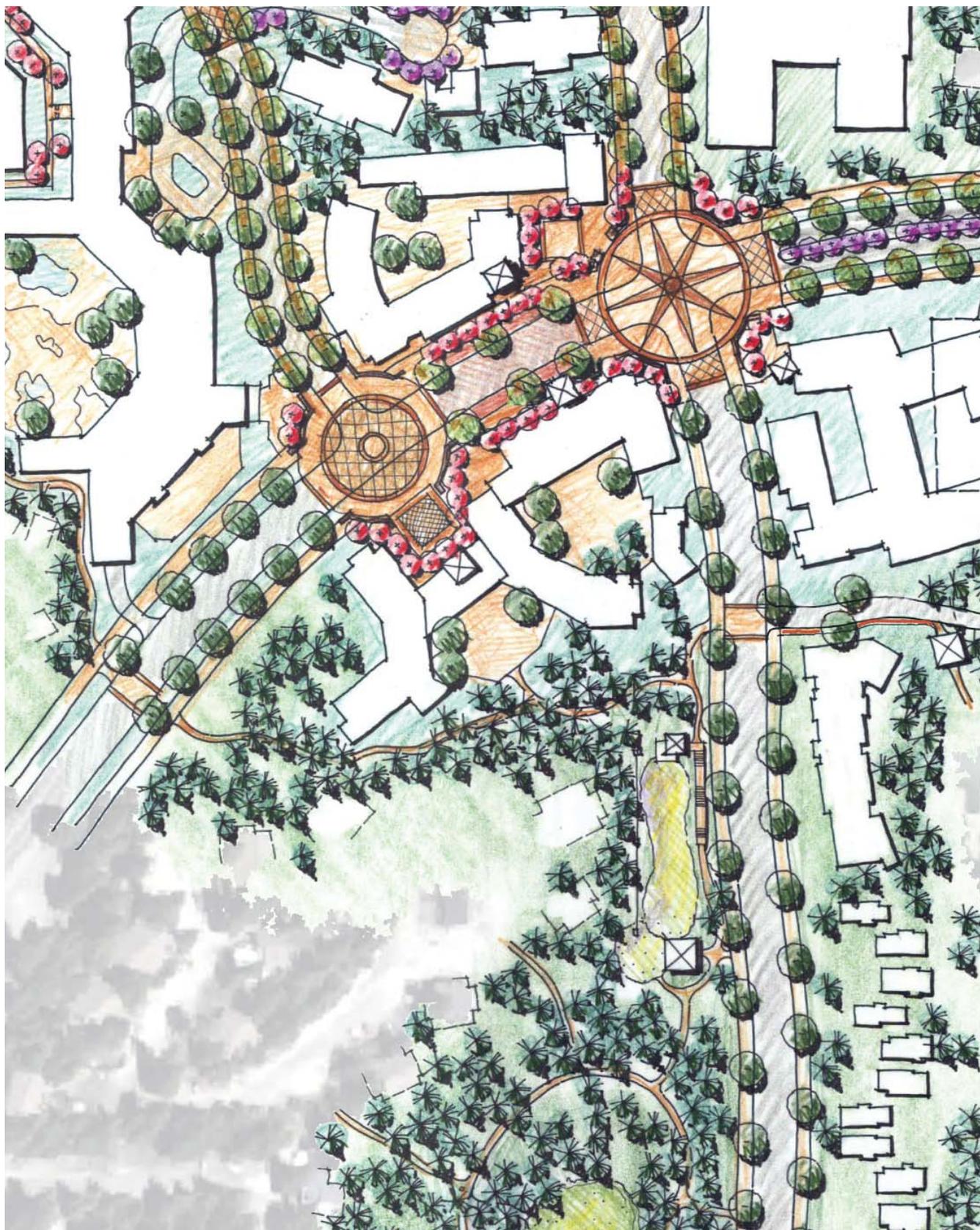




Figure 6-3 North Village Vision Plan South Detail





## 7.0 APPENDICES



## APPENDIX A—MEETINGS AND WORKSHOP NOTES

The following are notes taken by either Town Staff or the consultants at the workshops.

