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Agenda Item 5
June 4, 2006
File No. 430-90

AGENDA BILL

Subject: Shady Rest Neighborhood District Plan Framework (district boundaries, element review/issue identification, and guiding principles) and Consulting Agreement with Wallace Roberts and Todd (WRT) to conduct the Shady Rest Neighborhood District Plan in conjunction with the Hidden Creek Crossing Project.

Initiated by: Mark Wardlaw, Community Development Director
Jen Daugherty, Associate Planner

BACKGROUND:

A district planning scope of work for the Shady Rest District was previously prepared and placed on the December 18, 2007 Planning Commission agenda, but was postponed to allow the Town Council to complete their consideration of district planning policies (completed April 2, 2008). During that time, the applicant selected the planning consultant, Wallace Roberts and Todd (WRT), to conduct the Shady Rest District Planning process. In order to maintain a reasonable schedule, the applicant authorized WRT to conduct initial background research for the Shady Rest District Plan. The initial work done by WRT includes the Study Area Understanding and the preparation of preliminary alternatives or options. These tasks are comparable to Town Council's Neighborhood District Planning process steps 2.a., development of Framework and 3.b.i., Data Discovery. The scope of work for these completed tasks is attached.

On June 20, 2007, the Town Council adopted a resolution establishing policies for the processing of major land use development applications in relationship to the 2007 General Plan. On April 2, 2008, the Town Council amended this resolution to incorporate changes, including a revised district planning process. This policy also modified definitions and procedures to prepare Neighborhood District Plans (NDPs) for major land use development permit applications, including approval by both Planning Commission and Town Council of the "Framework," consisting of the NDP boundary, sphere of influence, element review/issue identification, and guiding principles.

The Planning Commission held a public workshop with joint Commissions on May 13, 2008 to discuss the Shady Rest NDP Framework. On May 14, 2008 the Planning Commission recommended approval of the Shady Rest NDP Framework to the Town Council. The Planning Commission staff report from May 13 and 14, 2008 and meeting notes are attached (Attachment 1 and 2).

The Shady Rest district planning effort has been initiated by the owner of the Shady Rest Tract prior to the formal submittal of a project application for the "Hidden Creek Crossing" project. The Shady Rest Tract is a forested 25 acre parcel centrally located in Mammoth Lakes, south of Center Street, east of Manzanita Road, and west of Laurel Mountain Road. The Hidden Creek Crossing project will require adoption of a new Master Plan, to replace the existing 1991 Master Plan for the site. The existing 1991 Master Plan identifies the site for 172 affordable housing units which were mitigation for The Trails subdivision development.

A formal application has not been submitted for the Hidden Creek Crossing project; however, the applicant has stated that the proposed project is anticipated to include up to 405 affordable housing units with a mix of studio and one- to four-bedroom units; a neighborhood community/childcare center; a bus/shuttle stop; and an open space/park of approximately seven acres. Building heights between 35 and 65 feet are anticipated to be proposed.

In conjunction with this application, the Town requires a NDP for the Shady Rest District, as identified in the 2007 General Plan and Town Council's Neighborhood District Planning Policy, adopted April 2, 2008. WRT is the planning consultant that was selected by the applicant to conduct the Shady Rest NDP; the Town agrees with the applicant's consultant selection.

The Hidden Creek Crossing project will be considered for adoption, meaning that the accepted results of the NDP process will be incorporated into a codified master plan. The NDP work effort will result in a study that will be bound separately from the master plan. The Shady Rest district planning effort will inform and complement the CEQA analysis, housing demand/needs study, and the project evaluation process.

ANALYSIS/DISCUSSION:

Neighborhood District Plan Boundary and Sphere of Influence

Action 1: Approve the Shady Rest NDP boundary and sphere of influence. The Planning Commission's recommended NDP boundary and sphere of influence are shown in Attachment 3. Consistent with Town Council's NDP policy, the proposed NDP boundary is coterminous with the Hidden Creek Crossing Master Plan project boundary, which includes the 25-acre parcel and an access parcel off Center Street.

The Planning Commission considered and modified the proposed sphere of influence. The sphere of influence encompasses a more extensive area for consideration in relationship to the site. The sphere of influence includes regions in the vicinity that may have common issues or upon which the district may have impacts. The Planning Commission recommended sphere of influence extends to the north side of Main Street/State Route 203, east to Old Mammoth Road, south to Meridian Boulevard, and west to Joaquin Road.

Guiding Principles

Action 2: Approve the guiding principles for the Shady Rest NDP.

The guiding principles include the applicable Neighborhood and District Character description in the 2007 General Plan and any other guiding principle directions from the Planning Commission and/or Town Council. The Planning Commission did not add or modify the guiding principles from the Shady Rest Neighborhood and District Character description:

1. A livable in-town neighborhood for the workforce:
 - a. Not fractional, not second homes
 - b. Mechanisms to ensure units remain at determined rates in perpetuity
 - c. Variety of unit size and scale
2. Preservation and restoration of unique site features, including wetlands
3. A community-oriented design:
 - a. Neighborhood context and connections:
 - (1) Pedestrian and auto connections to adjoining areas and neighborhoods (e.g. Sierra Valley District, Tavern Road, Main Street, and Center Street)
 - (2) Traffic calming and management with adjoining neighborhoods
 - (3) Trail and pedestrian emphasis
 - (4) Transit accessible
 - b. Integrated site planning and architectural design:
 - (1) Accessible wetlands and community park(s) connected to the community

- (2) Significant tree preservation
 - (3) Unobtrusive, articulated buildings
 - (4) Minimum paving, maximum permeable surface
 - (5) High quality materials
 - (6) Parking
 - (7) Energy efficient design
 - (8) Innovative snow management
4. A future catalyst to surrounding commercial areas
 5. Developed in phases:
 - a. High quality of living throughout (no disparity, grouping, or phasing by income)
 - b. Reasonable product absorption rate
 6. Long-term affordability:
 - a. Durability of materials and design
 - b. Designed for low operating and maintenance costs and energy efficiency
 - c. Transit accessibility
 7. Provision of key resident amenities such as:
 - a. Child care
 - b. Active and passive recreation

Element Review/Issues Identification

Action 3: Approve the elements/issues to be addressed in the NDP.

The element review/issues identification for the Shady Rest NDP will include the items described in the Town Council's NDP process, specifically Exhibits 4 and 5 that include the Model District Plan Content and Organization, District Planning List of Topical Elements, and the 2007 General Plan Evaluation Template. Additional issues that were emphasized or added by the Planning Commission are:

- Develop an alternative of 172 units to express the 1991 Shady Rest Master Plan.
- Discuss appropriate scales (i.e. type, size and finish) of community amenities and how community amenities relate to density.
- Evaluate an appropriate amount, type, and location of retail uses, if any.
- Prepare a housing demand and needs analysis (Mammoth Lakes Housing, Town and applicant - not part of Wallace Roberts and Todd's scope).
- Analyze how the site should integrate with and impact the surrounding neighborhoods, including the sphere of influence.
- Discuss appropriate building mass, scale, setbacks, and architecture.
- Discuss traffic impacts and traffic calming techniques.

- Prepare an expanded diagram to show feet-first connections to destinations, such as VONs, schools, and public lands (these destinations will extend outside of sphere of influence).
- Prepare a transportation demand management study to evaluate appropriate parking ratio(s) for affordable housing while balancing needs and quality of life (Town's consultant, Nelson Nygaard - not part of Wallace Roberts and Todd's scope).
- Analyze the potential for a public parking facility.
- Discuss wetlands and open space design, management, and accessibility.
- Analyze options to incorporate sustainable design practices.
- Evaluate adequate snow management (snow storage and removal) techniques.
- Discuss ways to improve existing storm drains and provide adequate storm drain systems.

The scope of work for the Shady Rest NDP has been revised to include the above listed issues (Attachment 4).

Consulting Agreement

Action 4: Approve the Consulting Agreement for the Shady Rest NDP.

The applicant selected WRT to conduct the Shady Rest NDP. WRT's scope of work and the Consulting Agreement are attached. WRT conducted the North Old Mammoth Road District Study for the Clearwater project and the Town was satisfied with WRT's work products, ability to facilitate public workshops, and professionalism.

The attached scope of work from WRT is acceptable to Town staff and was recommended for approval by the Planning Commission in conjunction with the Framework for the Shady Rest NDP. In addition, WRT's scope of work is consistent with and comparable to other district plan scopes of work approved by the Town; however, this is the first scope of work considered since Town Council adopted the NDP process on April 2, 2008, and therefore it reflects the new policy.

WRT has been found to be capable of performing the proposed work and the scope of work meets the requirements of the Town. The scope of work includes a basic cost of \$73,470 with an optional task of \$8,580 for a total amount of \$82,050. The attached Consulting Agreement is for the basic cost and optional task. Staff is requesting that the Town Council authorize the Consulting Agreement as written with a contingency amount of 20%. This contingency could be authorized for use, should the need arise due to changes in scope of work, by the Town Manager

without further Council authorization. This allows flexibility for addressing unanticipated issues or comments, if needed, at an administrative level. The full authorization by Town Council would be for \$98,460, \$16,410 of which is the contingency amount. All costs are to be borne by the applicant and an agreement to deposit funds will be executed by the applicant.

OPTIONS ANALYSIS

Option A: Approve the Shady Rest Neighborhood District Plan Framework as recommended by the Planning Commission, consisting of:

Action 1: The NDP boundary and sphere of influence,

Action 2: The guiding principles, and

Action 3: The element/issues to be addressed in the NDP; and

Action 4: Authorize the Town Manager to execute the Consulting Agreement with WRT.

Option B: Approve the Shady Rest Neighborhood District Plan Framework as modified by the Town Council, consisting of:

Action 1: The NDP boundary and sphere of influence,

Action 2: The guiding principles, and

Action 3: The element/issues to be addressed in the NDP; and

Action 4: Authorize the Town Manager to execute the Consulting Agreement with WRT.

Either option will enable Town staff to proceed with the Shady Rest Neighborhood District Plan work effort, which is required to process a formal application for the Hidden Creek Crossing project.

VISION CONSIDERATIONS:

Successful implementation of District Planning will implement the overall vision and emphasize the goals of the General Plan by providing an understanding of the contribution of each neighborhood and district toward the social, economic, and environmental success of the entire community.

FINANCIAL CONSIDERATIONS:

Consulting services will be paid for by the applicant for the Hidden Creek Crossing project. The Consulting Agreement amount is \$82,050 inclusive of the optional task with an authorization for Town Manager approval of a contingency amount not to exceed an additional \$16,410. A deposit of

the Consulting Agreement amount will be made by the applicant to the Town prior to the initiation of work and is included in the attached Consulting Agreement and scope of work.

ENVIRONMENTAL CONSIDERATIONS:

The Hidden Creek Crossing project will be reviewed through an Environmental Impact Report (EIR) pursuant to the California Environmental Quality Act (CEQA). It is anticipated that the options prepared in conjunction with the Shady Rest Neighborhood District Plan may be used in or inform the EIR alternatives analysis.

LEGAL CONSIDERATIONS:

None.

RECOMMENDATION:

Therefore, it is recommended that the Town Council choose **Option A** and approve the Shady Rest Neighborhood District Plan Framework as recommended by the Planning Commission, consisting of the boundary, sphere of influence, element review/issues identification, and guiding principles; and authorize the Town Manager to execute the attached Consulting Agreement with WRT and authorize a contingency amount not to exceed \$16,410 to be negotiated by the Town Manager if needed.

Attachments:

1. Planning Commission staff report May 13 and 14, 2008
2. Meeting notes from Planning Commission meetings and joint Commission workshop May 13 and 14, 2008
3. Planning Commission's recommended Shady Rest NDP boundaries map
4. Planning Commission's recommended scope of work for Shady Rest NDP
5. Consulting Agreement
6. Contract for Part 1 of Shady Rest Neighborhood District Plan work effort (previously executed)

ATTACHMENT 1

Agenda Item _____
Date: May 13, 2008 6-8pm
File No. _____

**PLANNING COMMISSION,
MOBILITY COMMISSION,
PUBLIC ARTS COMMISSION, and
TOURISM AND RECREATION COMMISSION
STAFF REPORT**

Subject: Shady Rest Neighborhood District Plan (NDP) Joint Commission Workshop #1: Issues, Opportunities, Constraints, Form, Function, Character, and Connection to Town Wide Goals.

Initiated by: Mark Wardlaw, Community Development Director
Ellen Clark, Senior Planner
Jen Daugherty, Associate Planner

The purpose of this agenda item is to hold the first joint Commission workshop for the Shady Rest Neighborhood District Plan (NDP) to gain general public and Commissions input on issues, opportunities, constraints, form, function, character and connection to town wide goals for the Shady Rest NDP. This workshop will be facilitated by a third party consultant, Wallace Roberts and Todd (WRT), and the results of this workshop will inform the Planning Commission's decision on the Shady Rest NDP Framework at their May 14, 2008 meeting.

No action will be taken at this joint Commission workshop.

Please see the attached May 13-14, 2008 Planning Commission staff report for additional information on the Shady Rest NDP and the Hidden Creek Crossing project.

ATTACHMENT: May 13-14, 2008 Planning Commission staff report: Approval of Shady Rest Neighborhood District Plan Framework in Conjunction with the Application for the Hidden Creek Crossing Master Plan.

Agenda Item _____
Date: May 13th 5-6pm and
May 14th, 2008 9am
File No. _____

**PLANNING COMMISSION
STAFF REPORT**

Subject: Business Matter____: Approval of Shady Rest
Neighborhood District Plan Framework in Conjunction with
the Application for the Hidden Creek Crossing Master Plan.

Initiated by: Mark Wardlaw, Community Development Director
Ellen Clark, Senior Planner
Jen Daugherty, Associate Planner

BACKGROUND:

On June 20, 2007, the Town Council adopted a resolution establishing policies for the processing of major land use development applications in relationship to the 2007 General Plan. On April 2, 2008, the Town Council amended this resolution to incorporate changes, including a revised district planning process (Attachment 1). This policy established modified definitions and procedures to prepare Neighborhood District Plans (NDPs) for major land use development permit applications, including approval by Planning Commission and Town Council of the "Framework," consisting of the NDP boundary, sphere of influence, element review/issue identification, and guiding principles.

The purpose of this agenda item is to:

- 1) Recommend approval to the Town Council of the Framework for the Shady Rest NDP at the regular Planning Commission meeting on May 14, 2008 at 9am. This will allow the Framework and a contract with Wallace Roberts and Todd (WRT) to be forwarded to the Town Council for review and approval, and
- 2) Determine the extent of additional joint Commission workshop(s) that are necessary, if any, based on the complexity of the issues discussed at the May 13, 2008 joint Commission workshop.

The steps for this Framework stage of the Shady Rest NDP process are:

- 1) May 13th 5-6pm: Planning Commission meeting to start the discussion and review of the Shady Rest NDP Framework. No decision on the Framework will be made by the Planning Commission at this meeting.
- 2) May 13th 6-8pm: Planning Commission will hold a public input workshop with joint Commissions facilitated by a third party consultant, WRT. The purpose of this workshop is to gain general public input on issues, opportunities, constraints, form, function, character, and connection to town wide goals for the Shady Rest NDP. The results of this workshop will inform the Planning Commission's decisions on the Shady Rest NDP Framework and extent of additional joint Commission workshops needed at their May 14, 2008 meeting. No decisions will be made at this workshop.
- 3) May 14th 9am: Regularly scheduled Planning Commission meeting. The Shady Rest NDP Framework will be a Business Item on the Planning Commission's May 14, 2008 agenda. At this meeting, the Planning Commission will conclude the Shady Rest NDP Framework discussion and will make a decision on the Shady Rest Framework, such as approve the Framework as proposed or with modifications. The Planning Commission will also determine the extent of additional joint Commission workshop(s) that are needed based on the complexity of issues, if any. If no additional workshop(s) are determined to be needed, then the preparation of options would begin. The Planning Commission's decisions will be informed by the May 13, 2008 joint Commission workshop.

The Shady Rest district planning effort will inform and complement the CEQA analysis, market study, and the project evaluation process for the Hidden Creek Crossing project application.

SHADY REST NDP FRAMEWORK ANALYSIS/DISCUSSION:

This district planning effort has been initiated by a proposed project application for "Hidden Creek Crossing," a workforce neighborhood to be developed on the Shady Rest Tract in central Mammoth. The Shady Rest Tract has long been identified as a critical affordable/workforce housing site for the town, distinguished by its size, central location, and adjacency to existing development, services, and transportation. The Hidden Creek Crossing project will require adoption of a new Master Plan (referred to hereafter as the "Hidden Creek Crossing Master Plan"), to replace the existing 1991 Master Plan for the site. The existing 1991

Master Plan identifies the site for 172 affordable housing units which were mitigation for The Trails subdivision development.

A formal application has not been submitted for the Hidden Creek Crossing project; however, the applicant has stated that the proposed Hidden Creek Crossing Master Plan is anticipated to include 405 affordable housing units with a mix of studio and one- to four-bedroom units; a neighborhood community/childcare center; a bus/shuttle stop; and an open space/park of approximately seven acres. Building heights between 35-65 feet would be proposed. In conjunction with this application, the Town requires a NDP for the Shady Rest District, as identified in the 2007 General Plan.

A district planning scope for the Shady Rest district was placed on the December 18, 2007 Planning Commission agenda, but was postponed to allow the Town Council to complete their consideration of district planning policies. The applicant has since selected the planning consultant, WRT, to conduct the NDP process, and the Town agrees with the applicant's consultant selection. In order to maintain a reasonable schedule, the applicant authorized WRT to conduct initial background research for the Shady Rest NDP. The initial work done by WRT includes the Study Area Understanding, which is a task comparable to Town Council's NDP process steps 2.a., development of Framework and 3.b.i., Data Discovery. WRT also prepared preliminary alternatives or options consistent with NDP Framework step 2.b.ii.c. The scope of work or Framework for the rest of the Shady Rest NDP work effort is included as Attachment 2.

WRT prepared a PowerPoint presentation that represents their initial work on the Shady Rest NDP, which is included as Attachment 3. This will be presented to the joint Commissions on May 13, 2008 at 6pm.

As stated in Town Council's NDP process, a NDP and a master plan/specific plan, like the Hidden Creek Crossing Master Plan, will have a coterminous boundary. The Hidden Creek Crossing Master Plan will be considered for adoption, meaning that the accepted results of the NDP process will be incorporated into the codified master plan. The NDP work effort will result in a study that will be bound separately from the master plan.

Neighborhood District Plan Boundary and Sphere of Influence

The recommended NDP boundary and sphere of influence are shown in Attachment 4. The applicant and staff considered the Town Council's adopted NDP Process, the boundaries of the proposed Hidden Creek Crossing Master Plan, the "Neighborhood Character Map" in the 2007

General Plan, and the boundaries of the adjacent North Old Mammoth Road District Plan area to determine a boundary for this NDP. Consistent with Town Council's NDP policy, the proposed NDP boundary is coterminous with the Hidden Creek Crossing Master Plan project boundary, which includes the 25-acre parcel and an access parcel off Center Street.

The proposed "sphere of influence" for the Shady Rest NDP encompasses a more extensive area for consideration in relationship to the site. The sphere of influence includes regions in the vicinity that may have common issues or upon which the district may have impacts. It extends to the north side of Main Street (up to Forest Trail), east to Old Mammoth Road, south to Meridian Boulevard and west to Lupin Street.

Guiding Principles

The "guiding principles" identified in the Town Council's NDP process include the applicable Neighborhood and District Character description in the 2007 General Plan and any other guiding principle directions from the Planning Commission and/or Town Council. The Neighborhood and District Character description for Shady Rest identifies a series of characteristics that should be reflected in any future development of the Shady Rest District; both as a district and as a component of the "Special Study Area" defined in the General Plan encompassing Main Street, Old Mammoth Road and Shady Rest.¹ Below are the guiding principles for the Shady Rest NDP:

1. A livable in-town neighborhood for the workforce:
 - a. Not fractional, not second homes
 - b. Mechanisms to ensure units remain at determined rates in perpetuity
 - c. Variety of unit size and scale
2. Preservation and restoration of unique site features, including wetlands
3. A community-oriented design:
 - a. Neighborhood context and connections:
 - (1) Pedestrian and auto connections to adjoining areas and neighborhoods (e.g. Sierra Valley District, Tavern Road, Main Street, and Center Street)
 - (2) Traffic calming and management with adjoining neighborhoods
 - (3) Trail and pedestrian emphasis
 - (4) Transit accessible
 - b. Integrated site planning and architectural design:

¹ The Shady Rest NDP's recommended sphere of influence would encompass portions of this special study area.

- (1) Accessible wetlands and community park(s) connected to the community
 - (2) Significant tree preservation
 - (3) Unobtrusive, articulated buildings
 - (4) Minimum paving, maximum permeable surface
 - (5) High quality materials
 - (6) Parking
 - (7) Energy efficient design
 - (8) Innovative snow management
4. A future catalyst to surrounding commercial areas
 5. Developed in phases:
 - a. High quality of living throughout (no disparity, grouping, or phasing by income)
 - b. Reasonable product absorption rate
 6. Long-term affordability:
 - a. Durability of materials and design
 - b. Designed for low operating and maintenance costs and energy efficiency
 - c. Transit accessibility
 7. Provision of key resident amenities such as:
 - a. Child care
 - b. Active and passive recreation

Because these characteristics are the guiding principles for the Shady Rest NDP and the Hidden Creek Crossing Master Plan, they are also incorporated into the element review/issues identification section that follows.

Element Review/Issues Identification

The element review/issues identification for the Shady Rest NDP will include the items described in the Town Council's NDP process, specifically Exhibits 4 and 5 that include the Model District Plan Content and Organization, District Planning List of Topical Elements, and the 2007 General Plan Evaluation Template. The 2007 General Plan Evaluation Template for the Shady Rest NDP/Hidden Creek Crossing project is included as Attachment 5 and will be a work in progress throughout the NDP process, CEQA analysis and project evaluation. A detailed list of these elements and issues for the Shady Rest NDP is included in the scope of work (Attachment 2). A synopsis of some of these elements and issues is presented below.

A Livable In-town Neighborhood for the Workforce

Concepts of livability will be an integral part of the Shady Rest NDP. Although definitions of livability can vary, it generally encompasses a range of aspects related to overall quality of life, including design of public and private spaces, equity, access, convenience, safety, and economic opportunity. The concept of livability is particularly critical for affordable and workforce housing (See Attachment 6 for more information on affordable and high density housing).

The workforce housing needs of the community will also need to be evaluated so that the Hidden Creek Crossing's project provides an appropriate mix of unit types and levels of affordability. The separately required market study for the Hidden Creek Crossing project should quantify workforce housing demand and absorption rates. The Shady Rest NDP should help to define a program and standards for livability and the workforce housing program in order to ensure that the Hidden Creek Crossings development successfully functions as a viable, attractive, sustainable, and community-focused neighborhood.

Density and Impacts to PAOT

The NDP shall consider total project densities in conjunction with the Town's PAOT policies, including an estimate of PAOT with project buildout (2007 General Plan Policy L.1.A. limits PAOT to 52,000). The Hidden Creek Crossing project is considering densities substantially in excess of what was previously approved in the 1991 Master Plan (405 versus 172 units).

- The Shady Rest Master Plan assigns 172 affordable housing units to the site, which is more restrictive than the General Plan land use designation for the site, HDR-1.
- The underlying zoning for the site, RMF-1, and the General Plan's HDR-1 land use designation allows for up to 12 units per acre for a maximum total of approximately 600 units on the site.
- Both the Shady Rest Master Plan and the General Plan densities designated for the site can be modified by State Density Bonus Law.

Careful consideration of how desired densities might be most appropriately accommodated through site planning, clustering and building design, and the tying of increased density to the relative community benefits associated with provision of affordable/workforce housing units, will be needed.

Land Use and Sphere of Influence

Other land use components within the Shady Rest NDP should be carefully defined, including:

- Uses that will contribute to a healthy workforce neighborhood for the Hidden Creek Crossing project, such as potential commercial uses, public/community uses, and open space, in conjunction with proposed housing.
- Land use transitions from the project site to commercial areas along Main Street, Laurel Mountain Road, Tavern Road, Old Mammoth Road, and Center Street. All of these are visualized as thriving, pedestrian oriented commercial zones, which could both energize, and be energized by the presence of the Hidden Creek workforce neighborhood.
- Land uses should be compatible and transition to nearby residential areas, including homes along Shady Rest Road, Chaparral Road, and in the Sierra Valley Sites.

Character and Mobility

The interrelated aspects of community character, community design, and mobility will need to be considered in the Shady Rest NDP. A number of General Plan policies are particularly relevant to the Shady Rest NDP, including policies that reinforce unique district character and centers, support transit and pedestrian use; allow for connectivity within and between commercial areas; provide for high quality architecture; support livability and provision of desired community amenities; provide high quality, interconnected and usable open space; and support goals for environmental preservation and sustainability.

Connectivity and access within and through the Shady Rest District will be an important consideration of the NDP. The Hidden Creek Crossing project site should be well connected by all transportation modes, reflecting the Town's commitment to "feet first" transportation, and key vehicular, pedestrian, bicycle, and other connections envisioned in various relevant planning and policy documents.

Environment and Natural Resources

The Hidden Creek Crossing project site is currently notable for its dense, forested character, and presence of wetlands and drainage courses that occur on and beyond the project site boundaries. While it is acknowledged that removal of many trees will be necessary to develop the site, the retention of some degree of a natural and forested character, with effort to preserve specimen trees and strategic tree clusters and natural topography to the extent possible, should be a consideration for

site planning. The on-site wetland area is proposed to be preserved and should be a key open space resource for the Hidden Creek Crossing project and for the sphere of influence.

Options/Alternatives

As stated in the attached scope of work, preliminary alternatives have been identified through WRT's analysis of the study area understanding. These preliminary alternatives were created based on the study area understanding and respond to the 2007 General Plan. It is expected that more refined alternatives (or options) will be formulated to address issues based on public, Commissions, and Town Council's input that will be discussed at the joint Commission options workshop. These options will include the applicant's preferred project proposal. Then based on public, Commissions, and Town Council input, a preferred option or synthesis of options will be developed. The goal of the options analysis will be to develop a reasonable range of options, likely to be differentiated by alternative densities, planned buildout, site planning options, and range of amenities. Other dimensions may inform the options, subject to the outcome of the issues and opportunities analysis. The project options will be formulated so as to be suitable for inclusion in the CEQA document.

NDP Process and Community Participation

One of the important purposes of district planning is to ensure that the general public and key stakeholders of a district are involved throughout the process. This process should allow for early discussion of issues, opportunities, desires and ideas; discussion of the permit application and plan options; and discussion of the selected preferred plan option. The Shady Rest NDP process will include community meetings at the following junctures:

- Planning Commission review and approval of the Shady Rest NDP Framework (May 13-14, 2008).
- Joint Commission Workshop #1: Issues, Opportunities, Constraints, Form, Function, Character, and Connection to Town Wide Goals (May 13, 2008 6-8pm) (*number of workshops will be determined by Planning Commission based on the complexity of the issues*).
- Town Council approval of the Shady Rest NDP Framework as a consent agenda item after Planning Commission has recommended approval of the Framework (anticipated on June 4, 2008).
- Joint Commission Workshop #2: Issues, Opportunities, Constraints, Form, Function, Character, and Connection to Town Wide Goals continued discussion (*if needed, as determined by Planning Commission*).

