



## **OFFICE OF TOWN MANAGER**

*Robert F. Clark, Town Manager*

*P.O. Box 1609, Mammoth Lakes, CA 93546*

### **MEMORANDUM**

To: Town Councilmembers  
From: Robert F. Clark, Town Manager  
Karen Johnston, Assistant Town Manager  
Mark Wardlaw, Community Development Director  
Raymond Jarvis, Public Works Director  
Bill Taylor, Deputy Community Development Director  
Dana Stroud, Director of Tourism and Recreation  
Subject: Council Commission Workshop  
Date: March 20, 2007

Over the next twelve months the Town Council and Planning Commission will be taking action on the General Plan Update, considering eleven very significant entitlement proposals, and approving a variety of fees and requirements that are attached to new development. A key theme that carries through all of these decisions is how the Town will work together with development community to provide the features, amenities and programs that will make Mammoth Lakes a livable community and a successful destination resort.

#### **Council/Commission Workshop Results**

This matter was introduced at a Council/Commission Workshop on March 7<sup>th</sup>. Staff gleaned two major results from the discussion at that meeting:

- First, there is unanimous agreement that the GPU will not provide adequate guidance to process the current applications, and that there is an urgent need to develop a strategy for processing the eleven major projects.
- Second, there is considerable confusion, frustration, and concern about particular strategies that have been proposed.

In the staff report for the Council/Commission Workshop it was recommended that the Council and Commission agree that proper processing of these current applications is the most important task and highest priority of the Council, Commission and staff over the next twelve months. It was also recommended that the Town establish an open participatory, community process to work together with the developers to identify project specific uses, features and programs that are required to assure that each of these developments makes Mammoth Lakes a better place to live and a better place to visit.

## Major Development Applications

Project	GPA	DZA	Code Change	Variance	Density Bonus		
					Parking	Housing	Hotel
Clearwater	X	X	X		X		X
Eagle Lodge	X	X			X		X
Hidden Creek	X	X			X	X	
Mammoth Crossings	X	X	X				
Mammoth Hillside			X			X	
Mammoth View					X		X
Sherwins			X				X
Sierra Star		X					
Snowcreek VIII	X	X	X				
The "1" Hotel							

\* Main Lodge may also come forward during this time period.

### **Process Suggestions**

The need for a strategy for processing current applications has been recognized for some time, and a variety of proposals have been put forward. Six specific suggestions that have been made are:

1. **Moratorium:** Property owners have a legal right to apply for use permits, variances, zoning amendments, general plan amendments, and other planning approvals. The Town has a legal obligation to process these applications in a timely manner in accordance with State law. State law also provides that cities may under certain circumstances, and through specific steps, temporarily suspend the processing of applications through a moratorium which can be extended for up to a year. The Council and Commission have expressed opposition to the idea of a moratorium, and have directed that processing of applications continue while work proceeds on the GPU, and after that, implementation measures.
2. **Community Benefit Considerations:** Council directed the Planning Commission to continue to consider applications for developments that exceed the standards of current general plan, zoning and other regulations while the GPU is in process, but to make a finding that there is a greater community benefit associated with such approvals. In practice it has been very difficult to clearly identify what constitutes a greater community benefit that would be associated with specific applications. Planning Commission has requested further Council direction on this strategy.
3. **Bridge Process:** Earlier in the year staff proposed, and Council endorsed, a community process that was needed for Snowcreek VIII, Clearwater, and Hidden Creek (Shady Rest) because of the lack of adequate guidance from the GPU and timely implementation of district plans. This process was delayed due to the need to dedicate CDD staff to the GPU. Staff has not yet come up with a proposed design for that process.

4. Stakeholder Proposal: The CSG has recommended that some of the more specific language in the density section of the GPU be eliminated, and that density bonuses be suspended pending development of district plans within one year. CSG also is recommending that general plan amendments, zone changes and variances also be held pending development of district plans. The CSG has identified ten priorities which should be accomplished through the GPU and its implementing actions.
5. UCSB/ERA Analysis: UCSB prepared an economic analysis that identified general economic needs and trends in the community. ERA is taking that analysis the next step by documenting the amount and mix of uses such as retail and entertainment that are necessary and feasible in order to maximize the economic sustainability of the community as it is built out. This will be further refined by economic studies that have been required for individual projects. This type of analysis will be an important part of any successful strategy.
6. Term Sheets: Staff is recommending that term sheets be developed for each development proposal. The term sheet is essentially a listing of the project specific uses, features and programs that are required to assure that each of these developments makes Mammoth Lakes a better place to live and a better place to visit, and that together all of the eleven projects provide the essential items that are required to achieve the Town's Vision.

### **Potential Next Steps**

1. Agree that proper planning of these eleven current applications is the most important task and highest priority of the Council, Commission and staff over the next twelve months.
2. Assure that adequate staff, consultant and financial resources are allocated to this work and not diluted by other lower priority activities.
3. Direct staff to work through the Commissions and Council to establish an open, participatory, community process which draws from the suggestions listed above. The process should have defined steps and timelines and involve the community and developers working together to identify uses, features and programs that are required to assure that each of these developments makes Mammoth Lakes a better place to live and a better place to visit, and for the community as a whole to achieve its Vision.

## Strategy for Processing Major Developments

Goal: To use existing resources to define district characteristics at a level that is adequate to assure that the Town Vision is achieved through the processing of the current major development applications.

Staff/Consultant Analysis (one month):

1. To what extent does each of the eleven development applications individually conform to the vision as articulated by the resource documents?
2. To what extent do the eleven proposed developments collectively achieve the Town's Vision?
3. What uses, features and programs are required to assure that each individual district and all eleven projects collectively achieve the Vision and make Mammoth Lakes a better place to live and visit?

Commission Workshops (two months):

1. Commission review of staff/consultant analysis
2. Developer input
3. Public Input
4. Recommendations on specific goals and objectives for each district

Council Review (one month):

1. Consideration of workshop recommendations
2. Further direction to staff and commissions
3. Agreement on specific goals and objectives for each district

## Existing Resource Documents

1. Vision Statement
2. Process Draft General Plan Update
3. Physical Development & Mobility Study
4. Community Benefits
5. MLTPA Trail Inventory
6. UCSB Study
7. ERA Analysis (in progress)
8. Stakeholder 10 points
9. Peer Resort Report
10. Draft Term Sheets
11. Other?