### MEETING ONE—JANUARY 23, 2008

#### ***Focus Group Attendees:***

- Mark Wardlaw, Community Development Director, Mammoth Lakes
- Rob Clark, Mammoth Lakes Town Manager
- Chuck Brook, Leslie Klusmire, Mammoth Crossing
- James McGillivray, Westin
- Robert Schaubmayer, Petra's/Alpenhof
- Tracy Spenser, Fireside
- Randy Jackson, Dotty Hardinger, The Planning Center
- Tom Hodges, MMSA
- Jim Smith, Starwood
- Steve Black, Cypress (Mammoth Hills), Gary Frazier, Bonnie Burgdett (on conference call)
- Ellen Clark, Sandra Moberly, Town of Mammoth Lakes

#### ***Introduction***

Mark Wardlaw makes an introduction explaining the purpose of the focus group workshop as an opportunity to have a dialog with the consultant preparing the District Planning Study for the North Village District. Participants introduce themselves. Rob Clark addresses the group telling them that place making is very important to the Town Council and that they are afraid that development (in the NV) is too disconnected and becoming hotel row. States that the Town is willing to work with existing developer agreements to effect change. Meeting is turned over to Randy Jackson for presentation of powerpoint show.

During the presentation of the powerpoint show the group was periodically asked for feedback by Mr. Jackson. The responses and other comments are listed below and organized by general category and not necessarily in the order that they were given.

#### ***Gateway***

- Google can't find "the village" (as a place)
- Visitors have no idea they are in the NV district after entering it
- There is no monumentation or way finding
- What should we consider the "entrance"
- Maybe when the Mammoth Crossing project is finished it (that intersection) will look like a gateway
- Should the south end (of Minaret) also have a gateway for when it's built out?
- Where ever we start the pedestrian zone, that's where the gateway should be



- Maybe there are really two gateways: first sense of arrival is by car and then there should be a different feeling once in the heart of the District that is pedestrian

### ***Connectivity***

- Caltrans right-of-way has always been a constraint
- Highway 203 is so wide it won't work the same for pedestrians (as other streets)
- We need to get rid of some of the pavement
- Pedestrians need to be able to walk all the way through the NV
- There needs to be a cross-axis of pedestrian throughways, ease and wet throughout North village
- The majority of the North Village experience is (and should be) as a pedestrian
- Identified destination should provide the framework for defining linkages and connections
- Pedestrian routes should not only be defined by roads
- Forest Trail bridge (to ski back trail) would be a good idea
- Ski back trail should be added (to connectivity patterns)
- Should there be pedestrian corridors outside of the roadways (internal trails)
- Planned parking garage needs to separate pedestrians and cars with bridge
- Second story bridges sometimes can kill ground floor retail
- The south Minaret area is hard to connect because of the topography
- South Minaret is OK in the summer, however, for the jazz fest
- Long flight of stairs to the Westin is a constraint (it was mentioned that a bridge connecting to parking garage is planned)
- The 500' walking distance should only be considered from the gondola, since that applies only to skiers in boots, others (not in ski boots) can walk further
- Entire sidewalks are not heated because of expense, heating limited to creating "paths"
- Paths should be directed toward destinations (like library, tennis courts, downtown, etc)
- The 8050 and Fireside developments created a block (to internal circulation), would be good if some kind of internal connection could be made there
- Can ski back trail be made multipurpose for summer
- The transit system really serves the (Intrawest) Village core and not the entire District from end to end
- The transit system doesn't circle the NV district in winter, it just passes through
- Circling the district is probably not necessary
- Need to be careful about too many people arriving by bus to take the gondola (instead of riding all the way to the lodges) because of capacity issues
- Trolley in summer is a good amenity



- Chuck Brook thinks that if all four corners of the intersection (of Minaret and Main) were the same PR zone creating connectivity would be easier

## ***Placemaking***

- It will not be easy to pull together a consistent look for the area since much of it has already been built
- Maybe only certain elements should be consistent (lights, signs, etc.), need to keep the eclectic character
- Need to start thinking about the “village” (as everyone refers to the whole NV District) as more than just the Intrawest properties
- There is a neighborhood in the District, too that should be considered
- Maybe the whole area should be mixed use without zones
- It was suggested that perhaps the whole area should be the PR zone if the goal is the make the entire NV District a resort area
- Rob Clark mentioned that the Council may be amenable to stretching the PR zone (making it bigger)
- Mark Wardlaw mentioned that “zones” are a hot button for the community, people focus too much on the density issue (of zones) rather than the broader issues
- Mixed use has to be part of every zone – retail isn’t sustainable
- Option should be made available to phase commercial (until critical mass can be achieved)
- Mark mentioned that the (Town) regulatory side needs to understand the barriers to development
- Randy Jackson commented that any plan needs to be both an economical and physical plan
- Landscaping is an important component of the Village character