- Joint Commission Options Workshop #3: Public and Commissions Provide Comments on Options.
- Planning Commission Public Hearing on Hidden Creek Crossing Master Plan/Shady Rest NDP.
- Town Council Public Hearing on Hidden Creek Crossing Master Plan/Shady Rest NDP.

In addition, a “Focus Group” will be convened, consisting of a small group of property owners and residents to identify detailed opportunities and constraints (Town Council policy Step 3.b.i.2.). This will likely include representatives focused on specific issues, from both inside and outside the NDP to be selected by the Town and the applicant. Preliminarily, the Focus Group would include representatives from surrounding residential neighborhoods, business owners along Center Street, Main Street and/or North Old Mammoth Road District, and others as appropriate. The first Focus Group meeting for the Shady Rest NDP is anticipated on May 13, 2008, prior to the Planning Commission meeting. If this date is held, Town staff will report the results of this Focus Group meeting to the joint Commission at the May 13, 2008 workshop. Town staff will develop a community outreach strategy to provide advance notification of meetings and ensure a broad and inclusive public process.

Summary

The scope of work for the Shady Rest NDP, contained in Attachment 2, includes the Framework and process described in the Town Council’s NDP process. The applicant desires to use WRT as the planning consultant to prepare, plan and facilitate the Shady Rest NDP public process. The Town agrees with using WRT for this NDP and will use the attached scope of work/Framework, as approved by Planning Commission and Town Council, to prepare a contract with WRT for the Shady Rest NDP.

OPTIONS ANALYSIS:

After conducting the joint Commission workshop on May 13, 2008, the Planning Commission will have two decisions before them at their regularly scheduled meeting on May 14, 2008 at 9am, as set forth below.

1. Shady Rest NDP Framework

- Option a. Recommend approval to the Town Council of the Shady Rest Neighborhood District Plan Framework, consisting of the boundary, sphere of influence, element

review/issues identification and guiding principles as proposed.

Option b. Recommend approval to the Town Council of the Shady Rest Neighborhood District Plan Framework, consisting of the boundary, sphere of influence, element review/issues identification and guiding principles as modified by the Planning Commission.

Either of these options will allow the Framework and a contract with Wallace Roberts and Todd (WRT) to be forwarded to the Town Council for review and approval.

2. Additional Joint Commission Workshops on Shady Rest NDP

Option a. Determine the extent of additional joint Commission workshop(s) that are required to address the complexity of the Shady Rest NDP issues, if any, prior to options being prepared.

Option b. Determine that no additional joint Commission workshops are required to address the complexity of the Shady Rest NDP issues, and direct Town staff to proceed with NDP Step 3.d., prepare written report and options to address identified issues.

Option 2.a. would allow for additional joint Commission workshop(s) and provide more opportunities for the public and Commissions to discuss Shady Rest NDP issues prior to the preparation of options. Option 2.b. would not allow for additional joint Commission workshops to discuss issues; the next public meeting on the Shady Rest NDP would be the joint Commission options workshop.

VISION CONSIDERATIONS:

Successful implementation of District Planning will further emphasize the goals of the General Plan and provide an understanding of the contribution of each neighborhood and district toward the social, economic, and environmental success of the entire community.

FINANCIAL CONSIDERATIONS:

The contract between the Town and WRT for the Shady Rest Neighborhood District Plan will be funded by the applicant for the Hidden Creek Crossing project.

ENVIRONMENTAL CONSIDERATIONS:

The Hidden Creek Crossing project will be reviewed through an Environmental Impact Report (EIR) pursuant to the California Environmental Quality Act (CEQA). It is anticipated that the options prepared in conjunction with the Shady Rest Neighborhood District Plan may be used in or inform the EIR alternatives analysis.

RECOMMENDATION:

It is recommended that the Planning Commission choose Option 1a or Option 1b and approve the Shady Rest Neighborhood District Plan Framework, consisting of the boundary, sphere of influence, element review/issues identification, and guiding principles, as proposed or as modified by the Planning Commission.

It is further recommended that the Planning Commission determine whether Option 2a or Option 2b is appropriate based on the results of the May 13, 2008 joint Commission workshop on the Shady Rest Neighborhood District Plan.

ATTACHMENTS:

1. Town Council Neighborhood District Planning Process (adopted April 2, 2008)
2. Framework/Scope of Work for the Shady Rest NDP
3. WRT PowerPoint presentation (to be presented to joint Commissions on May 13, 2008 at 6pm)
4. Proposed Neighborhood District Plan Boundary and Sphere of Influence
5. 2007 General Plan Evaluation Template for the Shady Rest NDP/Hidden Creek Crossing project
6. Myths and Facts About Affordable and High Density Housing (California Department of Housing and Community Development)

ATTACHMENT 1

RC

Agenda Item 12
April 2, 2008
File No. R08 -
430 - 90

AGENDA BILL

Subject: Resolution to Revise Policies for the Processing of Major Development Applications in Relationship to the 2007 General Plan

Initiated by: Karen C. Johnston, Assistant Town Manager

BACKGROUND:

The Town Council adopted Resolution 2007-40 to address the processing of major land use applications in relationship to the 2007 General Plan in June 2007. Preparing a District Plan is a requirement for any major land use application that was not acted upon before April 8, 2007. The General Plan included the District Planning concept identified in the Resolution and describes the districts and the character of each district. The General Plan requires "District Planning and focused studies for special areas and sites within the community to aid in future planning." (Land Use Policy L.1. D) There are currently 3 District Plans underway and 3 pending applications that will require a District Planning Process.

An update on the District Planning process was originally scheduled for the regular Town Council Meeting of February 20, 2008. The agenda item was in response to the Community Stakeholders Group's concerns that the Town had not addressed their understanding of the process as outlined in their December 19, 2007 PowerPoint presentation. The Council directed staff and a representative from the CSG to meet to resolve their concerns regarding the District Planning process.

At the March 19th council meeting, the Town Council considered revisions to the District Planning process and how those revisions would affect ongoing land use applications, based upon the meetings between the town and the CSG. This Agenda Bill proposes to adopt the accepted revisions by resolution.

ANALYSIS/DISCUSSION:

Based on direction from the Town Council at the March 19th Council meeting, the attached resolution modifies Resolution 07-40 as follows:

- Incorporates into the scope of work, or framework, the sphere of influence, preliminary issues/elements to be analyzed and guiding principles.

- Provides for Town Council review of the scope of work, or framework, of a future District Plan.
- Replaces the prior processing schedule with the revised processing policy and the implementation framework for existing projects.
- Indicates that codification will occur as directed by the Town Council, based upon available funding and resources.
- Provides an outline of issues or elements that will be reviewed in each District Plan.

All other portions of the original policy remain the same. The proposed Resolution is written as a "redline" of the original Resolution so that the Council can view the proposed changes. The recommendations regarding the application of the proposed new policy to the six projects currently in progress is also attached for confirmation.

OPTIONS ANALYSIS

1. Adopt the Resolution of the Town Council of the Town of Mammoth Lakes, State of California, Revising Policies for the Processing of Major Land Use Development Applications in Relationship to the 2007 General Plan as directed by the Town Council at the March 19, 2008 Town Council meeting, and confirm the application of the process to the six existing projects.
2. Modify the direction provided by the Town Council at the March 19, 2008 Town Council meeting and make any further revisions to the policy, as necessary. Direct staff to prepare a revised resolution.
3. Retain the existing policy, Resolution 07-40, without modifications.

VISION CONSIDERATIONS:

Successful implementation of District Planning will further emphasize the goals of the General Plan and provide an understanding of the contribution of each neighborhood toward the social, economic and environmental success of the entire community.

FINANCIAL CONSIDERATIONS:

None.

ENVIRONMENTAL CONSIDERATIONS:

Once the process of District Planning is complete, the implementation of the outcomes will require environmental review under the provisions of the California Environmental Quality Act.

LEGAL CONSIDERATIONS:

All projects are required to comply with the adopted policies of the Town.

RECOMMENDATION:

Therefore, it is recommended that the Town Council:

Approve Option 1:

Adopt the Resolution of the Town Council of the Town of Mammoth Lakes, State of California, Revising Policies for the Processing of Major Land Use Development Applications in Relationship to the 2007 General Plan, and confirm the application of the process to the six existing projects.

RESOLUTION NO.

RESOLUTION OF THE TOWN COUNCIL
OF THE TOWN OF MAMMOTH LAKES, STATE OF CALIFORNIA, REVISING
POLICIES FOR THE PROCESSING OF MAJOR LAND USE DEVELOPMENT
APPLICATIONS
IN RELATIONSHIP TO THE 2007 GENERAL PLAN

WHEREAS, the Town Council adopted Resolution 07-40 establishing policies regarding the processing of major land use development permit applications submitted concurrently with and following the General Plan Update process; and

WHEREAS, the Town Council directed the Town Manager to review the policies based on comments received from the Community Stakeholders Group at the December 19, 2007 Town Council meeting;

NOW, THEREFORE, BE IT RESOLVED that the Town Council of Mammoth Lakes does hereby affirm the attached Policy for Processing major Land Use Development Permit Applications, and direct the Town Manager and Planning Commission to evaluate permit application in accordance with the adopted policy.

APPROVED AND ADOPTED THIS 2nd day of April, 2008.

ATTEST:

SKIP HARVEY, Mayor

ANITA HATTER, Town Clerk

**Town Council of the Town of Mammoth Lakes
Policies for the Processing of Major Land Use Development Applications
in Relationship to the 2007 General Plan
Revised 4-2-08**

The following policies shall apply to the processing, consideration, and approval or disapproval of land use and development permit applications. When taking action to approve or deny a major land use and development permit application, the review authority shall make the findings that the approval of the application is consistent with these policies.

1. The Town of Mammoth Lakes will use its best judgment in evaluating all new development proposals.
 - a. The GPU Vision applies to the whole community, which means that an individual project does not have to meet every element of the Vision statement.
 - b. Town discretionary density bonuses and increases are not a given.
 - c. Discretionary decision evaluations will be influenced by the thirteen (13) resource documents and public input, and other information.
2. A "Major Land Use Development Permit Application" ("Permit Application") shall be defined as an application for a tentative map, use permit, master plan, or specific plan that requests or requires an amendment(s) to the Town of Mammoth Lakes Zoning Code, adopted General Plan, and any proposed development agreement or significant amendment to an existing development agreement. "Applicant" shall be the person or entity of record filing the Permit Application with the Town. A Major Land Use Development Permit Application shall not include tentative map or use permit applications that request now-permitted discretionary actions, such as additional density.
3. An Applicant that has filed a Major Land Use Development Permit with the Town of Mammoth Lakes that has not been acted upon by the Town Council as of April 18, 2007, shall have prepared a "District Plan." The District Plan, in conjunction with other application information described in Section 7, will be used by the Town of Mammoth Lakes in considering approval, approval with modifications, or denial of the Permit Application.

4. "District Planning" shall be defined as the analysis and planning of a larger geographic area or neighborhood surrounding a Permit Application. District Planning Areas will be defined as those shown on Figure 3 of the 2007 General Plan and will include a sphere of influence describing around a Permit Application to analyze the context of surrounding areas and neighborhoods that can be reasonably determined to be related to, and be affected by, the subject application through aesthetics, land use, density, population, mobility, or public service infrastructure. The Community Development Director will recommend, and the Planning Commission shall establish, the boundaries of District Planning Areas, the sphere of influence, the preliminary issues/elements to be analyzed and the guiding principles. Exhibit 1, "District Planning Areas" includes a "District Map" and the "Physical Development Diagram" that provide guidance in defining District Planning Areas. The Town Council shall confirm the boundaries, sphere of influence, preliminary issues/elements to be analyzed and the guiding principles.
5. "District Planning Process," shown in Exhibit 2, describes the major steps, sequence of events, and participants involved in preparing District Plans. This process allows thorough understanding of issues, opportunities, and constraints; analysis of relevant information; exploration of plan alternatives; and extensive community participation. Exhibit 3, "Major Land Use Permit Application & Model District Planning Process Neighborhood District Planning Process," provides a more detailed outline that illustrates the general timing and relationship of District Planning with current major permit applications.
6. District Planning may result in a three types of documents: 1. Special Study, 2. Master Plan, or 3. Specific Plan. In general, special studies are not enacted by the Town of Mammoth Lakes, are intended to provide relevant information to inform decision-makers about a district and the subject permit application, and have no regulatory authority. Master plans may provide a similar level of information and are intended to be enacted by ordinance for a specified area. A specific plan may be enacted by ordinance or resolution and provides additional information to describe specific actions, responsibilities, financing, and phasing. For example, a specific plan may include infrastructure improvements related to a requested development agreement. Master plans and specific plans have regulatory authority. A Special Study may be codified, as directed by the Town Council, based upon available funding and resources.
7. Exhibit 4, "Model District Plan Organization," describes the general content and organization of a district plan. The Community

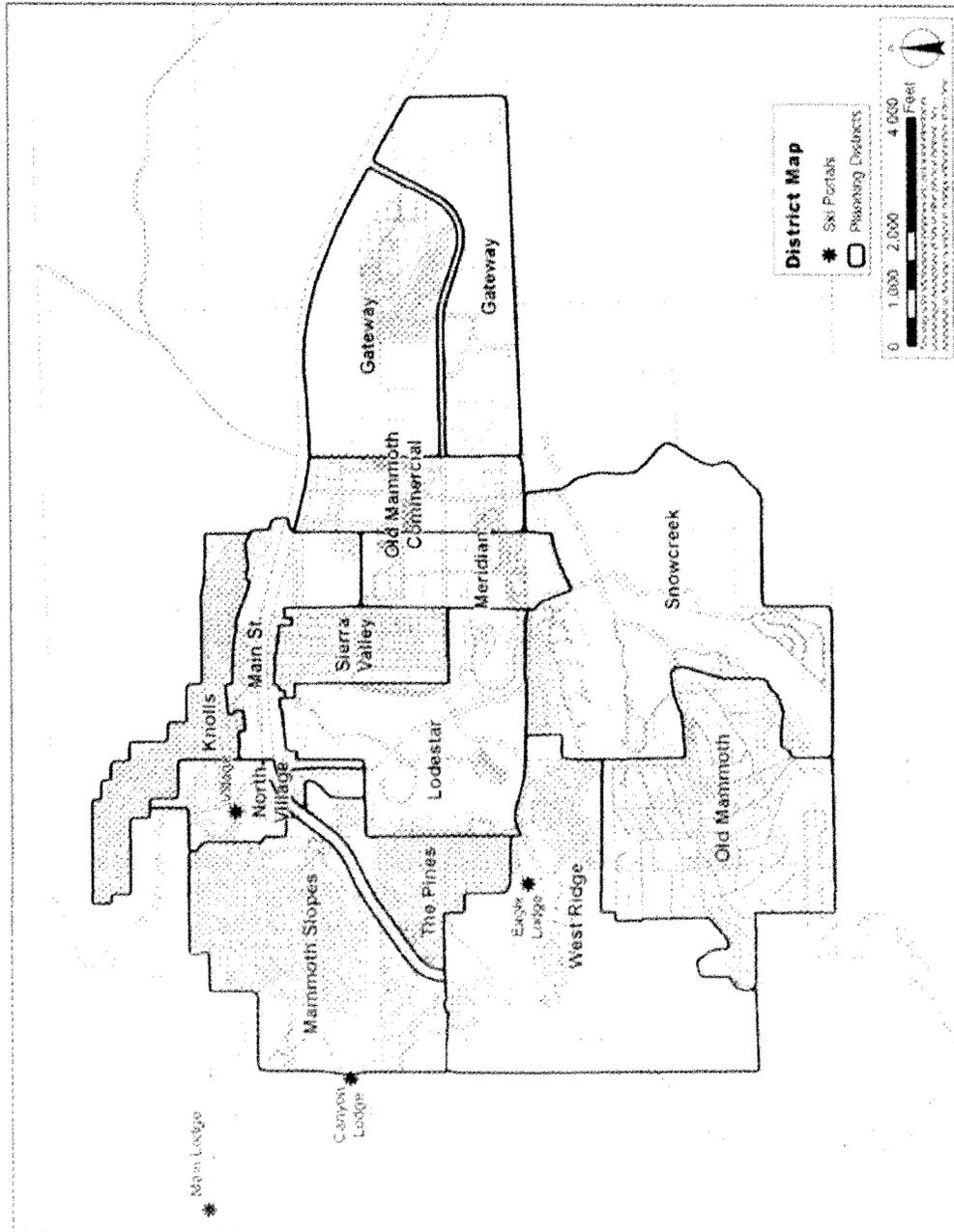
Development Director will recommend, and the Planning Commission shall establish, the required content of each District Plan. Community benefits and a PAOT discussion shall be incorporated into District Plans and shall not compromise the Town's vision or planning. Exhibit 5 describes the specific issues/elements that will be addressed during the district planning process.

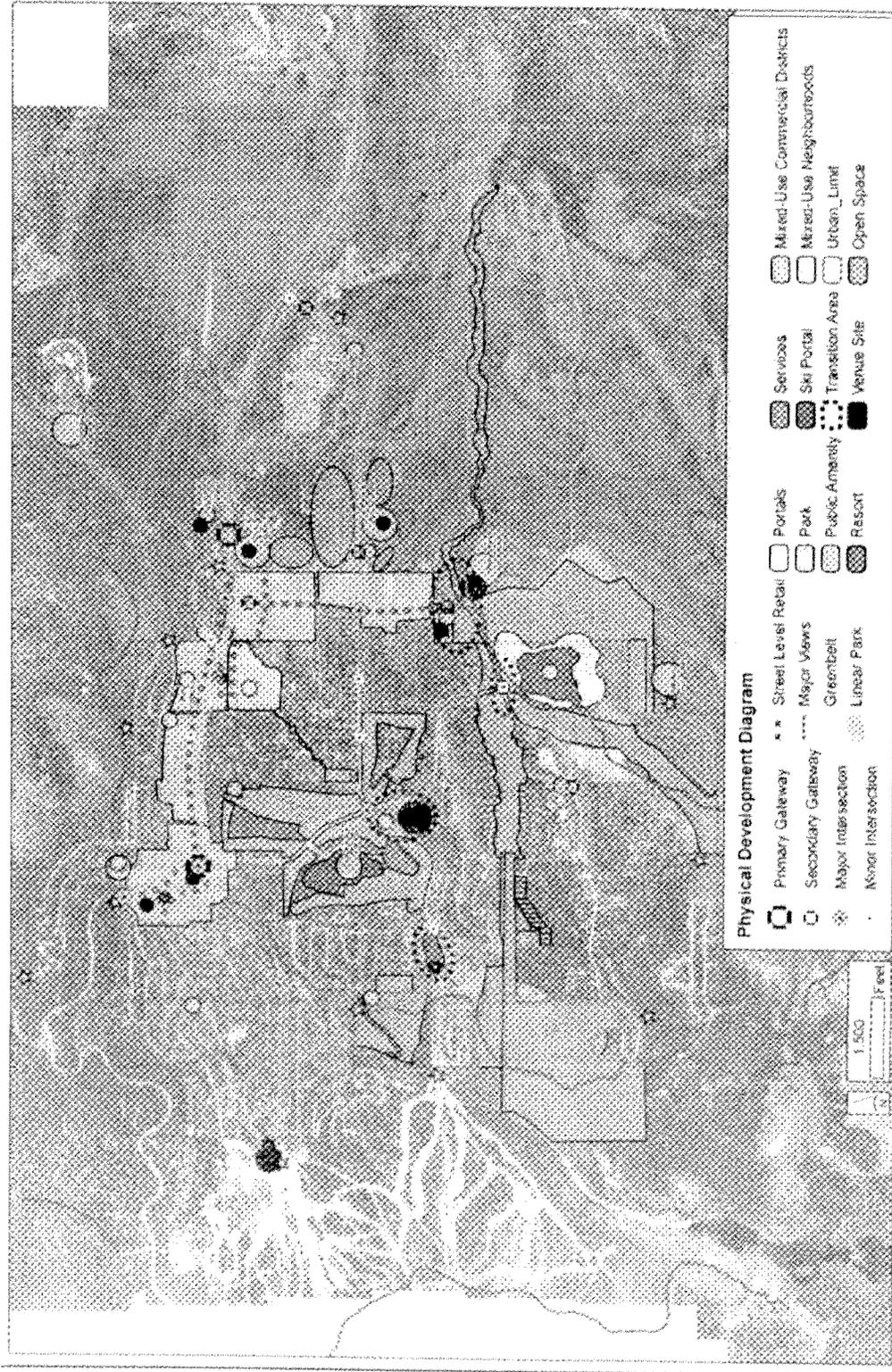
8. The Town of Mammoth Lakes will evaluate Permit Applications and approve, approve with modifications, or deny the Permit Application only after thoroughly evaluating the Permit Application with the following information:
 - a. Adopted plans, ordinances, and guidelines of the Town of Mammoth Lakes.
 - b. The following thirteen (13) resource documents:
 - i. The Town of Mammoth Lakes 1987 General Plan, as amended,
 - ii. The Vision Statement, dated December, 1992 and amended May 1998,
 - iii. Physical Development & Mobility Study, accepted August 6, 2006,
 - iv. "Town of Mammoth Lakes Community Stakeholders: Vision for the Future," PowerPoint presentation, dated August, 2006,
 - v. UCSB Report to the Town of Mammoth Lakes, dated September, 2006,
 - vi. Peer Resort Tour Reports, August, 1999 and December 6, 2006,
 - vii. Community benefits reports and presentations, dated, November 1, 2006 (two), December 13, 2006, and January 24, 2007,
 - viii. Mammoth Lakes Trails and Public Access Trail Inventory, January 12, 2007,
 - ix. Town Council General Plan Update Policy Issues report, January 31, 2006,
 - x. Draft General Plan Update, dated May, 2007,
 - xi. Town of Mammoth Lakes Market and Strategy Study for the Town of Mammoth Lakes, by Economic Research Associates, (in progress),
 - xii. Draft Term Sheets (in progress), and
 - xiii. Town of Mammoth Lakes Parks and Recreation Master Plan, (in progress).
 - c. "District Plans" as described above.

- d. Additional information reasonably determined by the Town of Mammoth Lakes necessary to evaluate the permit application, such as:
 - i. Required permit application information,
 - ii. Appropriate environmental impact analyses,
 - iii. Market, fiscal impact, and project pro forma analysis, and
 - iv. Written and oral public comments.

Exhibit 1 District Planning Areas

The boundaries of District Plans should be established after consulting the following illustrations, the District Map and the Physical Development Diagram.





Town of Mammoth Lakes

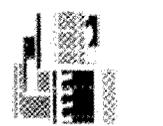
District Planning Process

Phase I: Existing Conditions / Vision

Phase II: Develop Alternatives

Phase III: District Plan Development

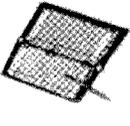
Planning & Design



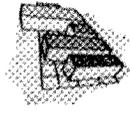
Existing Conditions Analysis



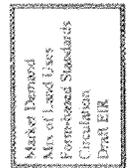
Market Demand Study



Vision and Planning Principles Memo



Opportunities and Constraints Analysis



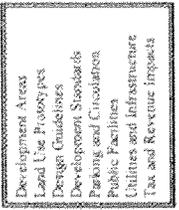
Market Demand Mix of Land Uses Form-based Standards Circulation Draft EIR



Plan Alternatives



Preferred Plan



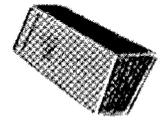
Development Areas Land Use Prototypes Design Guidelines Development Standards Parking and Circulation Public Facilities Utilities and Infrastructure Tax and Revenue Impacts



Draft District Plan



Final EIR

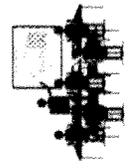


Final District Plan

Public Involvement



Interview Area Stakeholders



Planning Commission Workshop #1: District Area Vision



Review Plan with Area Stakeholders



Planning Commission Workshop #2: Review Plan Alternatives



Planning Commission / Town Council Workshop



Planning Commission Workshop #3: Review Draft District Plan Components



Planning Commission / Town Council Hearings

Project Coordination



Town Staff / Consultant Kick-off and Site Tour Meeting #1



Town Staff / Consultant Meeting #2



Town Staff / Consultant Meeting #3



Town Staff / Consultant Meeting #4



Town Staff / Consultant Meeting #5

**Town of Mammoth Lakes
Neighborhood District Planning Process
Revised by Action of the Town Council on 4/2/08**

Purpose: The updated Neighborhood District Planning (NDP) Process revises the existing District Policy and has been confirmed by the Community Stakeholders Group. The goal of district planning remains the same: to determine the specific form, function and character of an area regardless of any pending applications for development. However, there are six existing projects that would be affected by the changes in the proposed Revised NDP Process. The Town Council has determined that the six projects each require individual consideration with respect to NDP planning in order to acknowledge the best faith efforts of the developer to proceed with project approval as well as to meet the community's intent in regard to the creation of NDPs. The expeditious and timely processing of these NDPs will take approximately 3 months (for areas without significant issues, potentially longer for areas with complex issues) and will remain a priority of The Community Development Department now that the General Plan Update has been adopted.