## ***Parking***

- What about using the community center for parking with tennis courts on top
- Maybe (public) parking should be dispersed throughout the NV, planned parking garage is really only going to take care of the existing commercial
- Where will the parking be for new commercial?
- Library and Whisky Creek are used as surface parking for the public, too
- Dispersed parking may ease some of the pressure on Canyon Boulevard

## ***Activity Centers and Amenities***

- Critical mass will improve activity centers when built
- Critical mass is needed to support multiple activity zones.
- The experience of the village will be what brings people back.
- Hotel lobby experience is missing (big fireplace, cocktails, etc.)
- Festivals on a grassy field like those of the past are missing



- Spaces for activities still need to be flexible
- If event venues are created, they need to be “multifunctional” so they don’t just sit empty
- Tennis courts and old library location need to be considered venues along with a toboggan hill (like the one on the Mammoth Crossings property)
- Toboggan hill could go on Forest Service land on the north end of The Village
- Jazz festival site near the Stonegate apartments (on south end) is a good location for activity center
- Might want to differentiate between public and private venues
- The duck pond (in The Village) still brings people into the area
- Could use a big public spa as a venue
- Snow play area needed that is controlled
- Should provide for visitor amenities first and then amenities that would be good for the community
- The playground is good amenity
- (MMSA) may make the Canyon Lodge more of a summer activity area, working on master plan to expand gondola to chair #15 and shifting services to ease use of Canyon Lodge area
- Some developments (eg. Westin and future Hillside) don’t (need to) create an activity zone
- Activities for non skiers need to be “easy,” with multiple opportunities that can provide for both a visitor and locals experience
- Gondola plaza area has potential as a music venue (is already wired for that)
- Should an attempt be made to pull locals into the area by adding uses like a Post Office (discussion centered on integrating the locals to enrich the tourist experience – “locals as amenity”)
- Need to look into how to underwrite the amenities (a discussion also took place discussing retail as an amenity because it is not currently sustainable)
- Any change in regulation must be based upon an understanding of the market
- High lease rates make small business challenging; what happens when rent discounts go away
- Is it possible to have amenities on Town owned property
- Year round amenities should be on Town property.
- There is a desire for place making and activity to occur.

### **Conclusion**

Mark Wardlaw concluded the meeting session by stating that the District Planning study will be used as a tool to evaluate the Mammoth Crossing proposal and change/amend the North Village Specific Plan as a separate action if deemed necessary.



## ***Public Planning Commission Workshop***

Director Wardlaw introduced Randy Jackson and Dotty Hardinger of The Planning Center. Mr. Jackson gave a PowerPoint presentation on the North Village District Planning Study and answered questions from the Commission.

The following specific comments were made:

- Jack Winkler, resides near the North Village, described the existing development at the North Village as a “pig mess” that is getting worse. He expressed concern about the traffic flow; parking; pedestrian flow and crossing; and commercial loading / unloading. He is not in favor of snow making equipment in the area of the ski back trail. He would like the traffic analysis, prepared by Public Works, to be more than counting the number of cars passing by. He spoke of having annual reviews of the major projects in order to fix the problems.
- Chris Ricketts, lives on Forest Trail, expressed concern that the consultants seem to have a perception that skiers want to park near The Village to access the ski area. He asked if the ex library location would be included in the North Village District. He suggested using the ex library location as a park. He commented that The Village has too many condo units. He spoke of having an “après ski experience”, i.e. a large indoor lobby for people to meet and mill around. He spoke of amenity retail for guests.
- Matthew Lehman, owner at The Village, commented that he would like to see more build out and more retail; he thinks that the area is a good hub; he suggested offering more activities, such as The Night of Lights, so that visitors will not become bored. He feels that the public and the developers are on the same page commercial development is typically not a money maker as compared to condos. He commented that parking is an issue for locals.
- Don Zeleny, resides near Forest Trail, commented that The Village is not “local friendly”; he does not shop at The Village “it’s for the visitors with deep pockets”; he feels that the area does not have easily accessible entrances; he expressed concern that large semi trucks park in the middle of the road.
- Marshall Minobe, local, expressed concern that circulation issues are not being adequately addressed. He feels that lodging with private amenities are keeping visitors at bay. He suggested a 2 hour to 4 hour time limit at the parking structure to discourage skiers from parking in the structure. He suggested that the developers should be responsible for the cost of the resort corridor and that transfer of entitlements should be discouraged. He commented that The Village is like “an island” because the traffic congestion keeps people from crossing into the area. He suggested using novel measures to revitalize business opportunities for locals.
- Drew Hild, developer, expressed concern that if clear guidelines



are not created, then, the guidelines could be challenged by land use attorneys. He suggested more activities at The Village, i.e. The Night of Lights. He commented that parking is an outstanding issue and that a parking structure is needed.

- Chuck Satterfield, local, described The Village as a “fortress” that should be turned into something desirable. He said that it will be a challenge to separate Southern California visitors from their cars; the Town needs a system that brings comfort and security to these visitors. He expressed concern about the specialty lodging area receiving entitlements.

The following is a summary list of generalized questions or comments or topics discussed at the public workshop:

- Is mobility the biggest issue?
- North Village District (NVD) needs welcoming feel to both visitors and locals
- NVD needs energy vs. constant activity
- Should there be several nodes of commercial (instead of located all in one place)?
- What’s the right mix of commercial?
- Alternatives should be analyzed for connectivity
- Numerous problems need to be fixed
- Increase the gondola capacity
- Don’t remove the tennis courts, they’re an important community resource
- Traffic studies need to include more than vehicle counts (like parking, unloading zones, etc.)
- There are technical issues with the ski back trail (that should be taken into consideration)
- The gondola should only be used by skiers (and not as a form of mass transit)
- Old library site too important as a community asset (to build on for residential/commercial uses)
- Need amenities for both visitors and locals
- Should area expand beyond the current boundary?
- NVD is a “fortress”, not built for locals
- Parking should serve amenities with time limited to discourage use by skiers
- Future developers should be committed to community (and follow through on promises)
- Process (results) should be executable to ensure commitment from developer/development
- More activities should be coordinated by the Town, not just the hotels
- Parking is biggest problem
- Need to balance uses and product mix – too many condos
- No place to hang out, area doesn’t create any buzz (no big lobby bar)



- There needs to be a unique retail experience
- Is the NVD just for entertainment?
- Parking is an impediment to locals
- Lack of parking creates “amenity” retail (retail doesn’t pay for itself without good parking)
- Stand alone retail won’t work without access
- Topography contributes somewhat to island/fortress feeling
- Revitalize opportunities for locals

## **MEETING TWO—FEBRUARY 27, 2008**

### ***Focus Group Meeting***

#### ***Gateways***

- Capture area to the east including the library site—the specific plan area should not only think about what is inside the SP boundary
- Banners are not organic—they take away from Mammoth and what Mammoth is (artificial and detract from Mammoth’s natural character)
- Emphasize “organic” feel for new development
- Banners are artificial and without a sense of history or sense of having been there for a long time
- Should Minaret shift to the east?
- Monumentation – use buildings as frame, definition of gateway
- Define with character transition from Main Street to Village

#### ***Connectivity***

- Trails need to show how surrounding residential filters into Village
- Do the trails go anywhere? make sure trails are meaningful and have destinations
- Grade change/topo influences connectivity and connections between use areas
- Important to consider existing residential uses
- Need to create a reason “why” to walk from one area to the next, and outside NV area
- Challenge to create those visual cues that draw people along

#### ***Placemaking***

- What is the best transition to residential?
- Important to consider transitions between zones
- Why is the NE portion of the specific plan shown as yellow (SL) when it is not separated by grade? It could very much be a part of what is happening adjacent to it
- Some kind of scorecard is needed to measure success
- There needs to be flexibility for developers with plenty of options/incentives to make their projects work while benefiting the city at the same time—a win/win



- Need to look further to the east to the Swiss Chalet and how those users relate to the Village
- Successful district is key for neighborhoods
- Flexibility invaluable to developers-make the “box” (zone) bigger to provide room to move and create best outcome
- Expand Village (in concept) to include adjacent properties (Holiday Haus, Hilltop (Swiss Chalet))

### ***Parking***

- Economics make it hard to execute joint parking
- Logistically, public parking in private buildings is challenging
- Extra levels of parking expensive to build

### ***Amenities***

- Eliminating the retail penalty is an important idea
- Create incentives, disincentives, in-lieu fees, etc.
- Need to incentivize the things that the town wants: conference centers, retail
- Commercial does not work everywhere – in lieu fees are a good idea
- There needs to be compensation for providing public amenities
- Conference center needs supporting uses and activities – tend to be associated with mature destination resort
- Conference space needs to be in best location and cost burden shared
- Retail also needs to be in the right place to succeed
- Don't penalize retail provision, make it more of a burden than is needed
- Future projects could compensate previous developer who has borne initial cost of an amenity
- Public Planning Commission Workshop
- Additional attendees: Mobility Commission, Parks & Recreation Department, Public Works