3 Types of Neighborhood District Plans (NDP)

- 1) Master/Specific NDP
 - a) NDP and MP/SP have a coterminous boundary, not including the sphere of influence. Final adopted document will be the MP/SP. The work effort, including the documentation of issues and considered options, will be bound separately.
 - b) E.g. Shady Rest, North Village, Snowcreek, Sierra Star
- 2) Residential NDP
 - a) Multiple individual property owners, general character similarities
 - b) E.g. Sierra Valley, Old Mammoth, Mammoth Slopes, Knolls, Meridian, Majestic Pines
- 3) Hybrid NDP
 - a) Generally mixed use development areas which may include one or more MP/SPs within the NDP boundary. MP/SPs may precede the NDP but a unified document for the entire district will be the ultimate final product.
 - b) E.g. Old Mammoth Road (North and South), Main Street, Gateway, Juniper Ridge

NDP Planning Process (Meetings are noted in italics)

- 1) Process Initiation: Trigger
 - a) If a NDP is not in place, any project requiring a major legislative change will trigger and fund the creation of a NDP.
 - b) A NDP can also be initiated by a 3rd party such as the Town Council, subject to budget allocation, or community group at its own expense.
- 2) Determine Framework: Planning Commission and Town Council
 - a) Staff and applicant will develop the framework for presentation to Planning Commission and Council
 - b) *Planning Commission will hold a public meeting to determine the framework to include Boundary Determination, Sphere of Influence, Element Review/ Issue Identification and Guiding Principles:*
 - i) Boundary Determination and Sphere of Influence
 - (1) Boundary will follow the GP District Boundary (Figure 3)
 - (2) If the staff or proponent is suggesting a boundary different from the GP Figure 3, a clear and compelling argument shall be made for deliberation

- (3) Sphere of Influence will include regions in the vicinity that may have common issues or upon which the district may have impacts
 - ii) Element Review/ Issue Identification
 - (1) All elements will be reviewed and preliminary issues identified for analysis
 - (a) A NDP will describe all potential issue areas and evaluate conformity
 - (b) If an analysis is not needed on an element the finding will read n/a and give the reason
 - (c) Preliminary alternatives will be identified
 - iii) Guiding Principles
 - (1) Review the Neighborhood Character description identified in the GPU and make any other guiding principle directions
 - c) *Planning Commission recommendation will be transmitted to Town Council at the Council's next meeting for confirmation or modification*
- 3) Plan Preparation Sequence
 - a) Planning Consultant will be agreed upon by Initiator and Town Staff to prepare, plan and facilitate the public process
 - b) Data Discovery & Analysis of all Elements and Issues
 - i) Data Discovery
 - (1) Background information developed from Town, Consultant and Applicant (may require special studies per prior policy adopted by Planning Commission)
 - (2) District Focus Group Formed – selection by staff and applicant
 - (a) Consists of small group of property owners and residents to identify detailed opportunities and constraints
 - (b) Focus Group meets throughout the process to help prepare for Public Workshops – meetings supplement and conform to Commissions' Workshop schedule (usually held on the same day as a workshop)
 - c) *Public Input Workshop(s) hosted by joint Commissions (the number to be determined by the complexity of the issues)*
 - (1) The agenda for the public workshop(s) is designed, based on data discovery and focus group input – consultant facilitates meeting
 - (2) Commissions hold public workshop(s) to gain general public input on issues, opportunities, constraints, form, function, character and the connection to town wide goals
 - d) Consultant and Staff prepare written report and options to address identified issues
 - e) *Options Workshop – hosted by joint Commissions*
 - i) Public provides comment on Options
 - ii) Commissions provide comment on Options
 - f) Assemble into Final NDP Document
- 4) Plan Acceptance and Adoption Process
 - a) *Planning Commission meeting to make recommendation to Council on Preferred Option and to accept and/or adopt NDP*
 - i) In the case where NDP has had a full CEQA analyses, NDP will be able to be recommended for acceptance or adoption simultaneously with project, as may be the case with a MP/SP NDP
 - ii) In the case of NDPs that have not had a CEQA analysis, depending on the level of detail, further CEQA analyses may be needed in order to be adopted
 - (1) If NDP is accepted but not yet adopted, Staff advises Commission as to additional CEQA steps required for adoption

- (2) While in adoption process, NDP accepted concepts will be used to review subsequent project proposals and may be in the form of:
 - (a) include in MP/SP document
 - (b) include in all project reviews within the Boundary
 - (c) include follow-up actions
- (3) Project approval and project CEQA process may occur any time after NDP acceptance meeting- regardless of outcome
- b) *Town Council meeting to accept and/or adopt NDP*
 - i) Same process as above
 - ii) NDP becomes codified and may include:
 - (1) EIR mitigation measures
 - (2) Master Plan, Specific Plan, Land Use Zoning
 - (3) GPU update
 - (4) Design Guidelines
 - (5) Informative in Staff review documents

Town of Mammoth Lakes
Neighborhood District Planning Process:
Recommended Implementation Strategy for Existing Projects Already in Process
Adopted by the Town Council 4/2/08

1) Shady Rest – Master Plan Amendment

Shady Rest District has an existing Master Plan in which the project applicant is proposing an amendment. The project applicant has initiated site specific EIR analyses and has retained a consultant to facilitate the district planning process. The project would be in phase 2b (framework has been drafted) of the revised NDP process.

2) Sierra Star – Master Plan Amendment

The Sierra Star District has an existing Master Plan in which the project applicant is proposing an amendment. The proponent has filed a Master Plan Amendment and has completed, but not certified, an EIR. Given the amount of prior involvement in the proposal, the project will start with a Planning Commission special meeting that combines Step 2 b, framework provisions, with Step 3c, Planning Commission Meeting/Public Workshop, to receive input on element, issues, opportunities and constraints, boundaries, and guiding principles. The results of that meeting will be forwarded to the Town Council at their next available meeting and placed on the consent calendar for review and/or consideration.

At the Planning Commission Meeting/Public Workshop, the Commission will first address the requirements of the district planning process identified in step 2b. When the Planning Commission is comfortable with the establishment of the framework, the Commission will host a public participation session as identified in step 3c of the district planning policy.

At the same meeting, after the extent of comments is known, the Commission will direct the extent to which future Commission Meetings/Public Workshops are necessary, based upon the complexity of the issues, and identify whether options are required to address the issues. The project will then follow steps 3d, 3e, and 3f as described in the district planning policy, as required by the Planning Commission. If additional Commission Meetings/Public Workshops are not necessary, the project will move through the Planning Commission approval process, Step 4a, and then on to the Town Council, Step 4b, in a timely and orderly manner.

3) North Village District Plan Amendment

The Mammoth Crossing project is requesting a specific plan amendment to the North Village District. A project EIR is in process regarding the specific plan amendment only. The project applicant has retained a

consultant to facilitate the district planning process and is in phase 3 of the revised NDP process.

4) North Old Mammoth Road Neighborhood District Plan (NOMR NDP)

The Clearwater project is requesting the creation of a Specific Plan in the NOMR District. The project applicant has completed a NOMR District Study under the previous district planning process. The Planning Commission must forward their recommendation to the Town Council. The NOMR NDP is in phase 4 of the revised NDP process. The Clearwater project has submitted a proposed Specific Plan and staff must complete the responses to comments to complete the project EIR. The Town Staff will provide a PAOT analysis, in connection with its review of the Specific Plan. The proposed Specific Plan will be considered by the Planning Commission and Town Council. Later codification of comprehensive NOMR NDP will incorporate SP conclusions and PAOT analysis, as directed by the Town Council.

5) Mammoth Creek East Open Space Stream Corridor Neighborhood District Plan (MCEOSSC NDP)

The Sherwin project started the MCEOSSC Special Study under the previous district planning process and was considered part of the Snowcreek District. The Sherwin project has applied for a zoning code amendment, use permit, and tract map. The project is currently in phase 3d of the revised NDP process. Under the revised NDP policy, the project applicant, with the cooperation of Snowcreek, may propose the creation of a new district, the MCEOSSC NDP. A NDP follow-up meeting will be required to approve a new GP district boundary.

6) Snowcreek- Master Plan Amendment

The Snowcreek District has an existing Master Plan in which the project applicant is proposing an amendment. The proponent has filed Master a Plan Amendment and has completed, but not certified, an EIR. Given the amount of prior involvement in the proposal, the project will start with a Planning Commission special meeting that combines Step 2 b, framework provisions, with Step 3c, Planning Commission Meeting/Public Workshop, to receive input on element, issues, opportunities and constraints, boundaries, and guiding principles. The results of that meeting will be forwarded to the Town Council at their next available meeting and placed on the consent calendar for review and/or consideration.

At the Planning Commission Meeting/Public Workshop, the Commission will first address the requirements of the district planning process identified in step 2b. When the Planning Commission is comfortable with the establishment of the framework, the Commission will host a public participation session as identified in step 3c of the district planning policy.

At the same meeting, after the extent of comments is known, the Commission will direct the extent to which future Commission Meetings/Public Workshops are necessary, based upon the complexity of the issues, and identify whether options are required to address the issues. The project will then follow steps 3d, 3e, and 3f as described in the district planning policy, as required by the Planning Commission. If additional Commission Meetings/Public Workshops are not necessary, the project will move through the Planning Commission approval process, Step 4a, and then on to the Town Council, Step 4b, in a timely and orderly manner.

Exhibit 4
Model District Plan Content and Organization

I. Introductory Plan Information

- A. Title Page
 - 1. Name of the plan
 - 2. Name of local agency (project proponent and/or public agency)
 - 3. Date of adoption
- B. Credits, acknowledgments and participants
- C. Table of Contents
- D. List of Tables
- E. List of diagrams and maps
- F. Copy of date of acceptance, or adopting resolution and/or ordinance

II. Summary

- A. Purpose statement and range of issues
- B. Location
- C. Acreage
- D. Summary of preparation process and participation of citizens and agencies

III. Introduction

- A. Detailed district plan purposes and objectives
- B. Development and conservation issues addressed in the plan
- C. Project location(s), including influencing jurisdictions
 - 1. Written description
 - 2. Regional location map
 - 3. Vicinity map
 - 4. Site Location Map(s)
- D. Planning area information and environmental description
- E. Statement of whether the document is an informational study, or proposed to be enacted by policy or regulatory by application (If the plan is both policy and regulatory by design, explain the relationship between the policies and regulations.) The types of District Plan are as follows:
 - 1. Special Study (not enacted)
 - 2. Master Plan (enacted by ordinance)
 - 3. Specific Plan (enacted by ordinance or resolution)
- F. Statement of how the plan policies and/or regulations accomplish the objectives of the plan.
- G. Relationship of the district plan to the general plan.
- H. Relationship of the district plan to neighboring plans and those of other jurisdictions, regional agencies, and the state.
- I. A list of projects required by law to be consistent with the district plan (e.g. rezonings, tentative subdivision maps and public works projects).

IV. District Plan Analysis

- A. Description of proposed major land use development permit application(s)

1. Project location(s)
2. Summary project description(s)
- B. District description and assessment
 1. Description of setting and context
 - a. Neighborhood and district character summary
 - b. Existing land uses, density, and population
 - c. Location and description of housing stock
 2. Physical conditions
 - a. Topography
 - b. Soils and soils engineering
 - c. Drainage
 - d. Trees and vegetation
 - e. Biology
 - f. Archeology and paleontology
 - g. Natural hazards
 3. Property information
 - a. Property ownership
 - b. Easements and rights-of-way
 4. Public service infrastructure (overhead, underground, vaults, and associated easements)
 - a. Electric
 - b. Cable
 - c. Gas
 - d. Water
 - e. Storm Drain
 - f. Sewer
 5. Physical development
 - a. Relationship to adjoining and surrounding areas
 1. Boundaries, edges, and barriers
 2. Landscape and open space connections
 3. Summary mobility connections
 - b. View Assessment
 1. Public vistas
 2. Public view corridors
 3. Public views and vistas of and through area
 - c. Pattern and form analysis
 1. Transect description
 2. Block and figure ground pattern
 3. Building form, scale and pattern
 4. Streetscape design and conditions
 6. Mobility
 - a. Way finding
 - b. Gondola or similar access
 - c. Pedestrian plazas, paths, sidewalks, crosswalks and amenities
 - d. Paved and unpaved trails
 - e. Bicycle

- 1. Paths and trails
- 2. Storage and cyclist accommodations
- f. Transit routes, stops and shelters
- g. Streets and mid-block connectors
- h. Traffic control
- i. Parking
 - 1. Public and private parking
 - 2. On- and off-site
- j. Maintenance and operations
 - 1. Service and delivery access and operations
 - 2. Snow management
 - 3. Emergency access

V. Planning and Regulatory Provisions

A. The plan - a statement of development policies (opportunities, issues, and analysis of data) pertaining to the district. The plan should be arranged substantially similar to the 2007 General Plan content and include: economy; arts, culture, heritage, and natural history; community design; neighborhood and district character; land use; mobility; parks, open space, and recreation; resource management and conversation; public health and safety. The plan should consist of:

- 1. Objectives
- 2. Policies
- 3. Programs
- 4. Plan proposals
 - a. Diagram and written description of planned land uses.
 - b. Characteristics of each land use designation (e.g. single family residential, neighborhood commercial, open space for conservation).
 - 1. Development Standards
 - 2. Standards for conservation, development, and utilization of natural resources.

B. Land use regulations

- 1. Statement of purpose or intent
- 2. Applicability
 - a. Statement of applicability of the regulations to the planning area and designations on the district land use plan diagram.
 - b. Effective date of the regulations
- 3. Statement of relationship between the district plan regulations and the zoning, subdivision, and other local ordinances.
- 4. Development standards.
- 5. Statement of relationship between the district plan build-out population and the General Plan.

C. Design standards

- 1. Building design, massing & height

2. Parking location & orientation
3. Garage door size & type
4. Entrances, access, & on-site circulation

VI. The Infrastructure Plan

A. Mobility: Development policies pertaining to the planned distribution, location, extent and intensity of public and private transportation consisting of:

1. Objectives
2. Policies
3. Discussion of the relationship between the objectives, policies and how they are implemented through the individual plan proposals.
4. Plan proposals
 - a. Diagram(s) and written description of proposed circulation and transportation components, including improvements that support the planned land uses.
 - b. Development standards for the primary components of public and private infrastructure (street cross-sections and material requirements).

B. Public service infrastructure (water, sewer, and storm drainage): Development policies pertaining to the planned distribution, location, extent, and intensity of water, sewer, and storm drainage consisting of:

1. Objectives
2. Policies
3. Discussion of the relationship between the objectives, policies and how they are implemented through the individual plan proposals.
4. Plan proposals
 - a. Diagram(s) and written description of proposed water, sewer, and drainage systems, including the improvements which support the planned land uses.
 - b. Development standards for the primary components of public infrastructure.

C. Solid waste disposal: Development policies pertaining to the planned distribution, location, extent, and intensity of solid waste disposal facilities and services consisting of:

1. Objectives
2. Policies
3. Plan Proposals
 - a. Description of the type and location of proposed solid waste disposal facilities and serving necessary to support the planned land uses.
 - b. Description of the proposed facilities and services to be provided (e.g., transformation station and recycling).

D. Energy: Development policies pertaining to the planned distribution, location, extent, and intensity of energy facilities and services consisting of:

1. Objectives
2. Policies

3. Plan proposals
 - a. Description of the type and location of proposed energy facilities, transmission lines, and easements necessary to support the planned land uses.
 - b. Description of the proposed facilities and services to be provided (e.g., distribution of natural gas and the regulation of pressure).
- E. Other essential facilities necessary to support the proposed land uses (e.g., schools, fire stations, street lighting and landscaping).

VII. Program of Implementation Measures

- A. Description of the regulations and ordinances which will implement the district plan.
- B. Capital improvement program
 1. Estimated cost of capital projects identified in the district plan's infrastructure plan.
 2. The measures by which each capital project will be financed.
 3. Identification of parties responsible completing each proposed improvement.
- C. Financing measures necessary for implementation of each of the district plan's proposals other than capital improvements.
 1. List and description of projects needing financing.
 2. Cost estimates
 3. The measures by which each district plan proposal will be financed.
 4. Identification of parties responsible for completing each proposal.
- D. Phasing plan for the district plan proposal including capital improvements.
- E. Subsequent development entitlements
- F. Other Programs

VIII. Relationship of the Plan's Environmental Document to Subsequent Discretionary Projects

- A. Projects that will be exempt from additional environmental documentation based on the plan's EIR.
- B. Projects that will require additional environmental documentation.

IX. Plan Administration

- A. Specific plan cost recovery fees authorized by §65456
- B. District plan amendment procedures
 1. State requirements
 2. Local requirements

X. Plan Enforcement

XI. Appendices

- A. Precise description of the district plan area boundary.
- B. Summaries of key district plan background data and information.

C. Glossary of district plan terms

**District Planning
List of Topical Elements**

At the December 19 Town Council meeting, the CSG presented a list of topical elements that they would like to see addressed consistently in a district plan. Staff has developed a checklist template for evaluation of a project against General Plan goals, which will cover, in a consistent and systematic way, the elements suggested by the CSG. This evaluation summary is attached.

The following list reflects the elements suggested by the CSG, with some slight modifications to more closely align with the General Plan-based evaluation described above. The correspondence between the CSG list and the summary evaluation form is shown in the table below.

Element or Topic	General Plan Summary Evaluation Item
Density and Impacts to PAOT	<ul style="list-style-type: none"> • Land Use Goal L.1, L.3.
Land Use. (Mix and types of uses (housing, commercial, retail, etc.) and physical development characteristics: height, setbacks, massing)	<ul style="list-style-type: none"> • Land Use Goal L.1, L.2, L.3, L.5 and L.6. • Community Character Goal C.1, C.2, C.3, C.4
Character. (Architecture and sense of place)	<ul style="list-style-type: none"> • Neighborhood and District Character Goals, as applicable by district. • Community Character Goals C.1, C.2, C.4.
Sphere of Influence. (Transitions and consistency with adjoining areas)	<ul style="list-style-type: none"> • Neighborhood and District Character Goals, as applicable • Community Character Goals C.1, C.2, C.4.
Circulation, Mobility and Parking. (Feet-first, park once, way-finding, trails and pedestrian facilities)	<ul style="list-style-type: none"> • Mobility Goals M.1 through M.7 • Community Design Goal C.3
Recreation and Community Amenities. (Recreational opportunities and facilities and open space)	<ul style="list-style-type: none"> • Parks, Open Space and Recreation Goals P.1, P.2, P.4 and P.5.
Economic Trade-Offs. (Contribution to a sustainable economy town-wide)	<ul style="list-style-type: none"> • Economy Goals E.1, E.2, and E.3.
Public Infrastructure and Facilities. (Emergency access and safety, snow removal, public services, utilities infrastructure)	<ul style="list-style-type: none"> • Community Design Goal C.3 • Mobility Goal M.9 • Public Health and Safety Goal S.1, S.2, S.3, S.4, S5 and S.6.
Environment and natural resources (Tree preservation, wetlands and riparian habitat, sensitive natural resources)	<ul style="list-style-type: none"> • Arts and Culture Goal A.1 • Resource Management and Conservation Goals R.1 through R.11.

**2007 General Plan Land Use Permit Application
Summary Evaluation Template
[insert application name]**

Summary Evaluation

This form is used to present the summary evaluation of land use permit applications filed with the Town of Mammoth Lakes; it will accompany staff reports to Town Commissions and Town Council. The evaluation form is organized by the Community Visions and the Goals contained in the adopted 2007 General Plan. As an umbrella summary, the findings and information placed in this evaluation will be drawn from the relevant studies and determinations required of the project. These include but are not limited to: California Environmental Quality Act analyses, traffic studies, district planning studies, market studies, design review, master plans and guidelines, the Municipal Code, and the General Plan.

This evaluation also provides a framework to address a number of topical issues that community members have been concerned to see addressed in the project review process.

Triple Bottom Line

The values of the community also encompass making decisions that benefit the community's social, natural and economic capital – the triple bottom line. Decisions that enhance all three aspects of community provide the greatest benefit; decisions that improve or conserve two forms of capital without diminishing the third are also ideal. Decisions that only benefit one and decrease the other two forms of capital are undesirable.

COMMUNITY VISION

Surrounded by uniquely spectacular scenery and diverse four-season recreational opportunities, the community of Mammoth Lakes is committed to providing the very highest quality of life for our residents and the highest quality of experience for our visitors. To achieve this vision, Mammoth Lakes places a high value on:

Statement	Evaluation
1. Sustainability and continuity of our unique relationship with the natural environment. As stewards, we support visitation and tourism as appropriate means to educate and share our abundant resources. We are committed to the efficient use of energy and continuing development of renewable resources.	[Insert description of conformance and exceptions though out.]
2. Being a great place to live and work. Our strong, diverse yet cohesive, small town community supports families and individuals by providing a stable economy, high quality educational facilities and programs, a broad range of community services and a participatory Town government.	
3. Adequate and appropriate housing that residents and workers can afford.	

4. Being a premier year-round resort community based on diverse outdoor recreation, multi-day events and an ambiance that attracts visitors.	
5. Protecting the surrounding natural environment and supporting our small town atmosphere by limiting the urbanized area.	
6. Exceptional standards for design and development that complement and are appropriate to the Eastern Sierra Nevada mountain setting and our sense of a "village in the trees" with small town charm.	
7. Offering a variety of transportation options that emphasize connectivity, convenience, and alternatives to use of personal vehicle with a strong pedestrian emphasis.	

COMMUNITY GOALS FOR EACH ELEMENT

ECONOMY

Goal	Evaluation
E.1. Be a premier destination community in order to achieve a sustainable year-round economy.	
E.2. Achieve sustainable tourism by building on the area's natural beauty, recreational, cultural, and historic assets.	
E.3. Achieve a more diversified economy and employment base consistent with community character.	

ARTS, CULTURE, HERITAGE AND NATURAL HISTORY

Goal	Evaluation
A.1. Be stewards of Mammoth's unique natural environment.	
A.2. Be a vibrant cultural center by weaving arts and local heritage and the area's unique natural history into everyday life.	
A.3. Encourage public art and cultural expression throughout the community.	

COMMUNITY DESIGN

Goal	Evaluation
C.1. Improve and enhance the community's unique character by requiring a high standard of design in all development in Mammoth Lakes.	
C.2. Design the man-made environment to complement, not dominate, the natural environment.	
C.3. Ensure safe and attractive public spaces.	

including sidewalks, trails, parks and streets.	
C.4. Be stewards of natural and scenic resources essential to community image and character.	
C.5. Eliminate glare to improve public safety. Minimize light pollution to preserve views of stars and the night sky.	
C.6. Enhance community character by minimizing noise.	

NEIGHBORHOOD AND DISTRICT CHARACTER

This element expands on Land use and Community design goals. Insert the relevant neighborhood and district character section relevant to the land use permit application, e.g.:

North Village

Characteristic	Evaluation
1. Viewsheds to Sherwin Range and the Knolls are preserved	
2. Landscape that recalls the Eastern Sierra and establishes scale and street edge	
3. Create a sense of exploration using pedestrian-oriented sidewalks, plazas and courtyards with pedestrian comforts	
4. Easy pedestrian access across main streets	
5. Gateway intersection at Minaret Road and Main Street/Lake Mary Road	
6. Visitor-oriented entertainment retail district	
7. Active day and evening through all four seasons, designed to achieve a 2-3 hour visit	
8. Resort and resident activities, amenities and services	
9. Animation with retail and significant businesses oriented to the street	
10. Retail and services in "storefront" setting located at the sidewalk	
11. A variety of resort lodging supported by meeting facilities, outdoor activities and restaurants, arts, culture and entertainment	
12. Create year-round non-vehicular links to mountain portals	
13. Lake Mary Road connected to the North Village District by trails	
14. Shared and pooled parking, convenient structured parking and small-scale street adjacent surface parking	
15. Encourage living and working in close proximity to transit oriented development	

LAND USE

Goal	Evaluation
L.1. Be stewards of the community's small town character and charm, compact form, spectacular natural surroundings and access to public lands by planning for and managing growth.	
L.2. Substantially increase housing supply available to the workforce.	
L.3. Enhance livability by designing neighborhoods and districts for walking through the arrangement of land uses and development intensities.	
L.4. Be the symbolic and physical heart of the Eastern Sierra: the regional economic, administrative, commercial, recreational, educational and cultural center.	
L.5. Provide an overall balance of uses, facilities and services to further the town's role as a destination resort community.	
L.6. Maintain the Urban Growth Boundary to ensure a compact urban form; protect natural and outdoor recreational resources; prevent sprawl.	

MOBILITY

Goal	Evaluation
M.1. Develop and implement a townwide way-finding system.	
M.2. Improve regional transportation system.	
M.3. Emphasize feet first, public transportation second, and car last in planning the community transportation system while still meeting Level of Service standards.	
M.4. Encourage feet first by providing a linked year-round recreational and commuter trail system that is safe and comprehensive.	
M.5. Provide a year-round local public transit system that is convenient and efficient.	
M.6. Encourage alternative transportation and improve pedestrian mobility by developing a comprehensive parking management strategy.	
M.7. Maintain and improve safe and efficient movement of people, traffic, and goods in a manner consistent with the feet first initiative.	
M.8. Enhance small town community character through the design of the transportation system.	
M.9. Improve snow and ice management.	

PARKS, OPEN SPACE, AND RECREATION

Goal	Evaluation
P.1. Maintain parks and open space within and	

adjacent to town for outdoor recreation and contemplation.	
P.2. Provide additional parks within town.	
P.3. Create a Master Plan for an integrated trail system that will maintain and enhance convenient public access to public lands from town.	
P.4. Provide and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages.	
P.5. Link parks and open space with a well-designed year-round network of public corridors and trails within and surrounding Mammoth Lakes.	

RESOURCE MANAGEMENT AND CONSERVATION

Goal	Evaluation
R.1. Be stewards of habitat, wildlife, fisheries, forests and vegetation resources of significant biological, ecological, aesthetic and recreational value.	
R.2. Maintain a healthy regional natural ecosystem and provide stewardship for wetlands, wet meadows and riparian areas from development-related impacts.	
R.3. Preserve and enhance the exceptional natural, scenic and recreational value of Mammoth Creek.	
R.4. Conserve and enhance the quality and quantity of Mammoth Lakes' water resources.	
R.5. Minimize erosion and sedimentation.	
R.6. Optimize efficient use of energy.	
R.7. Be a leader in use of green building technology.	
R.8. Increase use of renewable energy resources and encourage conservation of existing sources of energy.	
R.9. Reduce volume of solid waste.	
R.10. Protect health of community residents by assuring that the town of Mammoth Lakes remains in compliance with or improves compliance with air quality standards.	
R.11. Reduce greenhouse gas emissions.	

PUBLIC HEALTH AND SAFETY

Goal	Evaluation
S.1. Support high quality health care and child care for Mammoth Lakes' residents and visitors.	
S.2. Keep Mammoth Lakes a safe place to live, work and play.	
S.3. Minimize loss of life, injury, property	

damage, and natural resource destruction from all public safety hazards.	
S.4. Maintain adequate emergency response capabilities.	
S.5. Support high quality educational services and life-long learning resources within the community.	
S.6. Enhance quality of life by encouraging and supporting high quality facilities and services.	

HOUSING ELEMENT (2003)

Goal	Evaluation
1. To ensure the provision of a variety of housing types suitable to the needs of the different social and economic segments of Mammoth Lakes' population.	
2. Housing programs and opportunities that maximize choice, and avoid discrimination based upon age, ethnic background, sex, marital status, handicaps, or family size.	
3. Energy efficient structures and sites.	
4. Maintenance or enhancement of the quality and availability of existing residential units.	

PARK AND RECREATION ELEMENT (1990)

Goal	Evaluation
1. To develop the Mammoth Lakes community as a quality year-round recreation destination resort.	
2. To assure the availability of adequate park and recreation facilities for the existing and future citizens of the Town of Mammoth Lakes.	

NOISE ELEMENT (1997)

Goal	Evaluation
1. To protect the citizens of the Town from the harmful and annoying effects of exposure to excessive noise.	
2. To protect the economic base of the Town by preventing incompatible land uses from encroaching upon existing or planned noise-producing uses.	
3. To preserve the tranquility of residential areas by preventing noise-producing uses from encroaching upon existing or planned noise-sensitive uses.	
4. To educate the citizens of the Town concerning the effects of exposure to excessive noise and the methods available for minimizing such exposure.	

Analysis of Where Projects Fit into Revised Process

District	CSG	Town
Shady Rest	Currently in Phase 2b- framework has been drafted..	Currently in Phase 2b -- framework has been drafted.
Sierra Star <i>see next page</i>	Master Plan Amendment has been submitted, Development Agreement is in place. EIR response to comments in process, start at 3c.	Master Plan proposal is being revised and will be submitted soon. EIR Responses to Comments in progress, framework has not been accepted so start at Phase 2.
North Village	Currently in Phase 3.	Currently in Phase 3.
North Old Mammoth Road	Study must be forwarded to Council for acceptance, EIR response to comments in progress, add PAOT to project analysis, later codify NDP.	Study must be forwarded to Council for acceptance, EIR Responses to Comments in progress, add PAOT to project analysis, later codify NDP subject to Council direction and budget.
Mammoth Creek East	Currently in Phase 3c, create a new district.	Currently in Phase 3, create a new district if desired by applicants.
Snowcreek <i>see next page</i>	Master Plan has been submitted, EIR needs to be certified, start at Phase 3c.	Master Plan has been submitted, EIR needs to be certified, framework has not been accepted so start at Phase 2.

Sierra Star and Snowcreek District Planning Implementation Practice
Approved by the Town Council
March 19, 2008

Both proponents have filed Master Plan Amendments and have completed, but not certified, an EIR. Given the amount of prior involvement in the proposal, each project will start with a Planning Commission special meeting that combines Step 2 b, framework provisions, with Step 3c, Planning Commission Meeting/Public Workshop, to receive input on element, issues, opportunities and constraints, boundaries, and guiding principles. The results of that meeting will be forwarded to the Town Council at their next available meeting and placed on the consent calendar for review and/or consideration.

At the Planning Commission Meeting/Public Workshop, the Commission will first address the requirements of the district planning process identified in step 2b. When the Planning Commission is comfortable with the establishment of the framework, the Commission will host a public participation session as identified in step 3c of the district planning policy.

At the same meeting, after the extent of comments is known, the Commission will direct the extent to which future Commission Meetings/Public Workshops are necessary, based upon the complexity of the issues, and identify whether options are required to address the issues. The projects, Sierra Star and Snowcreek, will then follow steps 3d, 3e, and 3f as described in the district planning policy, as required by the Planning Commission. If additional Commission Meetings/Public Workshops are not necessary, the project will move through the Planning Commission approval process, Step 4a, and then on to the Town Council, Step 4b, in a timely and orderly manner.

ATTACHMENT 2



Planning & Design

April 29, 2008

Jen Daugherty
Assistant Planner
Town of Mammoth Lakes
PO Box 1609
Mammoth Lakes, CA 93546

Philadelphia
Coral Gables
Dallas
Lake Placid
San Diego
San Francisco

***Re: Town of Mammoth Lakes, Shady Rest/Hidden Creek Crossing District
Planning Study Part 2 (WRT #5123-05.99) PROPOSAL***

Dear Ms. Daugherty:

Having completed the first portion of the Hidden Creek Crossing District Planning Study (Analysis and Options), we are delighted to continue the efforts with Part 2. We have reviewed the Town Council Revised Policy (April 2, 2008) and the Town's scope of work for the Shady Rest District Planning Study (October 18, 2007) and propose the following efforts to complete the Planning Study. The following pages outline our understanding of the scope of work, project goals and tasks at hand as well as a proposed fee.

From your direction, we know that the study area will also incorporate a larger sphere of influence including North Old Mammoth Road, as shown on your map. The scope follows the District Planning Process adopted by the Town Council in June, 2007 and modified in April, 2008. The approach addresses:

1. Implementation of the 2007 General Plan direction and population limitation of 52,000 people.
2. Community design, site context and opportunities and constraints to inform the Hidden Creek Crossing Master Plan
3. Identification of uses and development program, circulation and facilities for the study area.
4. Development of guidelines in the form of building massing, design standards, etc. to express the community values
5. Summary in the form of a Special Study document and communication with focus group, the public and decision makers.



April 29, 2008
Page 2

Following your review, please do not hesitate to call and discuss the proposal.

Sincerely,

A handwritten signature in black ink that reads 'Kathleen A. Garcia'.

Kathleen A. Garcia, FASLA
Principal



Shady Rest District Planning Study 'Special Study' Scope of Work

Part I, under separate contract

The following scope of services is under completion as the work effort in Part I and is listed here for reference only.

Task 1: Study Area Understanding

- 1.1 Applicant/Town Staff/Consultant Kick Off telephone conference
- 1.2 Resource Document Review/Relevant Background Information
- 1.3 Components of a Livable Workforce Neighborhood
- 1.4 Opportunities & Constraints
- 1.5 Summary Report of Understanding

Task 2: Options (3) Development and Review

- 2.1 Program Development
- 2.2 Three preliminary option concepts
- 2.3 Concepts Option Review
- 2.4 Option Evaluation
- 2.5 Summary Report

Part II, Special Study Proposed Scope of Work

Task 3: Planning Process Meetings

3.1 Focus Group Meetings: At the discretion of staff, WRT will attend and conduct the Focus Group Meetings to review the current work efforts with the Focus Group. It is assumed that these Focus Group meetings will take place on the day/trip of the Planning Commission/Joint Commissions Workshops.

3.2 Joint Commissions Meetings #1A - Framework

- Framework Meeting (May 13, Planning Commission only)
- Element Review/Issue Identification/Preliminary Options/Guiding Principles/Review of Neighborhood Character description and direction Workshop (May 13)
- Recommendations: Framework Discussion (May 14 Planning Commission only)



WRT will present the review of the existing conditions and issues as well as preliminary options to the Town Planning Commission for their review, concurrence and direction.

3.3 Joint Commissions Meeting #1B - *Optional Meeting if directed by Planning Commission*: If requested, a second Issues/Preliminary Options meeting will be held with the Planning Commission/Joint Commissions to further explore the range of issues and the optional directions.

3.4 Joint Commissions Meeting #2 - Options Workshop:
Following the first joint meeting(s), the second Joint Commission meeting will be conducted to review the refined options based upon the comments of Meetings #1A (and 1B if conducted).

3.5 Planning Commission Meeting #3: - District Plan Acceptance
WRT will present the review of the guiding principles and draft District Plan to the Town Planning Commission for their review, concurrence and acceptance.

Task 4: Draft District Planning Study Development

4.1 Preferred Alternative Refinement: Based upon the input of the focus group, Joint Workshop, applicant and staff direction, WRT will refine the preferred alternative for District Plan development.

4.2 Preferred Alternative Review: WRT and staff will review the refined preferred alternative (conference call) prior to documentation of plan.

4.3 Administrative Draft Planning Study Development: From the Joint Commissions/Planning Commission, focus group and Town staff input, WRT will develop the elements of the Draft Planning Study, per the following outline.

1. Executive Summary
2. Introduction
 - a. Study purposes & objectives
 - b. Development & conservation issues
 - c. Project location
 - d. Planning area information
 - e. District Plan type
 - f. Policies and regulations
 - g. Relationship to General Plan
 - h. Relationship to adjacent District Plans
 - i. Consistency



3. District Plan Analysis and Recommendations
 - a. Major land use descriptions
 - b. District description and assessment
 - i. Density ranges and impacts
 - ii. Land use mixes, types and physical development characteristics
 - iii. Architectural and Community Character
 - iv. Connections/Transitions within Sphere of Influence
 - v. Circulation, Mobility and Parking
 - vi. Recreation and Community Amenities
 - vii. Contributions to a sustainable Town economy
 - viii. Public Infrastructure and Facilities
 - ix. Environment and Natural Resources
4. Planning and Regulatory Provisions
 - a. Plan Development Policies
 - b. Land Use Regulations
 - c. Design Standards
5. Program of Implementation Measures
 - a. Regulations & Ordinance descriptions to implement
6. Appendices

WRT will document the planning study with text and graphics to illustrate the concepts. WRT anticipates producing an Administrative Draft (unformatted) for staff review and comment.

4.4 Draft Planning Study Documentation and Review: Based upon the comments on the Administrative Draft, WRT will prepare a final Draft (formatted) prior to the Focus group Meeting and Planning Commission. Comments from the focus group meeting and Commission meeting will be summarized for the report's appendices.

4.5 District Planning Study: WRT will prepare the Administrative Public Review Draft of the District Planning Study based upon Planning Commission input.

4.6 Staff will review Administrative Public Review Draft and provide direction to WRT for incorporation into final document.

4.7 WRT will provide staff with digital copy of final district plan for adoption.

Task 5 Optional:

5.1 Additional Community Meetings: WRT will be available for additional meetings on a Time & Materials basis for additional staff, community, focus group,



Commission, or Town Council meetings. Additional meetings can be negotiated as necessary.

Products:

Meeting Facilitation: Joint Commission meetings will be facilitated by WRT. Discussion materials for these meetings and a summary of the meeting discussion and conclusion will be provided in the document report.

District Plan: As agreed upon by staff and applicant, the product for this District Plan will consist of an 8.5x11 document approximately 50 pages in length, and with specific diagrams and or sketches to illustrate the written contents. Studies and information found in other key documents (EIR, Design Guidelines, Applicant package etc.) will be referenced and summarized rather than repeated.

Fee:

Assuming a schedule of approximately five months and 3 trips to Mammoth Lakes (2@Focus Group/Planning Commission, 1@Joint Workshop) the following outlines the fees for WRT professional services:

<i>Task</i>	<i>fee</i>
1 Study Area Understanding (under prior contract)	\$ -
2 Option Development & Review (under prior contract)	\$ -
3 Planning Study Meetings	\$ 11,520.00
4 District Plan Development & Acceptance	\$ 58,400.00
<i>Labor Subtotal:</i>	<u>\$ 69,920.00</u>
Reimbursable Expense estimate:	
3 Trips to Mammoth (mileage only)	\$ 1,650.00
*Hotel Room allowance (2 nights/trip/1 person)	\$ 900.00
Other Reimbursable Expenses Estimate (printing, etc)	\$ 1,000.00
<i>Reimbursable Subtotal:</i>	<u>\$ 3,550.00</u>
TOTAL:	\$ 73,470.00
<i>Optional Task</i>	<i>fee</i>
5 Labor allowance for additional meeting per meeting	\$ 7,680.00
*Travel/Subsistence per additional meeting	\$ 900.00
<i>Subtotal:</i>	<u>\$ 8,580.00</u>

**Reimbursable expenses will be at cost + 10% and are estimated above – actual cost may vary based upon provisions and seasonal rates.*

(End of scope of work)



Planning & Design

January 14, 2008

Ms. Ellen Clark
Senior Planner
Town of Mammoth Lakes
PO Box 1609
Mammoth Lakes, CA 93546

Re: *Town of Mammoth Lakes, Shady Rest District Planning Study (WRT #5123-05.99) REVISED PROPOSAL*

Philadelphia
Coral Gables
Dallas
Lake Placid
San Diego
San Francisco

Dear Ms. Clark:

We have discussed the Town's revised scope of work for the Shady Rest District Planning Study with you and submit this "partial" proposal to develop the first phase of the Planning Study. The following pages outline our understanding of the abbreviated scope of work, project goals and tasks at hand as well as a proposed fee. This proposal is also a result of our joint telephone conversation with the applicant's planner and applicant and removes any of the stakeholder meetings and District Plan preparation until a later phase.

From your direction, we know that the study area will also incorporate a larger sphere of influence including North Old Mammoth Road, as shown on your map. This revised scope follows the first phase of the District Planning Process adopted by the Town Council in June, 2007 and your previous direction on October 18, 2007. The approach addresses:

1. Implementation of the 2007 General Plan direction and population limitation of 52,000 people.
2. Community design, site context and opportunities and constraints to inform the Hidden Creek Crossing Master Plan
3. Identification of uses and development program, circulation and facilities for the study area.

Following your review, please do not hesitate to call to discuss the abbreviated proposal.

Sincerely,

Kathleen A. Garcia, FASLA
Principal



Shady Rest District Planning Study
'Special Study' Partial Scope of Work
(Phase 1 only)

Task 1: Study Area Understanding

1.1 Applicant/Town Staff/Consultant Kick Off telephone conference: WRT and Town Staff will discuss the desired schedule and work products and review site conditions with town staff by conference call. Town staff will arrange for the applicant's participation as requested.

1.2 Resource Document Review/Relevant Background Information: The thirteen Town identified resource documents and all applications submitted by the applicant (preliminary) as well as existing conditions information provided by the Town will be reviewed for application to this study area. The prior Commission workshop briefs, District Plan Characteristics summary and opportunities and objectives will be reviewed. The 1991 Master Plan, the 2002 USFS land exchange, the project's Economic Study, CEQA technical studies, as available, and the project application will be reviewed. Key qualities and elements in these documents will be identified and discussed as they relate to the District. Specific focus will be spent on the development proposals in the study area and sphere of influence.

1.3 Components of a Livable Workforce Neighborhood: The community components that make up a "livable workforce neighborhood" will be discussed and analyzed as it relates to the Shady Rest District. The intent at this stage is to outline the "assessment criteria" that alternatives would be assessed against as developed in future stages.

1.4 Opportunities & Constraints: WRT will, from the review of conditions, determine the opportunities and constraints to meet the objectives of providing a "livable workforce neighborhood."

1.5 Summary Report: WRT will prepare a summary report that identifies:

- Summary of Planning Context, site and relationship to Old Mammoth Road District,
- Opportunities & Constraints
- Existing Conditions, Issues & Findings summarizing the key conditions and findings will be prepared.
- Livable Workforce Neighborhood Assessment Criteria



Task 2: Alternatives Development and Review

2.1 Program Development: WRT will work with Town Staff in light of the capacity of the town and the objectives for affordable housing to develop program option(s) for the site to fulfill the goals of a “livable workforce neighborhood”. These will be reviewed with the Town prior to developing the alternative concepts and may be refined based upon the physical manifestation in the alternatives.

2.2 WRT will prepare up to three preliminary alternative concepts (to be determined with staff based upon the analysis and understanding, one being the Applicant’s proposal) plus the no-project alternative (existing approved master plan) for the District. These alternatives will develop a framework for discussion. They will be preliminary in nature, and utilize the model unit developed by the applicant.

2.3 The alternative concepts will be reviewed with applicant and staff for comment and direction. It is assumed that these alternatives will provide direction and project description for the future CEQA analysis. Alternative review and evaluation criteria will be developed in conjunction with Town Staff.

2.4 Alternatives Evaluation: WRT will summarize the Alternatives Analysis and address how the alternative concepts contribute and impact the Town generally and District specifically based on the criteria established in Task 1.3. WRT will coordinate with the CEQA consultant as needed.

2.5 Summary Report: WRT will prepare a summary report that identifies:

- Summary of preliminary draft Program
- Summary of draft Alternatives
- Alternative Evaluations by consultant team

Task 3: Draft District Planning Study Development

Not a part of this scope of work

Task 4: District Plan Review & Acceptance Hearing

Not a part of this scope of work



Task 5 Optional:

5.1 Stakeholder/Commission/Council/Community Meetings: WRT will be available for meetings on a Time & Materials basis for staff, community, steering committee, Commission, or Town Council meetings in Mammoth Lakes. An allowance is shown here and can be negotiated as necessary.

Fee:

The following outlines the fees for WRT professional services:

<i>Task</i>	<i>fee</i>
1 Study Area Understanding (abbreviated scope)	\$ 12,480.00
2 Alternatives Development & Review (abbreviated scope)	\$ 31,200.00
3 Planning Study Development (not a part)	\$ -
4 Distric Plan Review & Acceptance (not a part)	\$ -
<i>Labor Subtotal:</i>	<u>\$ 43,680.00</u>

Reimbursable Expense estimate:

Reimbursable Expenses Estimate (printing, etc)	\$ 500.00
<i>Reimbursable Subtotal:</i>	<u>\$ 500.00</u>

TOTAL: \$ 44,180.00

<i>Optional Task</i>	<i>fee</i>
5 Labor allowance for meetings per meeting	\$ 7,680.00
Travel/Subsistence per additional meeting	\$ 2,350.00
<i>Subtotal:</i>	<u>\$ 10,030.00</u>

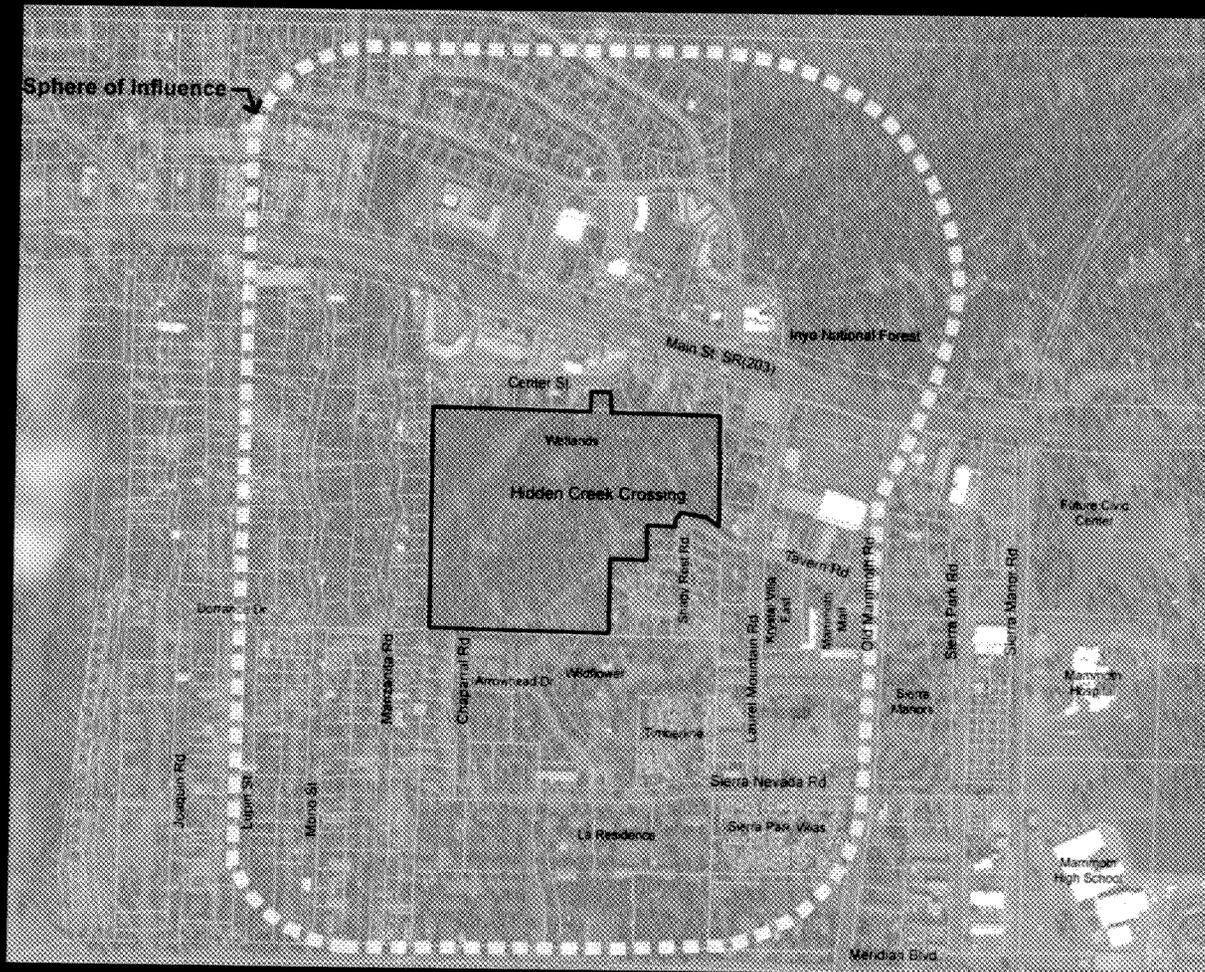
Reimbursable expenses will be at cost + 10% and are estimated above – actual cost may vary based upon provisions and seasonal rates.

(End of scope of work)

ATTACHMENT 3

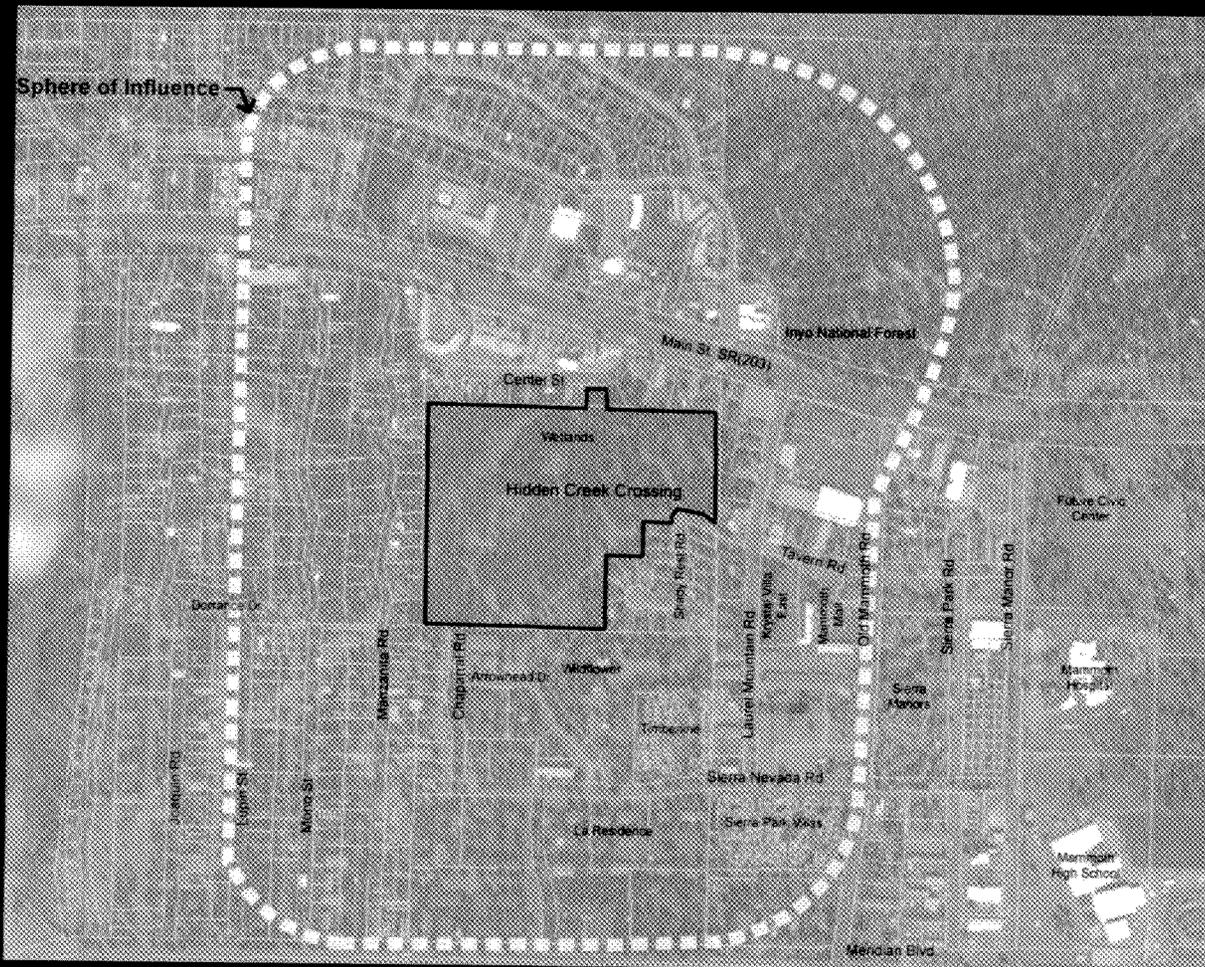
town of mammoth lakes

Hidden Creek Crossing District Special Study



town of mammoth lakes

Sphere of Influence



Characteristics

- 24.7 acres
- Northern Edge: Proximity to Main St., trails along Main, USFS lands
- Southern Edge: Mixed large & small lots, varied uses
- Western Edge: Single-family, multi-family and workforce housing district (Sierra Valley Sites), trail easement
- Eastern Edge: transition to core and Old Mammoth Rd. retail

Walking distances from core:

- Within 1/4 mile walk of Tavern/Old Mammoth Rd.
- 1/2 mile walk from hospital & high school

WRT

town of mammoth lakes

Zoning

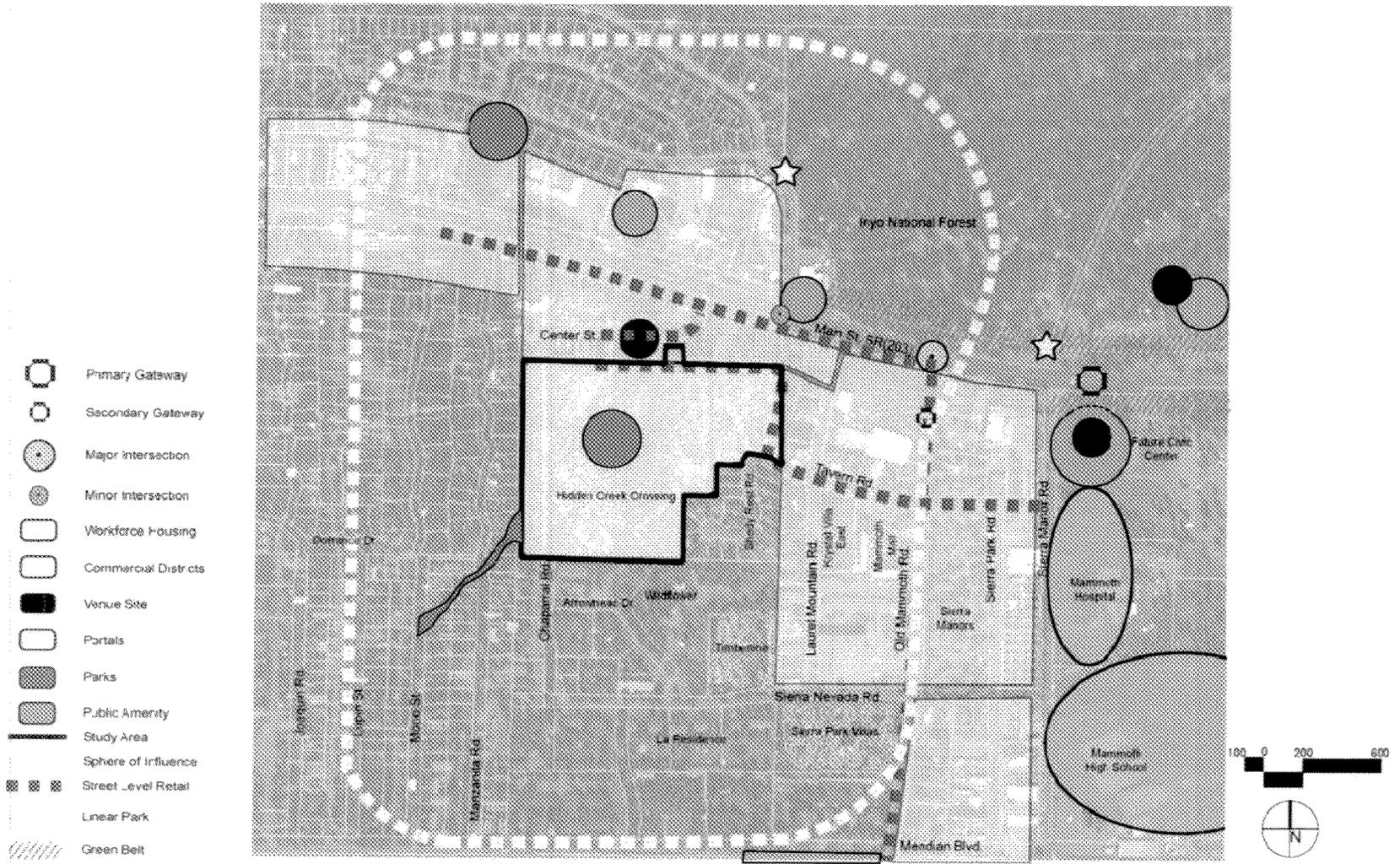


CG	Commercial (General)	RMF-1	Residential Multi Family 1	AH	Affordable Housing
CL	Commercial (Lodging)	RMF-2	Residential Multi Family 2	INF	Inyo National Forest
PS	Public Space	RSF	Residential Single Family		

Hidden Creek Crossing - Shady Rest District
Figure 2: Zoning Designations

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Physical Development Diagram



*Graphic based on "Town of Mammoth Lakes Physical Development Plan."