### ***Public Planning Commission Workshop***

The following comments were made by PC following presentation by Randy Jackson of The Planning Center:

- They like the idea of completing out the ski back trail
- The Village is not working because of the parking issue
- There should be no price for parking—maybe the first few hours are free to allow shoppers free parking, but discourage skiers parking there
- No banners across main street – it's not Mammoth
- Conference center may cause people to stay inside and not go out in the cold
- Conference facilities need on-site lodging/dining (no free standing conference facilities)



- Conference space needs to be large enough – existing venues too small
- The North Village Specific Plan is basically (or should be) a transfer station – this should be planned for now before it is too late
- Two concerns for locals: parking/crossings and traffic
- Through traffic to mountain must be addressed—this is a local concern
- New development shouldn't exacerbate existing problems of traffic/parking
- Consider both Mountain (thru) traffic and Village generated traffic
- Buildings are too close to the street—bigger setbacks are needed  
Set-back along corridors shouldn't be too small (>20')
- A possibility for parking would be to make everyone park outside of the town, leave their car and get shuttled in
- Village is currently not friendly to the mobility impaired—need to think about accessibility
- Existing pedestrian paths are unsafe
- Buildings being close to the road is ok, but snow can't be dumped in the sidewalks
- Balance snow storage and possibility of reduced setback
- Linear concept of Village needs to be broken up
- Transition between areas important, address buffer/transition to residential neighborhoods
- Like idea of creating an urban forest (Randy's suggestion)
- Like the idea of branding main street with trees
- Venue space needs to have summer and winter uses similar to Rockefeller Center
- How will the adjacent single family be buffered?
- Public art—there has been a public art ordinance in the city since 2002
- Have to be careful with the creation of a conference center because they can easily fail
- Conference centers can be economically risky
- Town management may not be feasible/appropriate (for conference center)
- Concern about in-lieu fees—will the city have to manage?
- Need a town-wide parking district
- Village now only at 30% build-out – the plan in place was well considered
- Commercial core for shopping
- Parking structures should be located outside of the core and feed the core
- A lot of time was spent creating the initial Specific Plan—be careful before changing it



### Public comments following commission comments:

- Make sure the Village is a good neighbor: accessible with light and noise issues addressed
- Currently impossible to walk through
- Solve the infrastructure problems now so it can build out properly
- What does connectivity mean—capitalize on this recreation based economy
- Pedestrian safety/crossing of Main Street an issue
- Emphasize/consider trails and mobility as planning focus
- Need mountain bike parking/storage
- How do we get the Village going to compete with Whistler and Vail?
- Use this opportunity to get developers to create a better Village
- District plan shouldn't be just window dressing or superficial solutions – need big thinking
- Take Minaret back from Cal Trans
- How are we going to get that “buzz”
- Take money (in lieu fees) and create great public spaces
- The Village is taking too long
- Need to know the end vision and how to get there – otherwise leave the current SP as is
- Four hundred pedestrians crossed Minaret in just a few hours one day – most of them were jaywalking (according to public works guy who personally counted them)
- Pedestrian load will continue to increase
- Sixty eight accidents in the last five years at Main/Minaret – 18% involved pedestrians
- Need more non-skiing recreation opportunities e.g. toboggan hill
- Today's plan is not much different than what is in the current specific plan
- Public policies need to be in place to get what the city wants – implementation
- Negotiation with landowners and implementation are keys to success
- Sidewalks are in poor condition – need quality and longevity – need to raise the level of expectation for developers (Town needs to set higher standards for infrastructure, sidewalks, etc.)
- Is there enough room to get traffic through with pedestrian traffic?
- Get traffic around Minaret
- 203 will always have negative effect on the North Village and be a constraint with projected pedestrian and traffic volumes
- Pedestrian bridges – be sure they are incorporated into slopes/architecture as nobody will go up a flight of steps/cross/and then go back down



- Gateway/signage to account for entering site at different portals – not just at intersections – dispersion of entry points throughout Village
- Build (strengthen) alternative portals; expand village beyond plaza to disperse impacts

## MEETING THREE–JUNE 12, 2008

### *Focus Group*

(Bullet represents comment by member of focus group.)

- Concern about traffic going to and from the mountain. How do we make the Village feel like a Village with all the traffic that must past through it.

Randy – work with Caltrans and create a directional flow lane during peak hours, cut people off at parking structures for those using venue activities. All communities have peak hour conditions so they must learn to handle it. Wayfinding may help siphon people off earlier. Provide free parking at peak hours to encourage use of the structure, but not to encourage skiers to park there all day.

- Concern about Alternative 3 – transect map zone B designation east of Minaret (currently Alpenhof area): do not want to downgrade density in that area, do not want to lose development rights for the property.

Randy – the transect concept allows you to work out the issues from the ground. Transect is not a zone that specifies a density, it looks at the built form of the architecture.

- 8050 and Fireside area is viewed as a dead spot, people/activities do not flow.

Randy – streetscape can be enhanced to keep flow moving.

- Like the flexibility with the transect concept, you don't have to zone it too much, it seems to be the logical approach.
- Aggregating the parking will cut down on the parking area consumed.
- Eagle Lodge will put more demand on parking as people from Eagle will drive to the Village

Randy – provide a shuttle service to keep cars at Eagle Lodge.

Mark – not seeing anchor tenants, not seeing the parking working, retail on only one side, document needs to be touched up



- Huge opportunity missed with streetscape on the Ritz plan. Is there any opportunity to go back and look at improving streetscape in front of Ritz Carlton to connect the two zones?
- Missing part of planning process by not including Swiss Chalet area and not showing connectivity to those areas.
- How does this planning study play out?

Mark – this effort is going to tell us if we have a good plan or not. As far as making changes, the Town Council will want to hear from the land owners and their views. There needs to be acceptance from property owners.

- Alts 2 and 3 don't seem all that different except in concept. Alternative 3 gives a little more opportunity to ensure connection between zones.

Randy – Alternative 2 does not have the same implementation strategy. The zones in Alternative 2 create lines that must be addressed where 3 looks more holistically.

- Will Alternative 3 slow things down or is it clear enough to interpret?

Randy – if SP gets amended it needs to be determined if it is going to be a transect approach or a zoning approach. It may happen over time with overlays to begin to create a transect approach.

- Does Alternative 3 give developers a clear enough guideline as to what they can build?

Randy – transect plans have definitive criteria, they do not just focus on the density, they are concerned about interface with the streets and relationships to neighboring parcels.

Mark – regulations are “shaped” using building heights and setbacks – “form based zoning”

- Alternative 3 makes sense provided the box is big enough. If developers have flexibility it will work as long as the box is big enough for developers to move around in and meet the needs of the District.
- The Lodge should be part of Zone A.
- Amenity based zoning: parking, venues, retail; all are important and will make the Village viable—an incentive based zoning will work, but developers need to know the cost/benefit in order to do it. A situation should be created where “incentives are so good, the developers have to do it”.
- Incentive zoning--the Village can be a stepping stone for the whole town.



- We should create a hierarchy of needs for the Village – e.g. parking vs. a small park, theater, conferencing center, venues.

Randy – a report card will establish a value to various incentives.

- Reports have emphasized retail is difficult to finance and is a drag on these projects. The incentive program would have to be aggressive to accommodate this. The program has to overcome quite a bit to be successful.

Randy – a certain amount of visitors is needed to make the Village work.

- Village needs to be a draw from the larger community, parking and activities are important to accomplish that.
- Forest property as a snow play area.

Randy – in the final report we will address the fringe areas and how they relate to the NV

Mark – economic study created two place based strategies. The study said to fix the Village, pedestrian structure doesn't work, establish a town center, create a place where tourists want to come. The focus group agrees that the Village is not functioning like it should, The focus group agrees a one zone concept will help achieve the buzz that is missing. Developers need a box to move around in and structure to know what they can do. It should not be a vague idea, it is a redevelopment; the Town and community should be collaborating to achieve a successful Village. There is only so much land and frontage so the plan needs to be focused to make sure it gets what it needs. Structure the Village in a form that has people flowing back and forth using strategies like form based zoning.

- own needs to loosen up on their restrictions on having temporary sellers in front of businesses. This creates interest and vibrancy for shoppers/eaters.
- Connectivity to the trail system—and where do the moms take the kids if they are not skiing?

Randy – plazas and venues need to be seen from the street, visitors need to have plenty of things to do in the Village.

- Perhaps horse buggy rides can circulate around the district as another activity, similar to what other communities are doing.

### ***Public Planning Commission Workshop***

The following comments were made by PC following presentation by Randy Jackson of The Planning Center:



- Six large projects are already proposed. Is the current plan irreparable?