Hidden Creek Crossing - Shady Rest District
Figure 5: Physical Development Diagram

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Opportunities



1. Large parcel for workforce housing and ability to integrate with surrounding neighborhood
2. Size of site allows comprehensive planning and design to create a neighborhood
3. Housing supports the future retail and town activity along Old Mammoth Road
4. Fairly flat site with substantial tree cover
5. Proximity to transit, services and schools
6. Existing road connections at Tavern and Chaparral Roads
7. Potential for trail connection along western edge and to Forest Service land/Main St.
8. Potential for joint parking/structure for overflow & Main Street commercial

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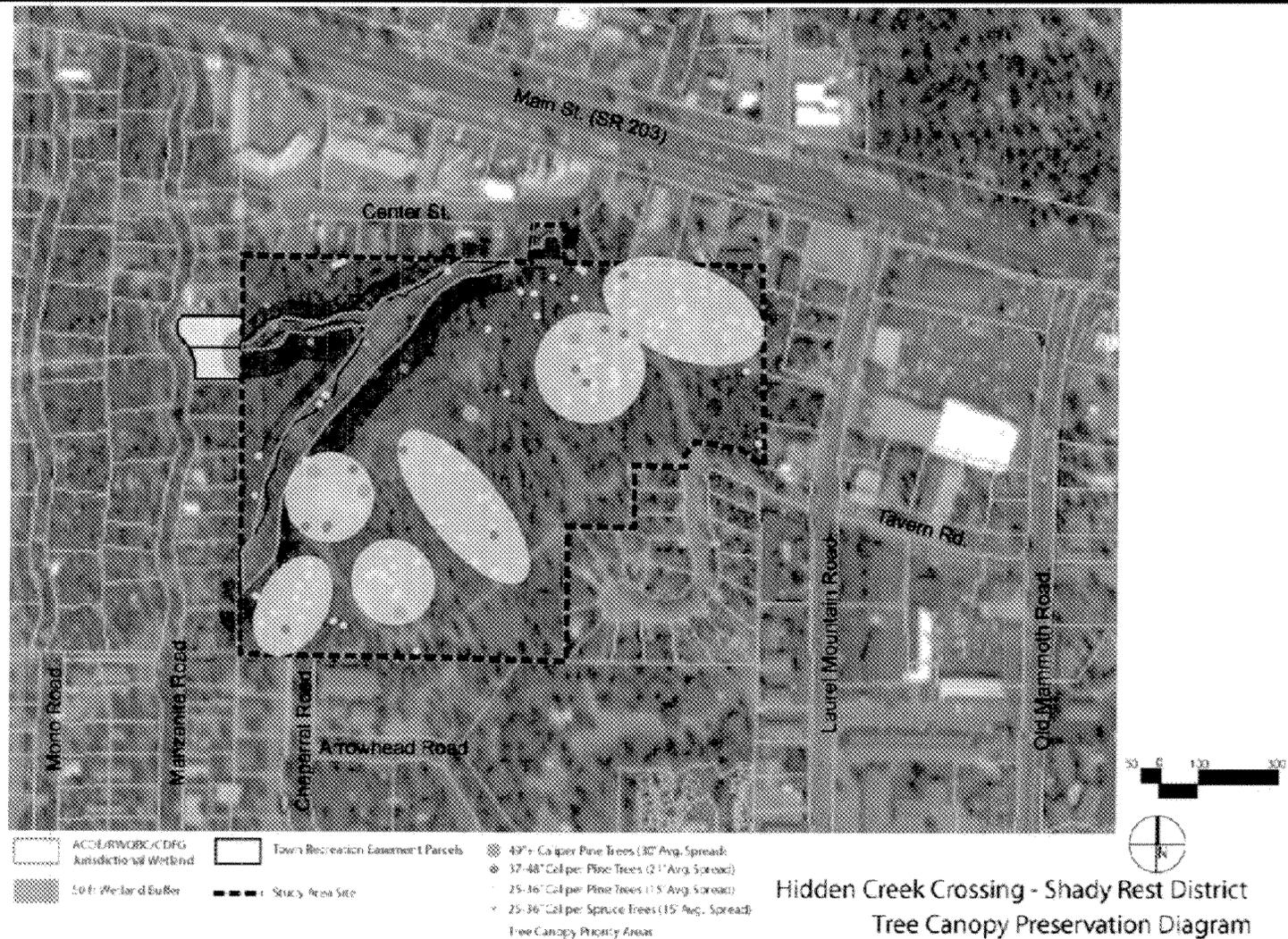
Constraints



1. Substantial wetlands limit development area
2. Substantial forest tree cover
3. No current connection to Center Street, will require wetland bridge or other mitigation.
4. Potential for “cut-through” traffic along Chaparral or Tavern Roads.
5. Existing adjacent residents and different types of residential units
6. Limited areas for snow storage

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Tree Cover



1. Concentration of mature trees become priority to maintain as possible
2. Areas that can contribute to open space system become higher priority

town of mammoth lakes

Mobility Opportunities & Constraints



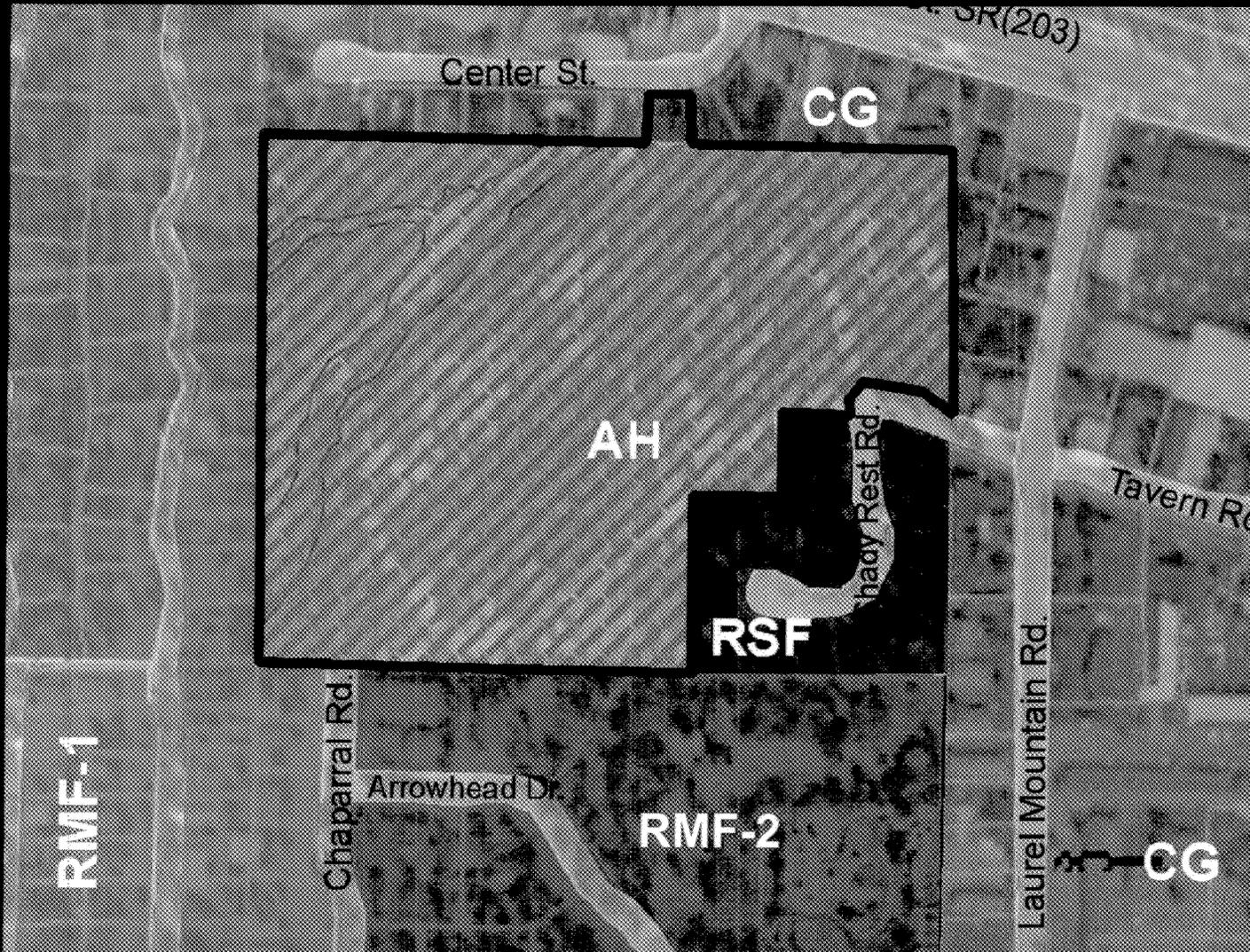
- | | | |
|---|----------------------------------|-------------------------------|
| Existing Circulation | Existing Transit Stops | Study Area Site |
| Access Points/Roads | 50 ft Wet and Buffer | Existing Pedestrian Sidewalks |
| ACE/RS/CBC/CE/EG
barriers: Sectional Wetland | Town Pedestrian Easement Periods | |

Hidden Creek Crossing - Shady Rest District
Mobility Opportunities and Constraints

1. Opportunity for trail system for connection to Manzanita Road.
2. Substantial wetlands limit street locations and western connection
3. No ability for western connection to Manzanita
4. No pedestrian sidewalks along Tavern Road or Chaparral Road to promote pedestrian mobility

town of mammoth lakes

Current Density



- 172 units
- 24.7 gross acres

Components

A Livable Workforce Housing District

- Comparable to market rate units in appearance and site plan, well connected to community
- Site amenities that relate to population (i.e. tot lots, etc.) and environment (wetland trail, offsite amenities)
- Functional open spaces and connections to greater system
- Easy connections to transit
- Energy efficiency to reduce long term operating costs, LEED certification
- Integrated design

town of mammoth lakes

Planning Objectives

- Meet workforce housing needs in balance with livability and open space goals
- Create a logical street network
- Use block size that can be efficiently developed
- Create walkability – ease of pedestrian circulation
- Encourage eyes on the street, units facing the public ROW
- Create spaces of value for residents and Town
- Support a pleasant walking environment for pedestrians
- Place density to relate to surroundings
- Recognize Mammoth character
- Allow for phasing, parcelization, varied ownership options

town of mammoth lakes

Tavern Rd. Extension Option



Pros:

- Does not disturb wetlands
- Connects to two existing streets

Cons:

- No connection to Center Street or Main Street
- Limited public access to wetlands
- Could be used as a speedy short-cut without traffic calming
- Large blocks
- Fire code requires 3 access points

WRT

town of mammoth lakes

Chaparral Connection Option



Pros:

- Limits wetland disturbance to one location
- Connects to three existing streets
- Through traffic dispersed

Cons:

- Limits potential public access to wetlands
- Could be used as a speedy short-cut without traffic calming
- Large blocks

WRT

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Chaparral to Center to Main Option



Pros:

- Grid pattern
- Connects to four existing streets
- Through traffic dispersed
- Smaller blocks
- Creates a walkable neighborhood

Cons:

- Substantial impact to wetlands
- Redevelopment needed for Chaparral connection to Main Street

town of mammoth lakes

'T' Plan Option



Pros:

- Limits wetland disturbance to one location
- Connects to three existing streets
- Through traffic dispersed
- Core amenity could be along park and at center

Cons:

- Partial public access to wetlands
- Could be used as a speedy short-cut without traffic calming
- Large blocks WRT

town of mammoth lakes

Disconnected Grid Option



Pros:

- Limits wetland disturbance to one location
- Street along wetland could allow continuous public access
- Connects to three existing streets
- Not a short-cut

Cons:

- Dominance of Tavern Road lost
- Disconnected street grid

town of mammoth lakes

Modified Grid Option



Pros:

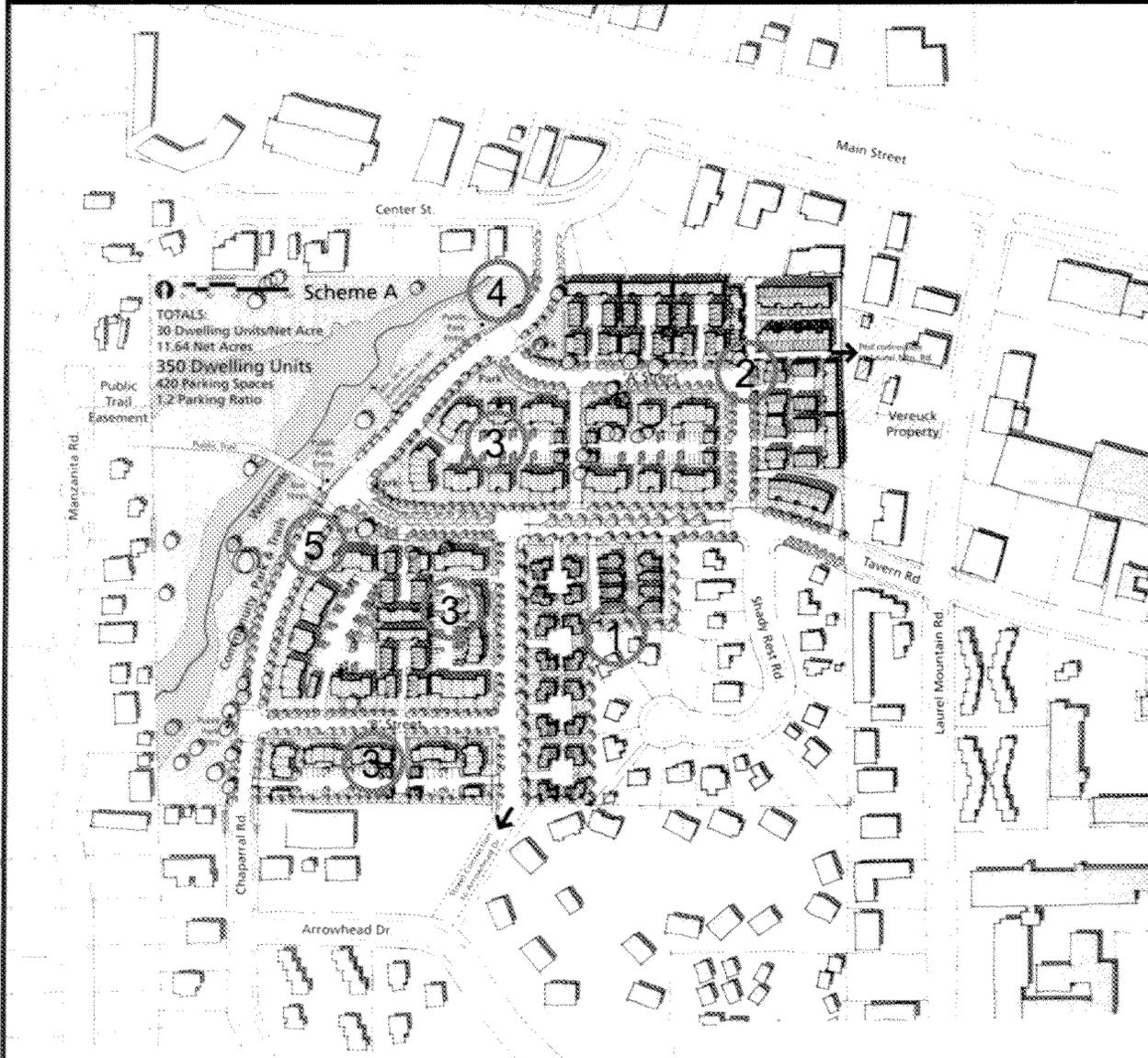
- Limits wetland disturbance to one location
- Street along wetland could allow continuous public access
- Connects to three existing streets
- Tavern Road maintains priority
- Three equal parcels (one as wetland)

Cons:

- Still no western connection outside of trail

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Prototypical Development Option A



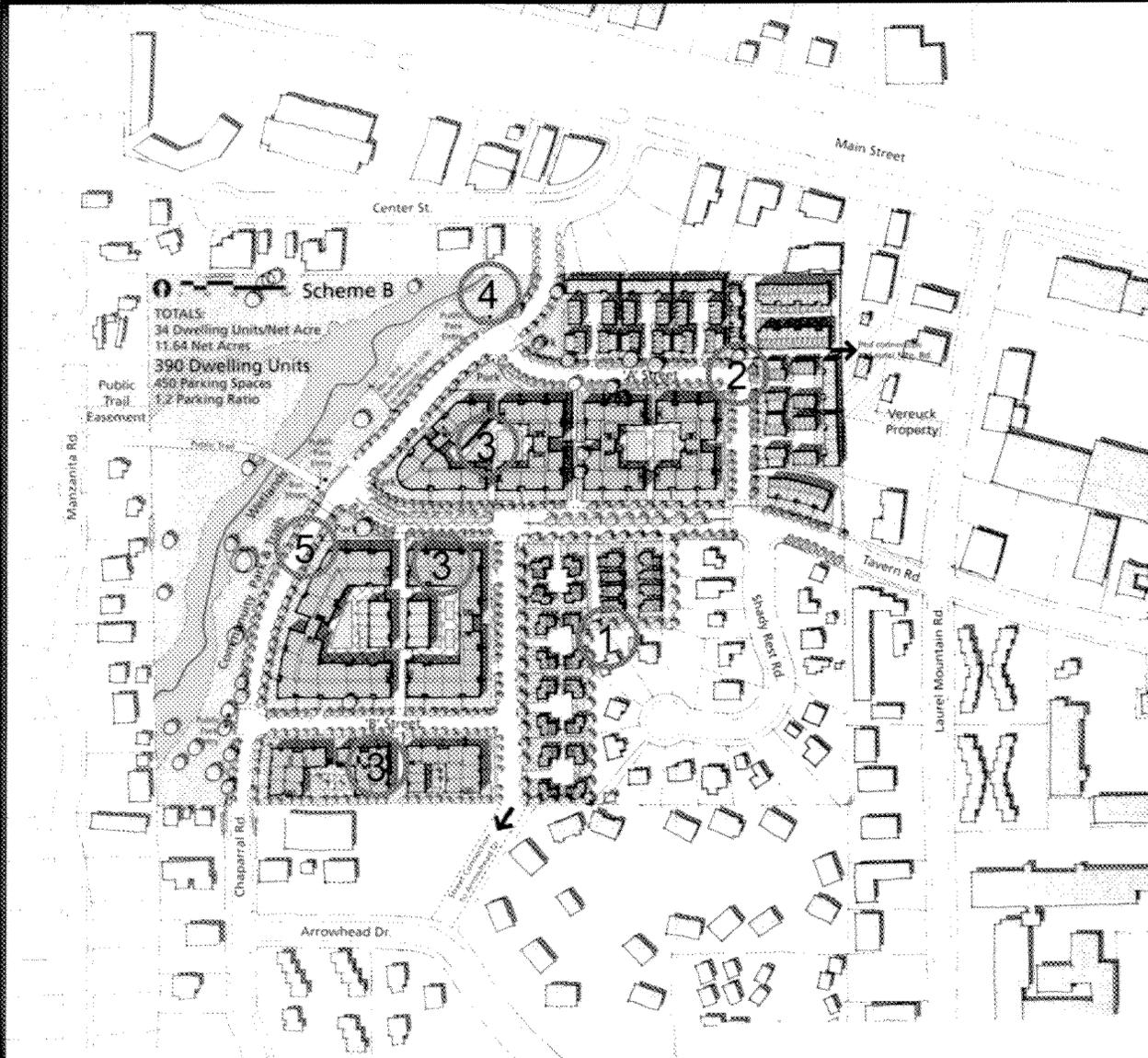
Data

- +350 Dwelling Units
- 11.64 net/24.7 gross acres
- 14.2 Dwellings/Gross Acre
- 30 Dwellings/Net Acre
- 420 Parking Spaces
- 1.2 Parking Ratio

- 1 Unit type mix:
 - Single family (12-14 du/a)
 - 2 Townhomes or Stacked
 - 3 Flats (18 - 32 du/a)
 - 4 Apartments with surface parking (32 - 45 du/a)
 - 5 Linear park/open spaces to have recreational facilities, trails
- Key transit stop at Chaparral & Tavern Road WRT

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Prototypical Development B



Data

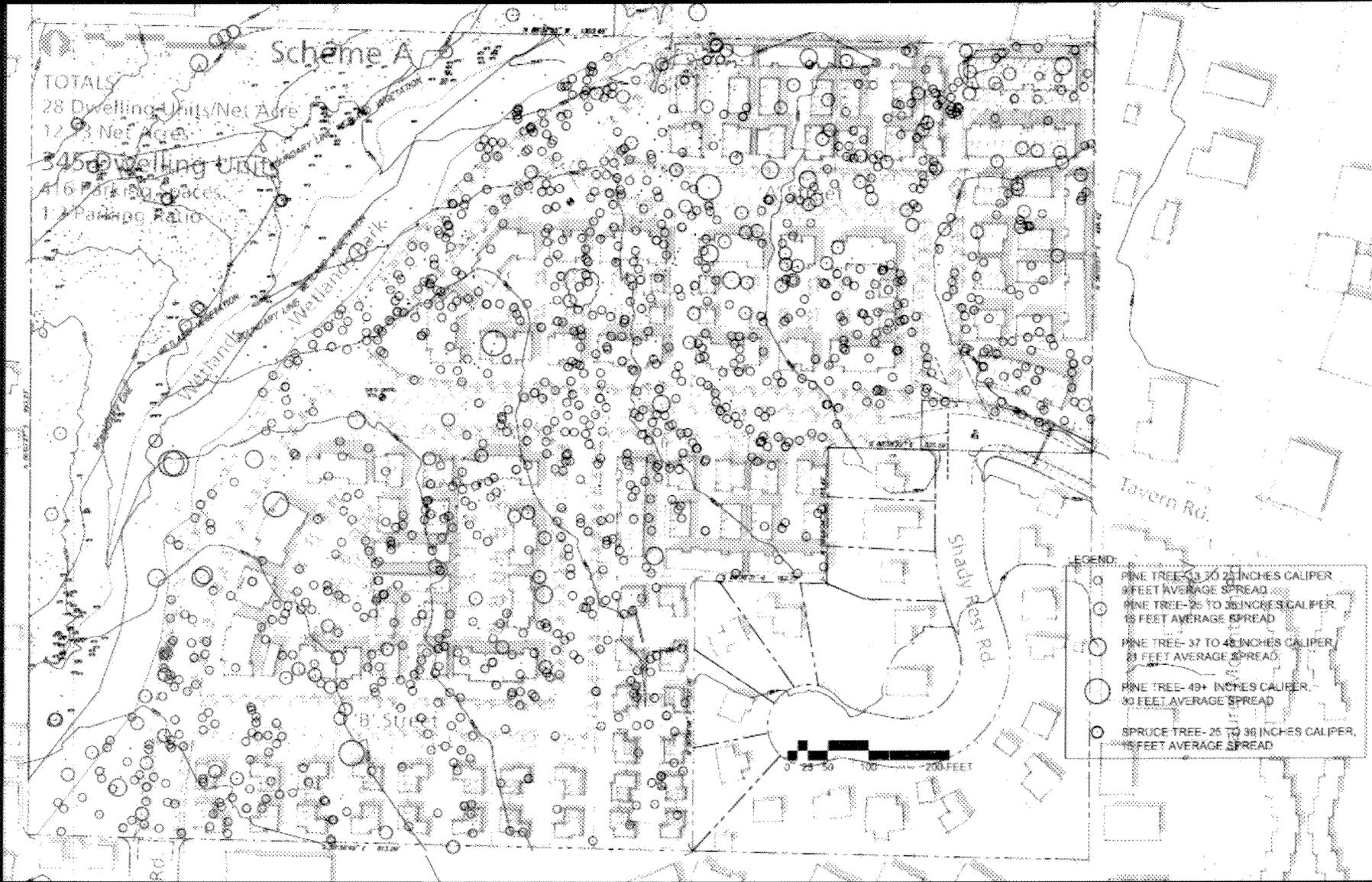
- +390 Dwelling Units
- 11.64 net/24.7 gross acres
- 16 Dwellings/Gross Acre
- 34 Dwellings/Net Acre
- 450 Parking Spaces
- 1.2 Parking Ratio

- 1 Unit type mix:
Single family (12-14 du/a)
- 2 Townhomes or Stacked
Flats (18 - 32 du/a)
- 3 Apartments with structured
parking (33 - 48 du/a)
- 4 Linear park/pocket parks to
have recreational facilities
- 5 Key transit stop at Chaparral
& Tavern Road

WRT

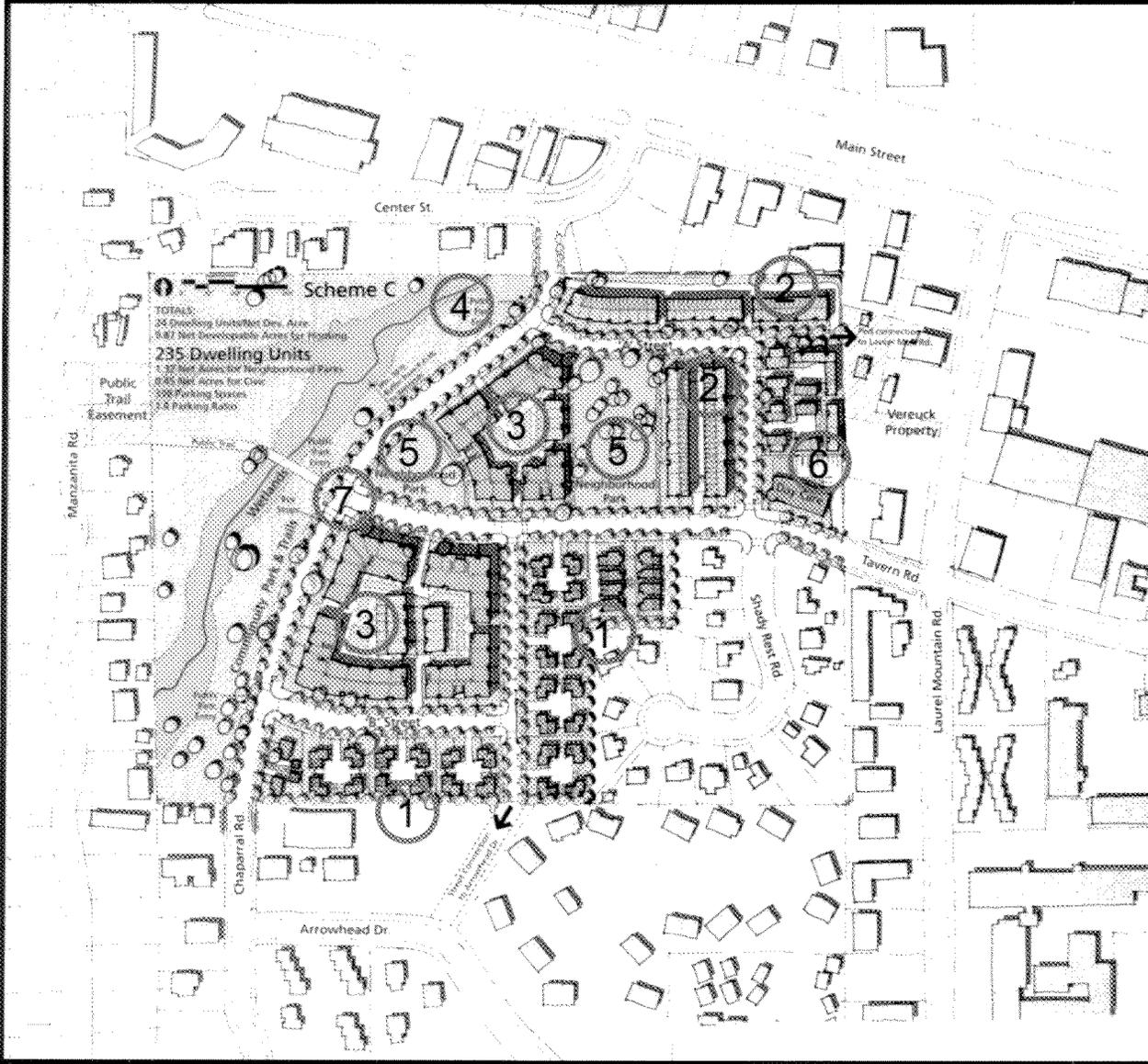
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Tree Canopy Impact Assessment