Randy – as the projects come through, the specific plan will be amended. The report will look at connectivity and where development will occur. It needs to think about the district at large and how it connects to areas outside the district. Site specific corrections can be made.

- There has been a lot of emphasis on parking, what suggestions would you make to capture skiers to get off transit, and where to put their gear? People are attached to their car because it holds their stuff.

Randy-we have to think about “stuff” like we think about automobiles. We need places for designated storage as in the gondola plaza. There should be a logical placement of storage areas.

- Can we use the gondola during non ski season? There is an expense for running the gondola, what does it connect to?

Randy – It will only be run when it is needed for a venue happening at the mountain. For instance, conferencing can occur in those structures that sit vacant half of the year.

- The gondola needs to be an attraction.

Randy – it can serve as one component to the buzz as in other ski villages elsewhere.

- Parking is an issue-designed parking lots will not wholly solve the problem. We have to contend with peak weekends and solve the best way possible. Certain days will have a lot of traffic and that needs to be expected.
- The idea of hotels in the area is very important to generate critical mass and create a gateway and sense of entry. The Village is half of the component and the intersection of Main/Minaret the other half. Old Mammoth and the Village may be competing venues.

Randy – both will be different and that can be a good thing.

Randy – wayfinding is a big issue for the Village. How do you announce the Village early on to help direct people and reduce traffic?

- Main lodge has done a good job of creating amenities (e.g. climbing walls). The Village needs these amenities at Canyon Lodge to further use the gondola to enhance the North Village.

Randy – this is a good way to make this a multi-seasonal area with uses such as this. We have to figure out how to connect things together to make it all work.



- It was mentioned to have on-street parking at retail. How do you deal with parallel parking and transit on a busy street while people are trying to park?

Randy – need a functional place for transit drop off points. On street parking helps the safety issue by providing protection to the sidewalk. The majority of parking will be in the structures.

- Other cities like Huntington Beach uses diagonal parking to ease the difficulty of parallel parking and it creates a great street scene at the same time.

Randy – snow removal is also an important issue because it is piled up higher and higher blocking the retail. The problems that have to be solved are how to park, remove snow, and get visual access. Perhaps adding a third lane to Minaret to use in one direction or the other depending on peak hour flow would work.

- During peak periods, maybe street parking is not allowed to provide more room.

### ***Public Comments:***

- What would you recommend (Randy) for the best alternative?

Randy – we want to create community without the limitations of an artificial line. The Specific Plan zoning contains arbitrary setbacks. The transect concept explores how buildings relate to the street/neighbors/slopes. The transect concept provides density in exchange for good commercial to help the North Village become successful. Developers will not provide commercial if they don't have to as is the case under the current plan.

- So are you suggesting Alternative 3?

Randy – you can make 2 and 3 work. Both could work for the North Village. It is a question of what works best for the implementation process for the community.

- Circus tent analogy--the gondola is the center, it wasn't clear in the presentation if the two activity areas will be stunted by the housing development in between?

Randy – the circus tent analogy is problematic because it defines zones. It should be about relationships to neighbors and existing development, you want to keep the majority of development within the core areas.

- If Fireside was on the corner of Main/Minaret, what would you do?



Randy – still try to get the commercial and intense development to happen at key places in the District.

Mark – speaking to the process and purpose of the planning study:

- To inform the evaluation process for Mammoth Crossing
- If the SP needs to change (i.e. one zone, focused on performance zoning), we would want to work with other property owners and fix other areas of the North Village. Other issues such as wayfinding, trails, etc. are issues that also need to be addressed in order to become a more stable community.
- Does the one zone concept apply similar density on all properties?

Randy – No, densities will vary based on performance. Within certain areas you will want to achieve certain impacts, again it is about relationships. You will wind up with different densities. Don't look at an "x" number of units per acre, Look at what works for the property as far as setbacks, heights, units.

- One slide mentioned two cores--have a concern with two core concept. Months ago Karen said it will be one Village without two separate cores as they are too small in their mass to work. Hotels needing to have a vibrant bar will create another zone and progress on to where everyone is trying to get their own zone that will all end up competing with each other. Other villages have managed not to split up into cores. The current plan's idea was to concentrate development at the top and then transition down. There has to be one big Village and try to get the specific problems solved other than just having a transfer of densities. Retail was not working because there are no anchors or double barreled retail on the road and the parking problem. The gondola is not serving as an anchor and is right in the middle of the Village. Would like to see a holistic approach with the next alternatives. Don't just build two Villages by moving densities around.
- What works as an anchor?

Randy – something special such as a great market creating an experience, a book store where people come and spend hours, and people places where people want to gather.

Randy – what we see as happening in the core will not be 6 different places, but one unified place.

- Where do you put the anchors?

Randy – gondola plaza is already structured to be a gathering place, and a market at the Main/Minaret intersection to anchor that area.



- Commissioner-we need to start to think of the gondola as an attraction, some people are disappointed it is not running in the summer.
- Public-an anchor is defined as where people will want to go. The gondola is that place due to the gondola servicing the mountain. As density gets further away from the anchor, density is meaningless.
- Public-as soon as you get two circus tents there can be problems, don't let who is making noise at present drive the plan.
- Public-(in response to a previous question)-The Village does not work because the ski-back trail wasn't built when it was supposed to be. The city didn't work to create vibrant places. There is no public parking structure. There needs to be a better alignment of where town amenities will go.
  
- Commissioner – the Village works for 4 months, but not the other 8 months. What is next? We are going to start losing people to other resorts if nothing is done. Shops do well for 4 months.
  
- Commissioner – want to go towards the one district.
- critical mass--how to achieve it, what programming is necessary to get it there.
- hot beds versus cold beds to generate TOT.
- programmable spaces.
- performance report card is important to get what we want.
  
- In Telluride and Aspen on street parking works well to give the perception of availability while providing the alternative of a parking structure
  
- We have to have an all encompassing plan. Look at plan as short term/long term. The current dis-function will not be fixed due to poor market conditions. How can the Village be kept vibrant now? We currently have 80% of the retail with only 20% of the units. Critical mass is needed to make retail work. We need to pull out a clean sheet of paper and fix the Specific Plan document. We don't want condos anymore, we need hotel rooms. Building condos and renting them as hotel rooms is not a model that is currently working, we need to be more flexible when developers come in. Condos drive the TOT rate very high. What is the function and business model for the future? It should be smaller rooms and more of them to concentrate people. This will not create sprawl and allow transit to function like it is supposed to.
- Public-big name hotels will successfully fill their rooms. Condo hotels hurt the hotel owner as the condo owners use the rooms on the big weekends which would benefit the hotel owners the most. How many bodies do we need to make it work?



Randy – the hotel market is changing. Condos create problems for the operators. The current buildout is nowhere near enough. Hotels bring 3 times the amount of people and 3 times more capital. This district will be made up of a variety of different scenarios. Each project needs to be looked at as a solid business deal. The more hot beds we have, the commercial has a greater chance for success.

- Commissioner – what is the equation for commercial?

Randy – in reality it is 10-20 square feet per person. You need enough “there, there” for variety and interest. We need to recognize that people will not be skiing every day. Each project needs to show how they work individually and with the village as a whole.

- Public-the original idea was to create a circular pattern of commercial. Does it make sense to expand the circle to the entire one zone making it clear to the public that you are in one Village?

Randy – commercial still has very basic rules, you have to be able to see it to make it effective. You cannot hide commercial, the automobiles needs to see it. The other side of Minaret should be finished out with commercial, a plaza should be created on that side of the street to mirror the gondola plaza, and then a vibrant streetscape throughout the Village will encourage people to continue walking down to the other core.

- Commissioner – how big is Whistler?

Randy – about 3 to 4 times the size of Mammoth.

Mark shows a figure ground comparison of Whistler, Aspen, and Mammoth, and how downtown areas work as far as transit, pedestrian movement, etc.

- People tend to get hung up on numbers. Pick an analogue to compare Mammoth to. It’s less about the numbers and more about the scale of the project. Whistler and Vail evolved over time.

Randy – great places get built out over time. Continue to look at what you want to achieve, and provide incentives to private development to make it happen.

- Commissioner – in other workshops there were a lot of comments regarding mobility, and a lot of talk about parking but not traffic. How do the alternatives address traffic?



Randy – the culmination of things are going to make traffic better including sidewalks and transit.

- Commissioner – is there a point in the process where traffic is analyzed?

Mark – a consultant is working on a study and is talking to Randy, traffic analysis is part of the CEQA document.

- Whistler and Tahoe have things going on that are not going on here. Summer is happening at Whistler, and may exceed their winter population. Tahoe has concert venues, and Mammoth does not. Canyon Lodge seems like a logical place. The Village has no anchor tenants. The Village is like a shopping center where the tenants leave for 8 months of the year.
- Do you know the amount of parking necessary to make the Village work? We are way underparked. We need to address actual numbers and square footages.



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