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Prototypical Development C



- +235 Dwelling Units
- 9.87 net/24.7 gross acres
- 9.5 Dwellings/Gross Acre
- 24 Dwellings/Net Acre
- 338 Parking Spaces
- 1.4 Parking Ratio

Unit type mix:

- 1 Single family (9-14 du/a)
- 2 Townhomes or Stacked Flats (22 - 32 du/a)
- 3 Apartments with structured parking (30 - 34 du/a)
- 4 Linear park to have recreational facilities, trails
- 5 Larger parks for neighborhood use, smaller private open spaces
- 6 Potential for childcare at Tavern/Shady Rest Roads
- 7 Key transit stop at Tavern & Chapel Roads WRT

Option C – Tree Cluster Preservation



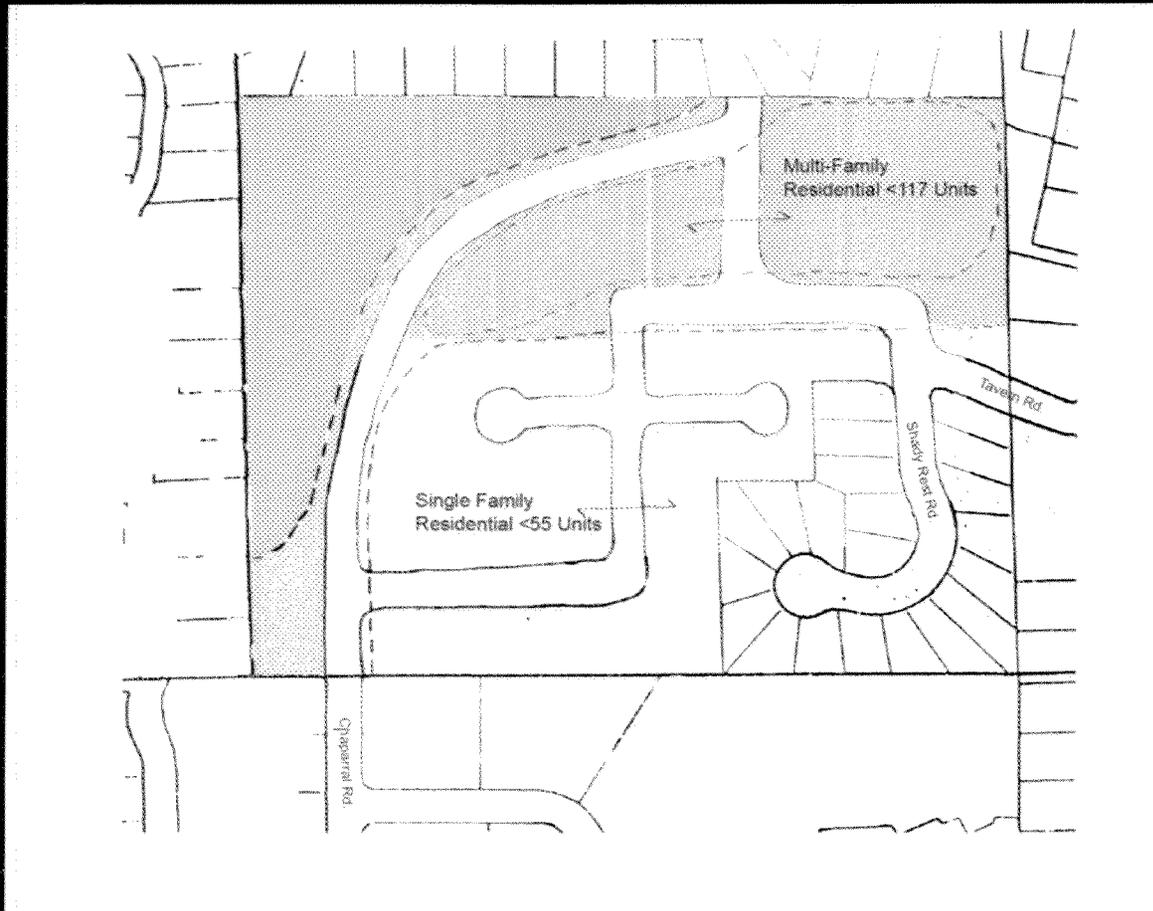
Trees preserved

- 6 of the largest trees > 48" caliper / 100% of trees on site of that size
- Representative groves of other more mature specimens in parks and open spaces
- Potential for other trees to be preserved amidst development depending on final grading

Discussion Points

- Principles of Workforce Housing
- Confirmation on Presented Issues
- Inclusion of Additional Issues
- Preliminary Options Input

1991 Shady Rest Master Plan

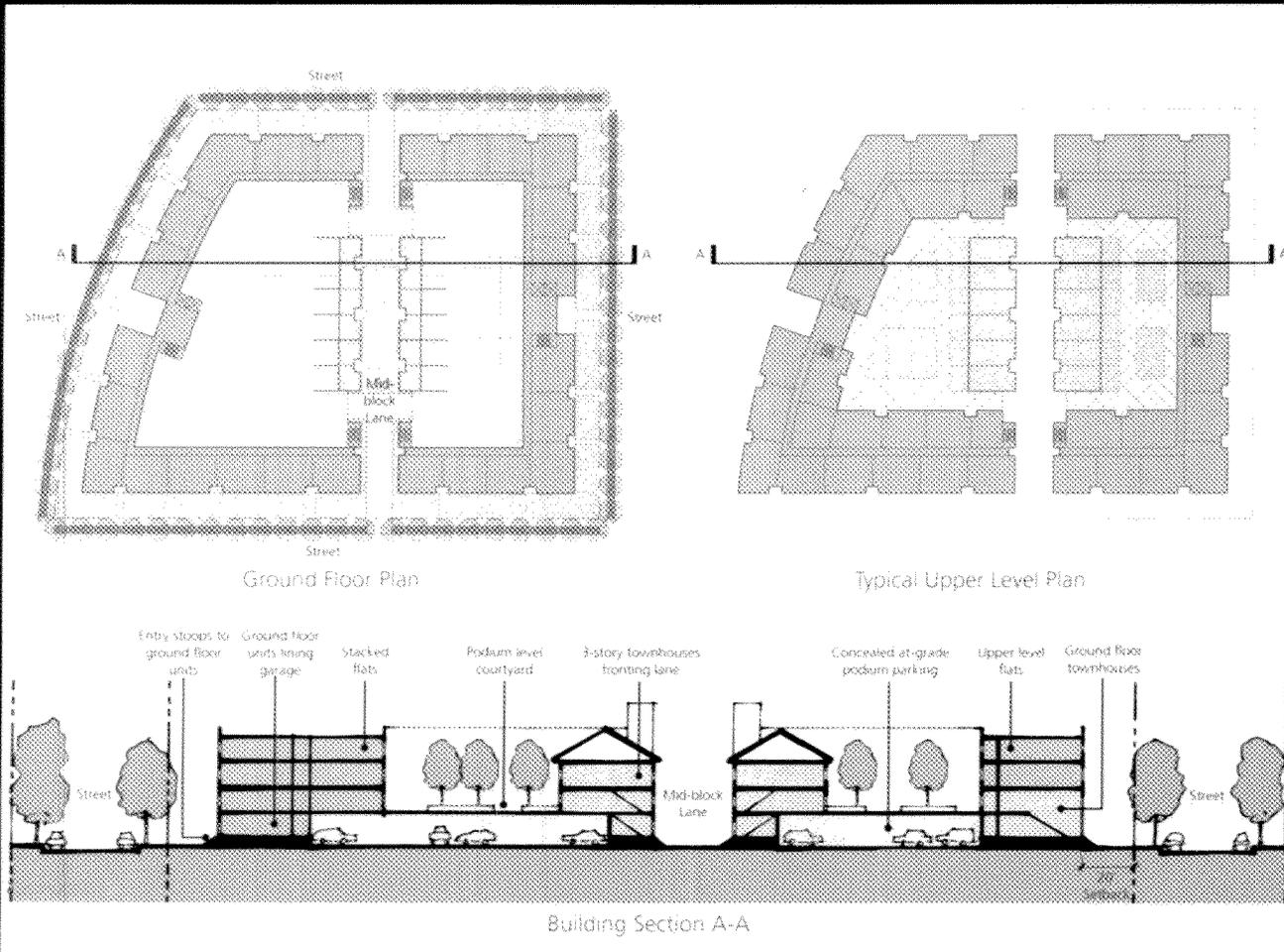


- < or equal to 55 Single Family Units
- < or equal to 117 Multi-Family Units
- Open Space/Park near Wetland Site

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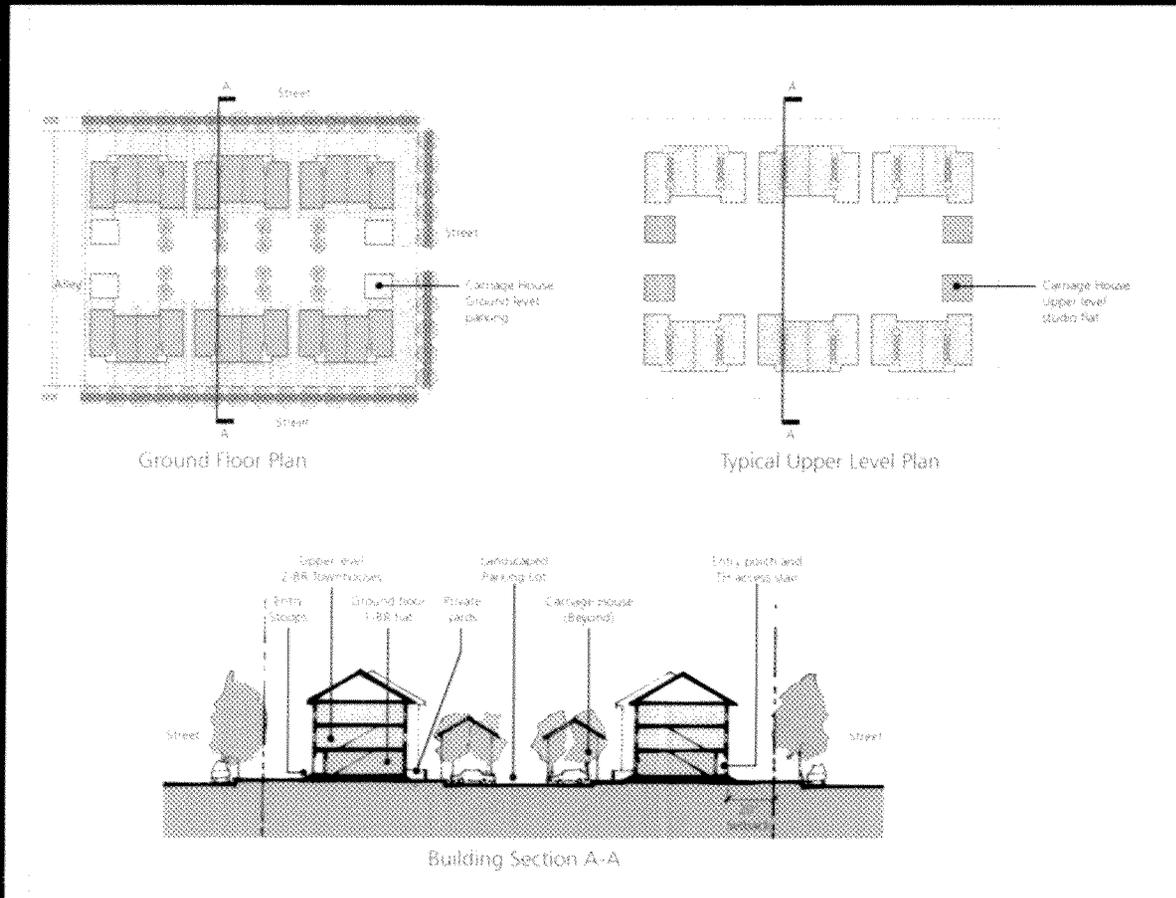
Prototypical Building-A

- Stack Units
- Townhouses
- Podium Parking



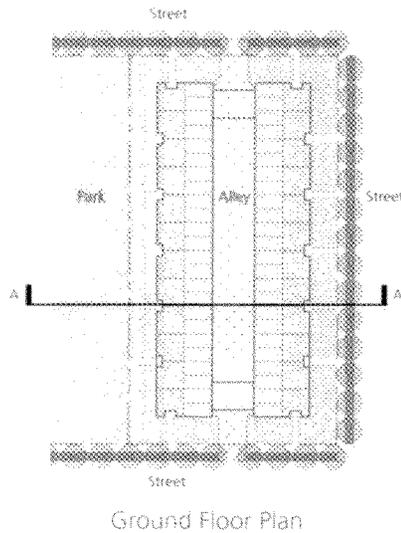
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Building Prototypes B

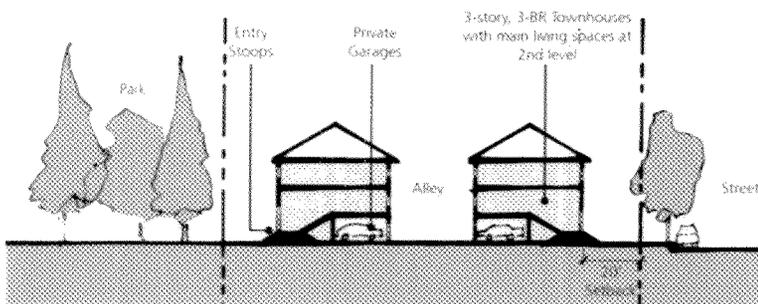


- Townhouses over Flats
- Carriage Houses
- Landscaped Parking Lot

Prototypical Building-C



Ground Floor Plan



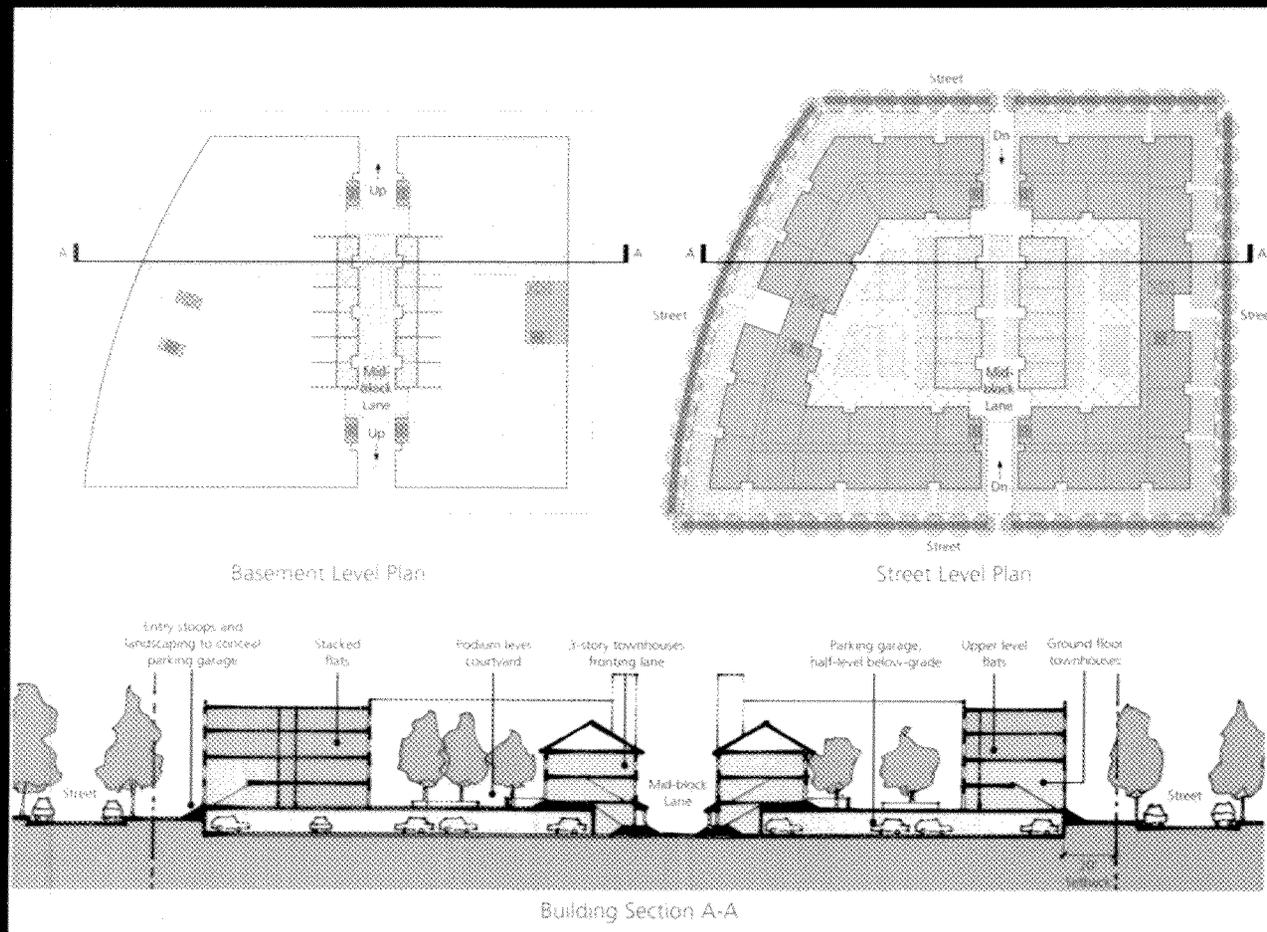
Building Section A-A

- Townhouses
- Alley Accessed Private Garages

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Prototypical Development-D

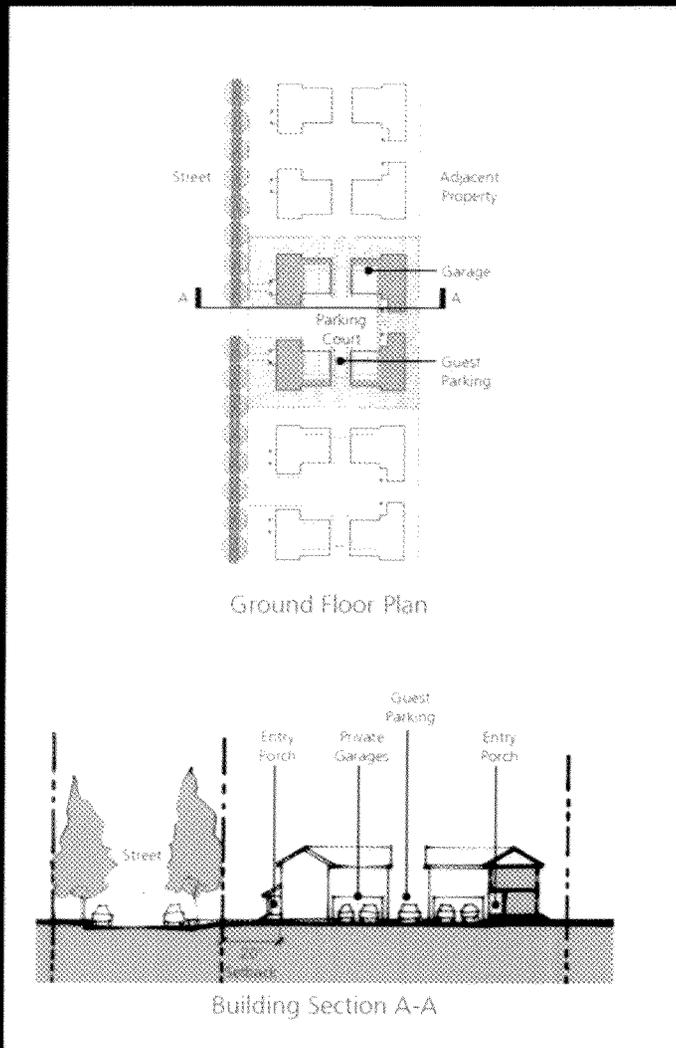
- Stacked Units
- Townhouses
- Half-Level Below-Grade Parking Garage



town of mammoth lakes

Prototypical Building-Single Family

Family



- Detached Single Family Houses
- Shared Parking Court

ATTACHMENT 4



Hidden Creek District Area

- Hidden Creek Crossing/District Boundary
- Sphere of Influence (proposed)

Not to scale
29 Apr. 2008 JMD

ATTACHMENT 5

**2007 General Plan Land Use Permit Application
Summary Evaluation Template
Shady Rest Neighborhood District Plan/Hidden Creek Crossing Project**

Summary Evaluation

This form is used to present the summary evaluation of land use permit applications filed with the Town of Mammoth Lakes; it will accompany staff reports to Town Commissions and Town Council. The evaluation form is organized by the Community Visions and the Goals contained in the adopted 2007 General Plan. As an umbrella summary, the findings and information placed in this evaluation will be drawn from the relevant studies and determinations required of the project. These include but are not limited to: California Environmental Quality Act analyses, traffic studies, district planning studies, market studies, design review, master plans and guidelines, the Municipal Code, and the General Plan.

This evaluation also provides a framework to address a number of topical issues that community members have been concerned to see addressed in the project review process.

Triple Bottom Line

The values of the community also encompass making decisions that benefit the community's social, natural and economic capital – the triple bottom line. Decisions that enhance all three aspects of community provide the greatest benefit; decisions that improve or conserve two forms of capital without diminishing the third are also ideal. Decisions that only benefit one and decrease the other two forms of capital are undesirable.

COMMUNITY VISION

Surrounded by uniquely spectacular scenery and diverse four-season recreational opportunities, the community of Mammoth Lakes is committed to providing the very highest quality of life for our residents and the highest quality of experience for our visitors. To achieve this vision, Mammoth Lakes places a high value on:

Statement	Evaluation
1. Sustainability and continuity of our unique relationship with the natural environment. As stewards, we support visitation and tourism as appropriate means to educate and share our abundant resources. We are committed to the efficient use of energy and continuing development of renewable resources.	TBD - CEQA analysis, project evaluation
2. Being a great place to live and work. Our strong, diverse yet cohesive, small town community supports families and individuals by providing a stable economy, high quality educational facilities and programs, a broad range of community services and a participatory Town government.	TBD - Market Study, district plan, project evaluation
3. Adequate and appropriate housing that residents and workers can afford.	TBD - Market Study

4. Being a premier year-round resort community based on diverse outdoor recreation, multi-day events and an ambiance that attracts visitors.	TBD - Market Study, district plan, project evaluation
5. Protecting the surrounding natural environment and supporting our small town atmosphere by limiting the urbanized area.	TBD - CEQA analysis, project evaluation
6. Exceptional standards for design and development that complement and are appropriate to the Eastern Sierra Nevada mountain setting and our sense of a “village in the trees” with small town charm.	TBD - district plan, project evaluation
7. Offering a variety of transportation options that emphasize connectivity, convenience, and alternatives to use of personal vehicle with a strong pedestrian emphasis.	TBD - district plan, CEQA analysis, project evaluation, sustainable transportation study

COMMUNITY GOALS FOR EACH ELEMENT

ECONOMY

Goal	Evaluation
E.1. Be a premier destination community in order to achieve a sustainable year-round economy.	TBD - Market Study, district plan, project evaluation
E.2. Achieve sustainable tourism by building on the area’s natural beauty, recreational, cultural, and historic assets.	TBD - CEQA analysis, project evaluation
E.3. Achieve a more diversified economy and employment base consistent with community character.	TBD - Market Study, district plan, project evaluation

ARTS, CULTURE, HERITAGE AND NATURAL HISTORY

Goal	Evaluation
A.1. Be stewards of Mammoth’s unique natural environment.	TBD - CEQA analysis, project evaluation
A.2. Be a vibrant cultural center by weaving arts and local heritage and the area’s unique natural history into everyday life.	TBD - district plan, CEQA analysis, project evaluation
A.3. Encourage public art and cultural expression throughout the community.	TBD - district plan, project evaluation

COMMUNITY DESIGN

Goal	Evaluation
C.1. Improve and enhance the community’s unique character by requiring a high standard of design in all development in Mammoth Lakes.	TBD - district plan, CEQA analysis, project evaluation
C.2. Design the man-made environment to complement, not dominate, the natural environment.	TBD - district plan, CEQA analysis, project evaluation
C.3. Ensure safe and attractive public spaces,	TBD - district plan, CEQA analysis, project

including sidewalks, trails, parks and streets.	evaluation
C.4. Be stewards of natural and scenic resources essential to community image and character.	TBD - district plan, CEQA analysis, project evaluation
C.5. Eliminate glare to improve public safety. Minimize light pollution to preserve views of stars and the night sky.	TBD - CEQA analysis, project evaluation
C.6. Enhance community character by minimizing noise.	TBD - district plan, CEQA analysis, project evaluation

NEIGHBORHOOD AND DISTRICT CHARACTER

This element expands on Land use and Community design goals. Insert the relevant neighborhood and district character section relevant to the land use permit application:

Shady Rest

Characteristic	Evaluation
1. A livable in-town neighborhood for the workforce: a. Not fractional, not second homes b. Mechanisms to ensure units remain at determined rates in perpetuity c. Variety of unit size and scale	TBD - Market Study, district plan, project evaluation
2. Preservation and restoration of unique site features, including wetlands	TBD - district plan, CEQA analysis, project evaluation
3. A community-oriented design: a. Neighborhood context and connections: (1) Pedestrian and auto connections to adjoining areas and neighborhoods (e.g. Sierra Valley District, Tavern Road, Main Street and Center Street) (2) Traffic calming and management with adjoining neighborhoods (3) Trail and pedestrian emphasis (4) Transit accessible b. Integrated site planning and architectural design: (1) Accessible wetlands and community park(s) connected to the community (2) Significant tree preservation (3) Unobtrusive, articulated buildings (4) Minimum paving, maximum permeable surface (5) High quality materials (6) Parking (7) Energy efficient design (8) Innovative snow management	TBD - district plan, CEQA analysis, project evaluation, sustainable transportation study
4. A future catalyst to surrounding commercial areas	TBD - Market Study, district plan, project evaluation
5. Developed in phases a. High quality of living throughout (no	TBD - Market Study, district plan, project evaluation

disparity, grouping or phasing by income) b. Reasonable product absorption rate	
6. Long-term affordability: a. Durability of materials and design b. Designed for low operating and maintenance costs and energy efficiency c. Transit accessibility	TBD - Market Study, district plan, project evaluation
7. Provision of key resident amenities such as: a. Child care b. Active and passive recreation	TBD - district plan, project evaluation

LAND USE

Goal	Evaluation
L.1. Be stewards of the community's small town character and charm, compact form, spectacular natural surroundings and access to public lands by planning for and managing growth.	TBD - district plan, CEQA analysis, project evaluation
L.2. Substantially increase housing supply available to the workforce.	TBD - Market Study, district plan, CEQA analysis, project evaluation
L.3. Enhance livability by designing neighborhoods and districts for walking through the arrangement of land uses and development intensities.	TBD - district plan, project evaluation, sustainable transportation study
L.4. Be the symbolic and physical heart of the Eastern Sierra: the regional economic, administrative, commercial, recreational, educational and cultural center.	TBD - Market Study, district plan, CEQA analysis, project evaluation
L.5. Provide an overall balance of uses, facilities and services to further the town's role as a destination resort community.	TBD - district plan, project evaluation
L.6. Maintain the Urban Growth Boundary to ensure a compact urban form; protect natural and outdoor recreational resources; prevent sprawl.	TBD - Market Study, CEQA analysis, project evaluation

MOBILITY

Goal	Evaluation
M.1. Develop and implement a townwide way-finding system.	TBD - district plan, project evaluation
M.2. Improve regional transportation system.	TBD - district plan, CEQA analysis, project evaluation
M.3. Emphasize feet first, public transportation second, and car last in planning the community transportation system while still meeting Level of Service standards.	TBD - district plan, CEQA analysis, project evaluation, sustainable transportation study
M.4. Encourage feet first by providing a linked year-round recreational and commuter trail system that is safe and comprehensive.	TBD - district plan, CEQA analysis, project evaluation
M.5. Provide a year-round local public transit system that is convenient and efficient.	TBD - district plan, CEQA analysis, project evaluation, sustainable transportation study

M.6. Encourage alternative transportation and improve pedestrian mobility by developing a comprehensive parking management strategy.	TBD - district plan, CEQA analysis, project evaluation, sustainable transportation study
M.7. Maintain and improve safe and efficient movement of people, traffic, and goods in a manner consistent with the feet first initiative.	TBD - district plan, CEQA analysis, project evaluation, sustainable transportation study
M.8. Enhance small town community character through the design of the transportation system.	TBD - district plan, CEQA analysis, project evaluation, sustainable transportation study
M.9. Improve snow and ice management.	TBD - district plan, project evaluation

PARKS, OPEN SPACE, AND RECREATION

Goal	Evaluation
P.1. Maintain parks and open space within and adjacent to town for outdoor recreation and contemplation.	TBD - district plan, CEQA analysis, project evaluation, Parks and Recreation Master Plan
P.2. Provide additional parks within town.	TBD - district plan, CEQA analysis, project evaluation, Parks and Recreation Master Plan
P.3. Create a Master Plan for an integrated trail system that will maintain and enhance convenient public access to public lands from town.	TBD - district plan, CEQA analysis, project evaluation, Trails Master Plan
P.4. Provide and encourage a wide variety of outdoor and indoor recreation readily accessible to residents and visitors of all ages.	TBD - district plan, CEQA analysis, project evaluation, Parks and Recreation Master Plan, Trails Master Plan
P.5. Link parks and open space with a well-designed year-round network of public corridors and trails within and surrounding Mammoth Lakes.	TBD - district plan, CEQA analysis, project evaluation, sustainable transportation study, Trails Master Plan

RESOURCE MANAGEMENT AND CONSERVATION

Goal	Evaluation
R.1. Be stewards of habitat, wildlife, fisheries, forests and vegetation resources of significant biological, ecological, aesthetic and recreational value.	TBD - district plan, CEQA analysis, project evaluation
R.2. Maintain a healthy regional natural ecosystem and provide stewardship for wetlands, wet meadows and riparian areas from development-related impacts.	TBD - district plan, CEQA analysis, project evaluation
R.3. Preserve and enhance the exceptional natural, scenic and recreational value of Mammoth Creek.	N/a - project is not located in or near Mammoth Creek
R.4. Conserve and enhance the quality and quantity of Mammoth Lakes' water resources.	TBD - district plan, CEQA analysis, project evaluation
R.5. Minimize erosion and sedimentation.	TBD - CEQA analysis, project evaluation
R.6. Optimize efficient use of energy.	TBD - district plan, CEQA analysis, project evaluation
R.7. Be a leader in use of green building technology.	TBD - district plan, CEQA analysis, project evaluation

R.8. Increase use of renewable energy resources and encourage conservation of existing sources of energy.	TBD - district plan, CEQA analysis, project evaluation
R.9. Reduce volume of solid waste.	TBD - CEQA analysis, project evaluation
R.10. Protect health of community residents by assuring that the town of Mammoth Lakes remains in compliance with or improves compliance with air quality standards.	TBD - district plan, CEQA analysis, project evaluation
R.11. Reduce greenhouse gas emissions.	TBD - district plan, CEQA analysis, project evaluation

PUBLIC HEALTH AND SAFETY

Goal	Evaluation
S.1. Support high quality health care and child care for Mammoth Lakes' residents and visitors.	TBD - Market Study, district plan, CEQA analysis, project evaluation
S.2. Keep Mammoth Lakes a safe place to live, work and play.	TBD - Market Study, district plan, CEQA analysis, project evaluation
S.3. Minimize loss of life, injury, property damage, and natural resource destruction from all public safety hazards.	TBD - CEQA analysis, project evaluation
S.4. Maintain adequate emergency response capabilities.	TBD - district plan, CEQA analysis, project evaluation, sustainable transportation study
S.5. Support high quality educational services and life-long learning resources within the community.	TBD - district plan, project evaluation
S.6. Enhance quality of life by encouraging and supporting high quality facilities and services.	TBD - district plan, CEQA analysis, project evaluation

HOUSING ELEMENT (2003)

Goal	Evaluation
1. To ensure the provision of a variety of housing types suitable to the needs of the different social and economic segments of Mammoth Lakes' population.	TBD - Market Study, district plan, project evaluation
2. Housing programs and opportunities that maximize choice, and avoid discrimination based upon age, ethnic background, sex, marital status, handicaps, or family size.	TBD - Market Study, project evaluation
3. Energy efficient structures and sites.	TBD - district plan, CEQA analysis, project evaluation
4. Maintenance or enhancement of the quality and availability of existing residential units.	TBD - Market Study, project evaluation

PARK AND RECREATION ELEMENT (1990)

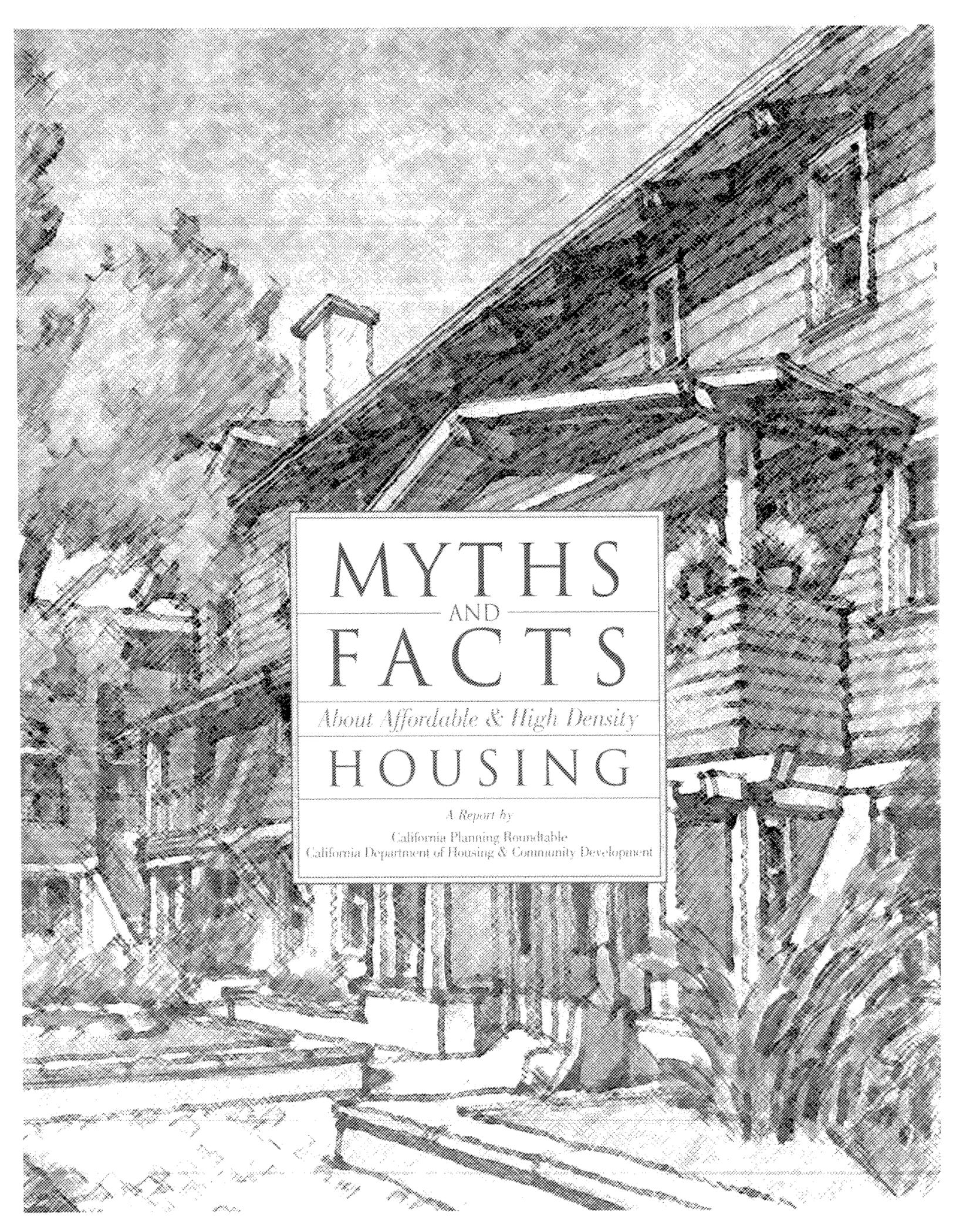
Goal	Evaluation
1. To develop the Mammoth Lakes community as a quality year-round recreation destination resort.	TBD - district plan, CEQA analysis, project evaluation
2. To assure the availability of adequate park and recreation facilities for the existing and future	TBD - district plan, CEQA analysis, project evaluation

citizens of the Town of Mammoth Lakes.	
--	--

NOISE ELEMENT (1997)

Goal	Evaluation
1. To protect the citizens of the Town from the harmful and annoying effects of exposure to excessive noise.	TBD - CEQA analysis, project evaluation
2. To protect the economic base of the Town by preventing incompatible land uses from encroaching upon existing or planned noise-producing uses.	TBD - district plan, CEQA analysis, project evaluation
3. To preserve the tranquility of residential areas by preventing noise-producing uses from encroaching upon existing or planned noise-sensitive uses.	TBD - district plan, CEQA analysis, project evaluation
4. To educate the citizens of the Town concerning the effects of exposure to excessive noise and the methods available for minimizing such exposure.	TBD - district plan, CEQA analysis, project evaluation

ATTACHMENT 6



MYTHS
AND
FACTS

About Affordable & High Density

HOUSING

A Report by

California Planning Roundtable
California Department of Housing & Community Development

IN THE PAST 30 YEARS, CALIFORNIA'S HOUSING PRICES HAVE STEADILY OUTPACED ITS RESIDENTS' INCOMES. Housing production hasn't kept up with job and household growth within the State.¹ The location and type of new housing does not meet the needs of many new California households. As a result, only one in five households can afford a typical home, overcrowding doubled in the 1990's, and more than three million California households pay more than they can afford for their housing.²

Meanwhile, the federal government has dramatically cut back programs that used to help local governments accommodate new growth. Voter-imposed property tax and spending freezes have further constrained local governments from responding effectively to new growth. And affordable housing development, while still funded in part by the federal government, requires a larger local commitment than ever before.

Against this backdrop, it should surprise no one that many communities no longer accept population growth with open arms. When anyone proposes the development of affordable or multifamily housing, ambivalence about growth often shifts to hostility. Hostility feeds and strengthens certain myths, and deep emotional perceptions of how the world works. *Myths—important sources of meaning in all societies—provide shared rationales for community members to behave in common ways, having a strong moral component, with clear lines between right and wrong.* Although myths are sometimes positive, they can also serve as shields for deeper and uglier motivations: racism, fear of outsiders, and/or greed. When people argue against new high-density and affordable housing, often myths are used to convince decision-makers that the new development and its residents don't belong there. Traffic will be too heavy; schools will become

overcrowded; buildings will clash with existing neighborhoods; people won't fit in; and maybe even a criminal element.

Opponents often believe these myths. But it's essential to counter these myths with facts. California desperately needs new affordable housing to reverse recent increases in overcrowding and overpayment. We also need new high-density housing to support economic stability and prosperity. We need housing to accommodate new workers and their families and to economize on infrastructure costs, while preserving open space and reducing the distance between homes and jobs.

Fortunately, the facts of California's recent experiences with high-density and affordable housing often contradict the myths. We can now begin to rely on this recent experience to reassure concerned residents that the myths don't have to come true.

Myth #1

High-density housing is affordable housing; affordable housing is high-density housing.

Fact #1

Not all high density housing is affordable to low-income families.

This myth expresses an essential truth: more units per acre mean lower land costs per unit, especially if local governments allow builders meaningful density bonuses; smaller units cost less to build than larger ones. To encourage housing affordability, California cities do need to promote higher densities.

But we also know from experience and observation that not all high-density housing is affordable to low-income families. San Francisco's Nob and Telegraph Hills, Los Angeles' Wilshire Corridor, and high-rises in

downtown San Diego are all examples of upper-income areas where housing densities are quite high. Similarly, most Californians know that low-density neighborhoods often accommodate people of modest means. The residents of these neighborhoods often moved in shortly after the homes were built (several decades ago)—and before the huge escalation in California's home values that began in the early 1970's. With assistance, many families with limited incomes will continue to buy homes in these neighborhoods. Many other low-income

households will continue to rent single-family homes because they offer more space in low-density neighborhoods.

For the most part, of course, low-density neighborhoods offer more expensive housing than high-density areas. Detached homes cost much more than most apartments and condominiums. Among new units, the difference is even more striking; new high-density units are much more likely to be affordable than new single-family units.

Density is not always enough, however. To ensure affordability, local governments must intervene with programs and additional concessions if the new high-density units are also to be affordable. For a list of resources on affordable housing techniques, see *Resources: Making Housing More Affordable*, at the end of this report.

Myth #2

High-density and affordable housing will cause too much traffic.

Fact #2

People who live in affordable housing own fewer cars and drive less.

In many high-density neighborhoods, and in most neighborhoods with a mix of housing types, traffic isn't a big problem.

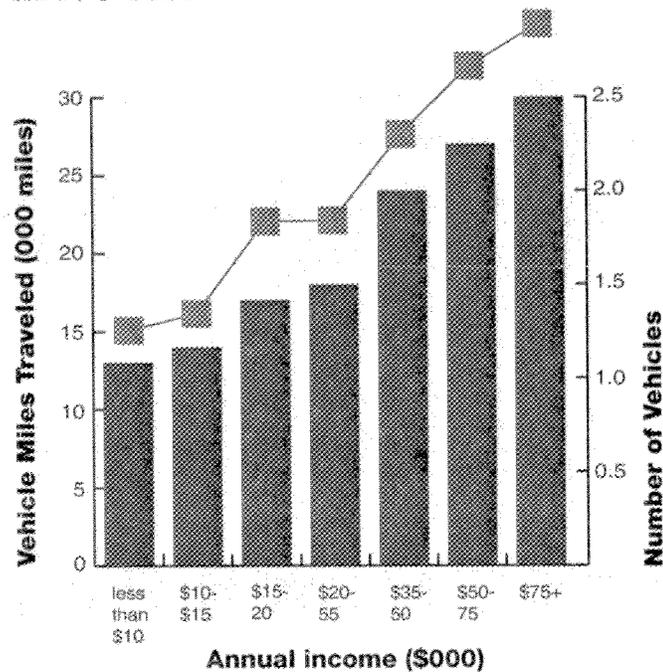
In California's six largest metropolitan areas, two-thirds of renters and over three-fourths of the households living below the poverty line own no vehicles or only one car, compared to 54 percent of all households and 44 percent of homeowner households.³ With lower car ownership rates come fewer trips, and fewer single occupant auto commutes. According to the National Personal Transportation Survey in 1995, low-income households make 40 percent fewer trips per household than other households. Recent traffic growth owes much to existing development.

In many high-density neighborhoods, and in most neighborhoods with a mix of housing types, traffic isn't a big problem. Fewer auto trips occur in higher-density areas. In a neighborhood of 15 homes to the acre, one-third fewer auto trips occur, compared to a standard suburban tract.⁴ A 1990 survey by the Sierra Club's Transportation Committee found that for every doubling of neighborhood density, vehicle miles traveled are reduced by 20 to 30 percent.

Car ownership rates are less in higher density areas. According to recent American Housing Survey data, multifamily developments have lower car ownership rates than single-family home tracts.

To encourage housing affordability, California cities need to promote higher densities.

Low-income households own fewer cars, drive less



Source: U.S. Energy Information Administration, Residential Transportation Energy Consumption Survey, Household Vehicles Energy Consumption, 1994

High-density housing can encourage nearby retail development, along with ease of walking and transit use. Mixing housing with commercial development is ever more crucial for traffic control, since non-work trips constitute the largest number of trips.

Over three-fourths of trips in Southern California are non-work trips. With high-density

housing, stores serving neighborhood residents move in, allowing residents to walk to buy groceries or to the dry cleaner instead of driving.

Transit connections also become more common when neighborhood density increases, as transit is only cost-effective at densities above eight or 10 units per acre.⁵

Myth #3

High-density development strains public services and infrastructure.

Fact #3

Compact development offers greater efficiency in use of public services and infrastructure.

Librarians, sheriffs' deputies, nurses, fire fighters, and many other vital members of our communities all need affordable housing.

Higher-density residential development requires less extensive infrastructure networks than does sprawl. California developers must usually pay for sufficient infrastructure capacity to serve their own projects. When communities cannot take advantage economies of scale in providing infrastructure, extension costs rise. High-density housing helps provide economies of scale both in trunk lines and in treatment plants. The cost savings can be passed on to new residents, and the smaller debt load can help ensure fiscal stability throughout the community.

Infill development can sometimes take advantage of unused capacity in public services and infrastructure. Communities can save taxpayers and new residents money when housing construction is allowed in areas where infrastructure and service capacity has already been paid for and is underutilized. Infill development can also make use of a transit and provide better access to services, while improving economic viability.

Higher-density infill residential development can translate to higher retail sales. By approving new high-density development in infill locations, communities can revitalize stagnant

commercial districts and increase taxable sales—the primary source of revenue in most California jurisdictions.

According to the American Housing Survey, the development of single-family homes is much more likely to cause strain on local schools than high-density development. In most cases, a single-family home can have two to three times the numbers of school aged children per household.⁶

Myth #4

People who live in high-density and affordable housing won't fit into my neighborhood.

Fact #4

People who need affordable housing already live and work in your community.

spouse and a child, the family would be a very low-income household. A starting air-traffic controller in San Diego County, with income barely higher than \$31,000 a year, would also qualify for affordable housing. Librarians, sheriffs' deputies, nurses, fire fighters, and many other vital members of our communities all need affordable housing.

People motivated by these concerns may just need to "meet" the residents of high-density and affordable housing. Residents often have been long time members of the community, and will continue to make contributions to their neighborhoods. For a list of resources that can introduce people to those who live in high-density and affordable housing, see *Resources: Meeting the Residents of Affordable Housing*, at the end of this report.

According to government definitions of affordable housing, families should devote no more than 30% of their income to rent or mortgage payments and utilities. Affordable housing often means housing whose residents don't pay too large a share of their incomes on rent or a mortgage.

Households earning lower incomes can have a variety of occupational and educational backgrounds. Families earning less

than four-fifths (80%) of the area's median income are officially lower-income households; families earning less than half of the median are known as very low-income households. For example, a starting elementary or high-school teacher in Mountain View (Santa Clara County), with a gross monthly income of around \$3,200, can afford to pay \$960 a month in rent, which qualifies as low-income if the teacher lives alone; if the salary must support a

Myth #5

Affordable housing reduces property values.

Fact #5

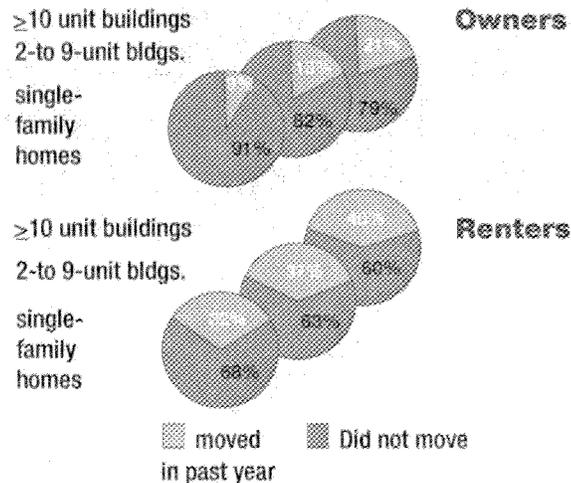
No study in California has ever shown that affordable housing developments reduce property values.⁷

Architectural standards and adequate maintenance also strongly influence property values

Many studies have been done. The truth is the single most significant factor affecting property values is the pre-existing value of the land in a given community or area. This is true based on supply and demand, proximity to major urban centers, nearby attractions (beachfront property, panoramic views), any negative factors such as environmental contaminants, and availability of adequate infrastructure and services.

Architectural standards and adequate maintenance also strongly influence property values, particularly as they apply to affordable rental properties. Properly maintained affordable housing developments, designed and built with sensitivity to the architectural and aesthetic standards desired by the community, may even increase property values.⁸

Tenure much more important than density in recent moves



The majority of both renters and homeowners in California metropolitan areas move less than once a year. Homeowners move less often than renters, but even renters move seldom enough to form long-term ties to neighbors.

⁷ Source: U.S. Dept. of HUD, American Housing Surveys for San Francisco-Oakland, San Jose, Los Angeles-Long Beach, San Diego, Riverside-San Bernardino, and Anaheim-Santa Ana.

Myth #6

Residents of affordable housing move too often to be stable community members.

Fact #6

When rents are guaranteed to remain stable, tenants move less often.

Affordable housing tenants invest in a neighborhood and community just as much as any other resident

According to San Francisco's BRIDGE Housing, annual turnover in their affordable housing projects is less than 10 percent annually. This turnover rate is approximately the same as most single-family homeowners, around 10

percent, and much less than market-rate renters.

Affordable housing tenants invest in a neighborhood and community just as much as any other resident. Affordable housing tenants include families with school

age children, where the mother and father attend PTA meetings, and spend their spare time enjoying parks and other community facilities. These families and other affordable housing tenants are concerned for the public's health and safety just like other residents of the community.

Myth #7

High-density and affordable housing undermine community character.

Fact #7

New affordable and high-density housing can always be designed to fit into existing communities.

Density, as measured in units per acre, can be a deceiving measurement, but new housing at between 20 and 50 units per acre can be designed to fit in most California communities. The best way to convince people of this is to show them how well new housing can fit into their neighborhoods. see Resources: *Increasing housing densities*, at the end of this part, for a list of slide shows and videos.

Communities can also achieve higher densities by filling in the existing urban fabric with second units, duplexes, and conversion of outmoded or abandoned commercial

buildings. Local governments most often encourage infill by reducing regulations and restrictions.

New affordable housing differs little or not at all from any other development. When BRIDGE Housing opened its affordable *Pickleweed* housing development in upscale Mill Valley, potential buyers for neighboring condominiums mistook *Pickleweed* for the market-rate project. And when Habitat for Humanity built its self-help project in Rancho Santa Margarita, local developers and subcontractors contributed materials identical to those used in nearby market-rate

High-density doesn't mean high-rise. When most people hear high-density housing, they imagine high-rise housing. But in most California cities, the market won't even support high-rise housing. More often than not, high-density development now means two- and three-story wood frame garden apartments that frequently are similar in scale to large home luxury housing.

homes. Thanks to sensitive work by experienced architects, the new townhomes fit in perfectly (see case study). These developments are proof that affordable housing doesn't mean high-rise slums.

Myth #8

High-density and affordable housing increase crime.

Fact #8

The design and use of public spaces has a far more significant affect on crime than density or income levels.

Density does not cause crime. For many years social scientists have asked whether high-density housing causes crime. Not one study has shown any relationship between population or housing density and violent crime rates; once residents' incomes are taken into account, the effect of density on non-violent crime decreases to non-significance.

After studying housing and neighborhoods throughout the country, Oscar Newman concluded that the design and use of public spaces, and

particularly the sense of ownership and control that residents have over these areas, has far more significant affect on crime than density or income levels.

In neighborhoods suffering from disinvestment, particularly those areas lacking jobs and community services, crime can be higher.

Local governments can help address legitimate concerns about crime by working with existing residents and law enforcement to develop community-based strategies to reduce crime.

Management & Design are Key. Local governments can also help protect the entire community, including new affordable housing residents themselves, by attending to details at the project level. Most important is effective professional onsite management, with strong tenant-screening and good security systems. Design, too, can play an important role in protecting residents and neighbors of high-density or affordable housing, especially by ensuring visibility. New developments should also contain a mix of unit types to accommodate different kinds of households. When residents have different occupations and family types, someone will probably be home in the development almost all the time.

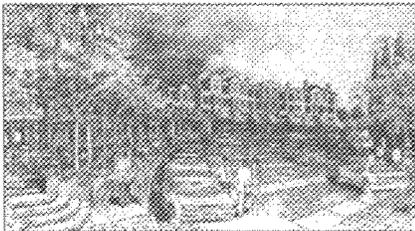
In Conclusion

In this decade, California's persistent affordable housing shortage has become so commonplace that it seems natural. Planners and elected officials must stop believing another pervasive myth: *that they can do nothing to create affordable housing*. This report shows that many California communities now believe they have the creativity, resources, and will to house all those who need shelter. As a result, they have established that, in fact, California communities can become more open, more accepting, and better places for old-timers, new immigrants, or their children.

Case Studies

Renaissance

High-Density and Affordable Housing Help Balance Silicon Valley



High-technology firms create thousands of jobs in Silicon Valley, but housing construction does not keep pace. New workers have to commute long distances to reach their jobs. As a result, Silicon Valley suffers from some of the worst traffic in California and from the State's highest housing prices. In the late 1980s, San Jose set out to clear traffic and ease the housing shortfall by changing its land-use policies. The Renaissance project, on a 56-acre site in north San Jose, was originally designated for research and development. It had enough infrastructure -- including a wide road and convenient access to

planned light rail to handle a large number of new jobs.

In 1991, Renaissance Associates, a partnership between General Atlantic Development and Forest City Development, proposed with the landowners that San Jose rezone the site for over 1,500 moderate -- and high-density rental apartments and for-sale town homes, neighborhood retail, and a day-care center. San Jose readily agreed.

The project developers started work early with neighbors living in an existing single-family development on the site's northern boundary to provide appropriate transitions into Renaissance, while making best use of the large existing road. In response to neighbors' concerns, the developers located the lowest-density town home component adjacent to the existing residences, and provided ample setbacks between the new attached homes & the 1950s-vintage single-family homes.

The developers responded to concerns about traffic by canceling initial plans for a through street that would connect the existing neighborhood with Renaissance Village.

This high-density development shows that often repeated myths about the effects of high-density housing on public services and transportation aren't always true. San Jose's ambitious plans for employment development in the area led the City to require the construction of more infrastructure than was eventually necessary both on the site itself and in neighboring areas of the City. Later, the City determined that it could alleviate traffic throughout its road network by shifting the location of new residences and workplaces.

The composition of the project itself, with over 250 affordable apartments, market-rate apartments, and attached ownership units, further assures balance between the

housing and Silicon Valley's new jobs. The site design, which features pedestrian-friendly walkways and easy connections to the Tasman Light Rail, will allow Renaissance Village residents to leave their cars—in their garages altogether.

The development also shows that, with advance planning and sensitivity to neighbors' concerns, NIMBY sentiments can be prevented. The neighbors and the developers displayed an attitude of openness that ensured both a smooth approval process and a better project.

San Paulo

Good Design Beats NIMBYism in Irvine



The City of Irvine, one of California's largest planned communities, added tens of thousands of new jobs as the information economy boomed. But the City's housing supply—especially housing for families with modest incomes—could not keep up with its job creation. In late 1990s, the City and The Irvine Company, which owns all the undeveloped land in the City, identified a 15-acre multifamily site as appropriate for new affordable housing.

To ensure that such a large and prominent new development would fit into West Park Village, the Irvine neighborhood that surrounds it, The Irvine Company contacted the Costa Mesa-based architecture firm of McLarand Vasquez & Partners (MV&P). MV&P, which had also designed the dense and highly popular Corte Bella town homes across the street from the project site,

designed San Paulo's 382 units in 27 separate buildings, with flats and town homes of various sizes. San Paulo's overall density reaches about 25 units per acre, with room left over for two swimming pools, generous landscaping, a tot lot, and numerous features to smooth the transition from San Paulo's surroundings into its highest-density areas.

To show the City's residents that affordable housing and its residents belong in Irvine, The Irvine Company also met early with West Park Village residents. The neighbors were won over by the open process and the high-quality design. The Irvine Company and the City emphasized that San Paulo's residents would be members of the Irvine community. Teachers, firefighters, and other essential contributors to the City's life previously forced out of the City by its high housing prices would find an affordable place to live if San Paulo were approved.

Also key to the project's success was the participation of its non-profit partner, San Francisco's BRIDGE Housing. BRIDGE provided vital advice on affordable housing to the other members of the development team, assisted in the City's approval process, and coordinated the project's financing, which came from City & county sources and State-authorized bonds and tax credits, with credit enhancement by Sumitomo Bank, Ltd. Forty percent of the units are affordable to families earning less than half of Orange County's median income of \$56,500; another 50 units are also designated as affordable to low- and moderate-income families.

In Irvine, the developer, architect, non-profit partner, and City staff needed to overcome one key obstacle: unfamiliarity. Residents' preconceptions fit the myths—and not the reality—of today's mixed-income, non-profit sponsored affordable housing. By being sensitive to both the design of

surrounding developments and neighboring residents' desires to feel included in decisions, the development team has created a successful model for emulation throughout southern California.

Midtown Sacramento

Residents Play a Role In Creating Affordable Family Housing in Neighborhood



Midtown Sacramento boasts a diverse mix of housing and small businesses. Midtown streets are lined with early 1900 Victorian houses, some of which are occupied by high-income families, others have been converted into multiple rental units and more still are occupied by office-type businesses, primarily law firms.

Building family housing in an established downtown isn't easy, but Mercy Housing California demonstrates that when the lines of communication are opened, a dense multifamily project can gain public support.

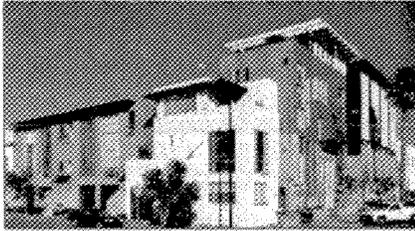
Saint Francis of Assisi Elementary School and Church is located in a midtown neighborhood, a block from historic Sutter's Fort

and nearby a number of boutiques interspersed in a largely residential neighborhood. The School and Church occupied over half of a city block and the Church had rights to the entire block. The bishop was interested in developing housing on the underutilized area of the block. One of the famous Victorian houses succumbed to a fire by transients. The Church had the remains removed and was left with an eyesore and potentially hazardous attraction next to the School playground. Although there are high-rises housing elderly residents in the midtown neighborhood, community members and Saint Francis parishioners didn't perceive an affordable multifamily housing project fitting in to the existing residential neighborhood. There was significant opposition to building such a project.

Mercy Housing California enlisted the assistance of Michael Friedman, an experienced in fill development architect with Tong and Bottomly, to conduct a series of workshops to listen to community and parishioner concerns. To build the desired number of family units composed of one-, two-, and three-bedroom units, the architectural firm designed the building from the inside out. Conscientious of local resident concerns, the project saved the School playground while preserving the privacy of the new 46 affordable family housing units. Additionally, local input resulted in new public space for the community to enjoy. The project has been built and occupied for several years and has become an integral part of the midtown neighborhood. Residents and parishioners, who at first feared the project, now point with pride to the community asset they had a hand in creating.

San Diego

Small Scale, Mixed-Income Housing is good fit for Little Italy Neighborhood Development



The sloping landscape at the northern downtown edge of San Diego Bay was once home to the many Italian families who derived a living from the highly successful tuna fishing industry. Although large-scale commercial fishing is now a memory, the district's

southern European character remains. Always a neighborhood first and then a commercial and light industrial center, Little Italy's spirit is perhaps best typified by the rebuilt Washington Elementary School and development of the adjacent Amici Park, which serves both as a playground for the school and a park including a bocce ball court for the community. Its lovely vistas now offer an urban neighborhood with single-family homes, condominiums, lofts and apartments. The India Street commercial strip is alive with Italian restaurants, small cafes, art and graphic studios/galleries, specialty shops and low-rise offices.

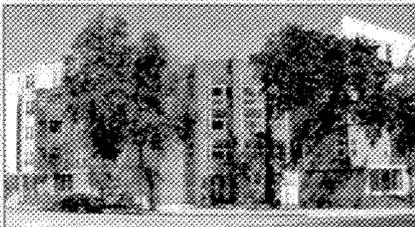
Little Italy Neighborhood Development (LIND), one of the region's most innovative residential

ideas, was one of six new successful affordable housing projects that has received the State Housing Director's Award for Housing Development Excellence in 2000. The Little Italy development consists of 16 row homes, 12 affordable rental lofts and 37 low- and moderate-income apartments. This successful development demonstrates that smaller scale, mixed-income housing can be infilled in an urban setting.

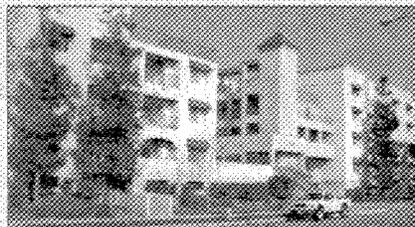
Continuing infill for-sale and rental residential projects is further reinforcing little Italy's distinctive character. Property has been acquired recently by the Redevelopment Agency for future housing developments.

What Does Density Look Like?

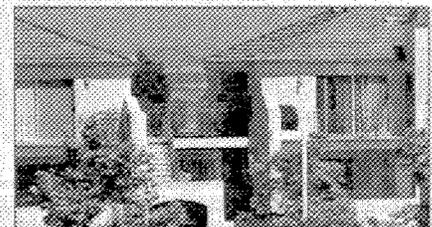
Providing a broad range of housing densities is key to ensuring housing opportunities for all residents. Density is calculated by determining the number of dwelling units per acre (du/ac). But, what do different housing densities look like?



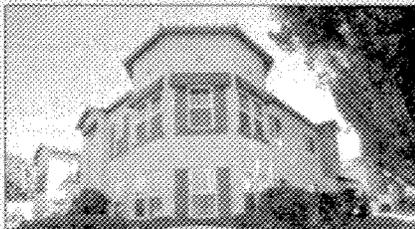
Goggins Square Pleasant Hill, Walnut Creek, CA
42 Units/Acre



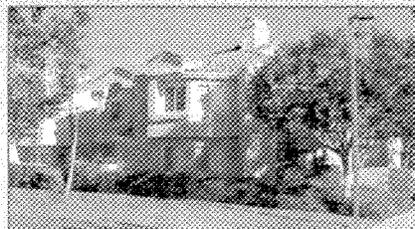
Chesnut Place, Orange, CA
100 Unit/Acre



Woodpark Apartments, Aliso Viejo, CA
24 Units/Acre



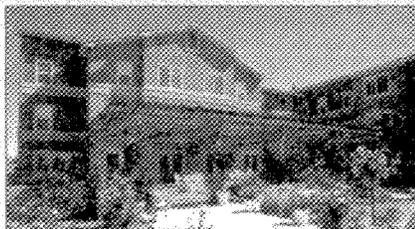
Casa San Juan, Oxnard, CA
64 Units/Acre of Family Housing



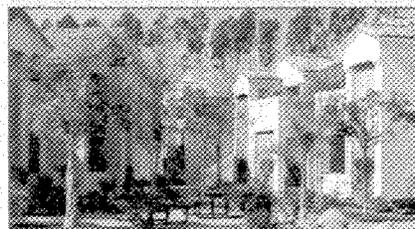
San Marcos Apartments, Irvine, CA
64 Units/Acre



Fullerton City Lights, Fullerton, CA
83 Units/Acre



Russell Manor, Sacramento, CA
66 Units/Acre of Elderly Housing



Arroyo Vista Apartments, Mission Viejo, CA
14 Units/Acre



San Paulo Apartments, Irvine, CA
25 Unit/Acre

Resources

Some communities will need to see more specific examples of good high-density and affordable housing before being convinced that they can live with it. In other cases, residents may need to meet people who live in affordable housing. Almost universally, local governments and planners need advice and information about how best to ensure the design of quality affordable and high-density housing in their communities. Luckily, more and more resources--books, pamphlets, handbooks, slide shows, and videos--are becoming available. This list includes only a few resources; those interested are encouraged to contact the California Department of Housing and Community Development (916/445-4728) for ordering information on most of these publications and for additional suggestions.

Making Housing More Affordable

Blue Print 2001: Housing Element Ideas and Solutions for a Sustainable and Affordable Future. Bay Area Housing, 2001. Blue Print 2001 includes a large directory of housing programs and strategies with a wealth of case studies, including adaptive reuse, air rights development, infill development, second units and density bonus developments.

There Goes the Neighborhood? The Impact of Subsidized Multi-Family Housing on Urban Neighborhoods, by Edward Goetz, Hin Kin Lam and Anne Heitlinger. Center for Urban and Regional Affairs and Neighborhood Planning for Community Revitalization, Minneapolis, Minnesota, 1996

Affordable Housing Slide Show. This 1989 slide show, also from LHEAP, focuses on the San Francisco Bay Area, on techniques for achieving housing affordability; available on loan from HCD for the cost of mailing plus a deposit. For more information, call HCD at 916/445-4728.

Affordable Housing Handbook. A 1991 publication of the California Coalition for Rural Housing. This handbook offers an exhaustive list of programs and policies that local governments can use to ensure the construction, rehabilitation, and preservation of affordable housing. \$5.00 To order, call CCRH at 916/443-4448.

Creating a Local Advisory Commission on Regulatory Barriers to Affordable Housing. This 1992 publication by the US Department of Housing and Urban Development guides local governments that want to establish committees to identify and reform ordinances and policies that reduce the supply of housing and increase its costs. \$4. To order, call HUD User at 800/245-2691.

Affordable Housing: Proactive & Reactive Planning Strategies. This recent publication discusses both "affirmative" measures such as, inclusionary zoning, linkage, affordable housing finance, affordable housing preservation, and infill and reactive measures, including

zoning and subdivision reform, growth management, impact fees, environmental legislation, and administrative reform. \$29 includes shipping and handling. To order, call the Planners' Bookstore at 312/955-9100.

Affordable Housing: Restoring the Dream. 15-minute video (1989) by the Urban Land Institute promotes cost savings in single-family housing through flexible development standards and expedited processing. \$34.95 for non-ULI members. Order number A-17. To order, call 800/321-5011.

The Effects of Subsidized and Affordable Housing on Property Values: A Survey of Research. Out of 15 published papers on subsidized housing, group homes for the handicapped, and manufactured housing, 14 concluded that this housing had no significant negative effects on the values of neighboring properties. Some reported positive property value effects. Free. To order, call HCD at 916/445-4728.

Second Units. This paper, updated to reflect 1990 amendments to State law increasing the permissible size of second units, describes the advantages of and statutory requirements for the development of second units. Free. To order, call HCD at 916/445-4728.

Meeting the Residents of Affordable Housing

California Homeless and Housing Coalition: A 42-minute video, Neighbors in Need, documents the experiences of three organizations in establishing facilities for the homeless. The 1991 video features interviews with residents and clients, as well as with one-skeptical neighbor who now advocate for other similar facilities, in Hayward, San Mateo County, and Los Angeles. \$15. To order, call 916/447-0390.

Realize the Dream. The City of Fremont Housing Department produced a five-minute video, now available through HCD introducing decision-makers and citizens to the residents of three of the City's bond-financed mixed-income apartment projects. Features interviews with residents of both subsidized and unsubsidized units. For information on how to obtain, call HCD at 916/445-4728.

We Call It Home: A Tour of Affordable Housing. 16-minutes. Recent video produced by Marin County's Ecumenical Association for Housing (EAH) introduces several of EAH's projects and the people who live there, in Marin and Contra Costa counties. \$15 to purchase, postage costs to borrow. Call Betty Pagett at 415/258-1800.

NIMBY fears, community perceptions: Analysis of Affordable and Market Rate Housing Developments in Oakland, California, by Cathy Cha. Dept. of City and Regional Planning, University of California at Berkeley, 1996

HCD offers a website with a section titled: NIMBY Resources at www.hcd.ca.gov/hpid/nimby. The page includes resources and tools for addressing NIMBY concerns about housing

and especially affordable housing and/or high-density housing.

Increasing Housing Densities in New and Existing Development

Good Neighbors: Affordable Family Housing (Design for Living) by Tom Jones, William Pettus (Contributor), Michael Pyatok, and R. Thomas Jones. 1996. McGraw-Hill Professional Publishing. Based on the acclaimed AIA Design for Housing initiative and supported by and NEA grant. This is an authoritative guide to modern affordable housing design. This landmark book provides architects, landscape architects, planners, developers, advocates, government officials, and policy makers with workable answers for the design of affordable, aesthetically pleasing housing.

Density by Design: New Directions in Residential Development by Steven D. Fader, Vincent Scully. 137 pages 2nd edition, March 15, 2000, Urban Land Institute (ULI). This document provides innovative solutions to the challenge of developing higher density housing that will be successful in the marketplace. Case studies of 14 projects show how others have implemented the best new ideas in residential development and design. Projects covered range in density from single-family subdivisions to downtown high-rise apartments and illustrate many up-to-the minute concepts: new urbanism, transit-oriented development, mixed-income and mixed-housing types, urban infill, and adaptive use. They also reveal trends and standards for developing projects that provide a sense of place, use land efficiently without compromising livability, and that can pass the twin tests of governmental approval and marketability.

Compact Development Presentation. This presentation with 39 slides from the Local Government Commission highlights some of the needs, myths and misconceptions about compact housing and its role in helping to create more livable communities. Slide shows may be purchased or rented. \$50.00 for complete set. \$2.50 for individual slides, or rent for \$15.00 plus \$50.00 deposit.

Multifamily Residential Design Principles. The City of Sacramento published this excellent guidebook November 19, 1999 to provide multifamily design guidelines for the City Planning Commission.

Big Blue Book of Affordable Housing Case Studies, Alexander and Edwards Publishing, 2000 Compact and Balanced Development: Designs for California Living. This 15-minute video by the American Institute of Architects California Council provides tangible examples of infill and higher-density developments that enjoy community support, and highlights the role of local governments in their approval and construction. AIA members: \$25; non-members: \$40. To order, call 916/443-9082. In late 1993, the AIACC will release a follow-up urban design video demonstrating how to respond to community concerns, increase density, encourage mixed-use transit-oriented development, and obtain innovative financing.

Room Enough. This publication, by San Francisco's Greenbelt Alliance, discusses five strategies using vacant land more effectively, building more housing along major streets, bringing homes and people downtown, adding second units on existing home sites, and recycling lands no longer needed for industry that communities can use to accommodate more housing while meeting concerns about community character and open space. \$9. To order, call Greenbelt Alliance at 415/543-4291.

Transit-Oriented, Mixed-Use and Infill Development

Building Livable Communities: A Policymaker's Guide to Infill Development. The January 2001 publication from the Local Government Commission helps to answer two of a policymaker's most frequently asked questions: "Why build in town?" and "What can local government do to encourage infill development?" This guidebook suggests a number of ways to create infill development in your community. These include: planning proactively; assuring public participation; using public facilities and development to attract investment; assisting with project financing; zoning for mixed-use and higher-density development; encouraging rehabilitation; providing in-kind assistance; streamlining the permit process; providing public services; and addressing toxic contamination.

Building Livable Communities: A Policymaker's Guide to Transit-Oriented Development. This is a companion guidebook on transit-oriented development from the Local Government Commission. More and more, community leaders are recognizing that building residences, stores and work places near transit stops can play a major role in creating places where we enjoy living, working and playing. The guidebook addresses the questions of "why build near transit?" and "why should elected officials, land-use agencies and developers pay more attention to development near transit than to any other kind of development?" The guidebook has helpful advice, model examples, and resources to help create livable, transit-oriented communities in your region.

Notes

Statewide Housing Plan: Raising the Roof, California Housing Development Projections and Constraints 1997-2020. California Department of Housing and Community Development, May 2000

Still Locked Out: New Data Confirm that California's Housing Affordability Crisis Continues. California Budget Project, March 2001

*American Housing Survey

John Holtzelaw, 1997m Metropolitan Transportation Commission, 1990 Household Travel Survey

*Cambridge Systematics and Parsons Brinckerhoff Quade & Douglas. Making the Land Use Transportation Air Quality Connection: Analysis of Alternatives. Vol. 5 Friends of Oregon

*American Housing Survey, 1999; National Multi Housing Council, Research Notes, August 24, 2000

*Paul Cummings and John Landis, "Relationships between Affordable Housing Developments and Neighboring Property Values" (Berkeley: University of California Institute of Urban & Regional Development, 1993)

*California Department of Housing and Community Development, "The Effects of Subsidized and Affordable Housing on Property Values: A Survey of Research" (Sacramento: DHCD, 1988), 2

Published by the California Planning Roundtable

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Woodie Tescher
EIP Associates, Los Angeles

Frank Wein
FAICP, DPDS, URS Corporation, Los Angeles

Mark Winograd
AICP, City of Culver City

Project Team

Project Manager:
Susan DeSantis

California Planning Roundtable project team:
David Early
Wayne Goldberg
Vivian Kahn
Marvin Ross
Janet Ruggiero

California Department of Housing & Community Development project team:
Cathy Creswell
Paul McDougall
Paul Dirksen

Report Design and Production:
Pierre Rademaker Design
www.rademakerdesign.com

Cover Rendering © 2002 :
Elizabeth Reule & Stefanos Polyzoides
Architects and Urbanists
Pasadena, CA

ATTACHMENT 2



*Town of Mammoth Lakes
Community Development Department
P.O. Box 1609, Mammoth Lakes, CA 93546*

Date: May 22, 2008

Subject: Shady Rest Neighborhood District Plan (NDP) for the Hidden Creek Crossing project – Meeting notes

Summary – Shady Rest NDP Framework Issues

Summary of Shady Rest NDP Framework issues from May 13 and 14, 2008:

- Develop an alternative of 172 units to express the 1991 Shady Rest Master Plan.
- Discuss appropriate scales (i.e. type, size and finish) of community amenities and how community amenities relate to density.
- Evaluate an appropriate amount, type, and location of retail uses, if any.
- Prepare a housing demand and needs analysis (Mammoth Lakes Housing, Town and applicant - not part of Wallace Roberts and Todd's scope)
- Analyze how the site should integrate with and impact the surrounding neighborhoods, including the sphere of influence.
- Discuss appropriate building mass, scale, setbacks, and architecture.
- Discuss traffic impacts and traffic calming techniques.
- Prepare an expanded mobility diagram to show feet-first connections to destinations, such as VONs, schools, and public lands (these destinations will extend outside of sphere of influence).
- Prepare a transportation demand management study to evaluate appropriate parking ratio(s) for affordable housing while balancing needs and quality of life (Town's consultant, Nelson Nygaard - not part of Wallace Roberts and Todd's scope)
- Analyze the potential for a public parking facility.
- Discuss wetlands and open space design, management, and accessibility.
- Analyze options to incorporate sustainable design practices.
- Evaluate adequate snow management (snow storage and removal) techniques.
- Discuss ways to improve existing storm drains and provide adequate storm drain systems.

Planning Commission adopted a revised district sphere of influence (expanded west to Joaquin Road and shortened to the north side of Main Street) and a modified scope of work for the Shady Rest NDP to include the above issues (5-0 vote to approve).

**Planning Commission and Joint Commission Workshop #1 –
Shady Rest NDP Framework
May 13 and 14, 2008**

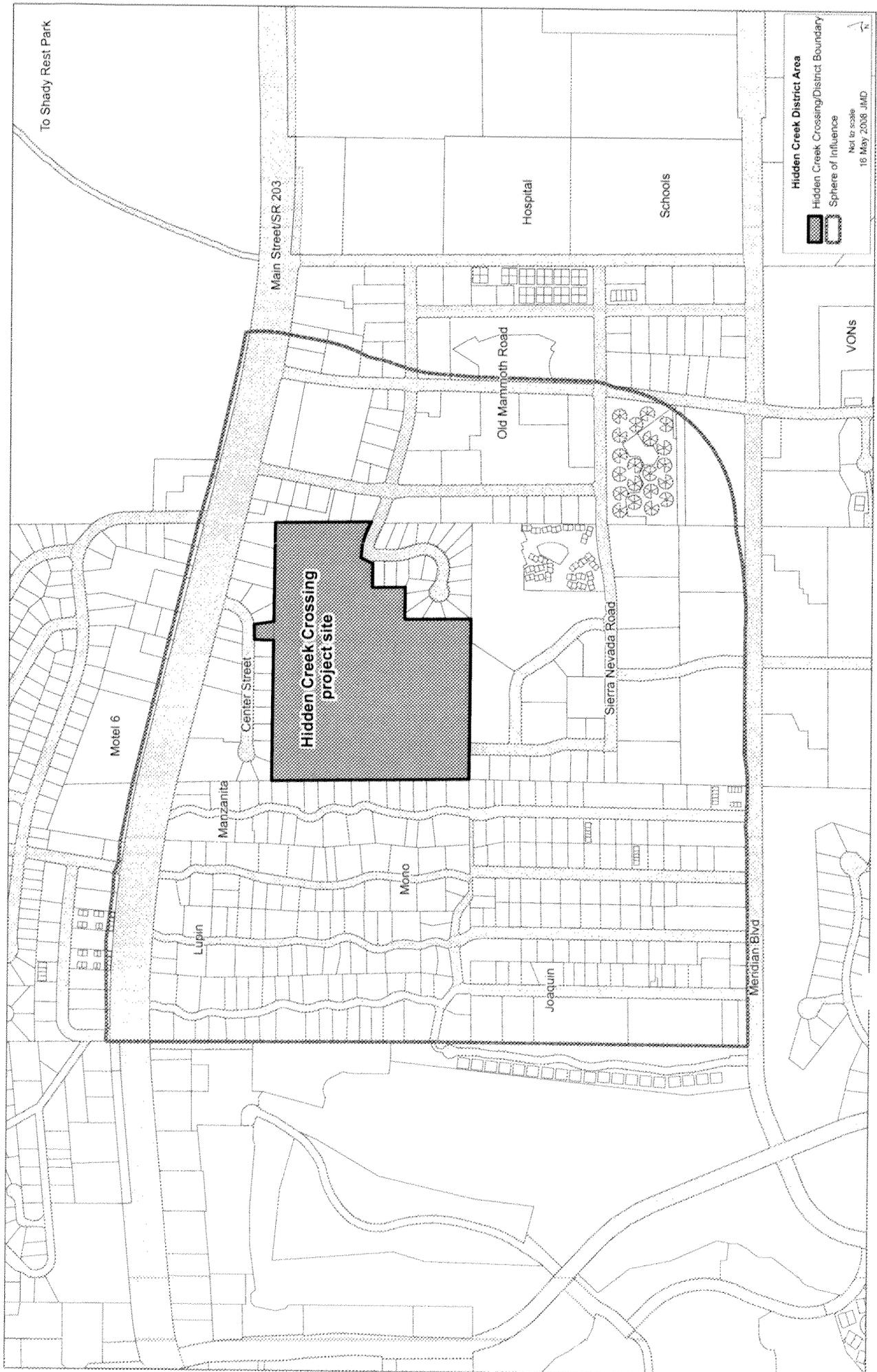
Item	Staff note
<p>Density and Impacts to PAOT</p> <ol style="list-style-type: none"> 1. General Plan (GP) HDR-1 designation allows up to 12 units/acre; GP Policy L.2.D allows up to a double density for qualifying projects; Shady Rest Master Plan designates 172 units, which is more restrictive than General Plan; Master Plan can be amended w/o a GP amendment. 2. How to justify an increase in density from 172 to 405 units (e.g. community amenities and benefits)? 3. Lower density could make this a great place for workforce, such as middle management. 4. Heart of Mammoth (96B/C) history re workforce use, including density. 5. What amount of State Density Bonus will be sought? 6. Would the ½ unit provision for studio and 1-bedroom units of less than 850 s.f. be allowed on this site? <p>Land Use</p> <ol style="list-style-type: none"> 7. What are appropriate commercial uses and sizes for residents vs. creating competition with existing commercial? Wouldn't residents of project want retail? <p>Economic Trade-Offs</p> <ol style="list-style-type: none"> 8. How can we address Mammoth Lakes Housing's (MLH) needs such as unit type and affordability levels? 9. Are the existing MLH projects occupied? Do we need additional workforce housing units? How much more? 	<ol style="list-style-type: none"> 1. To be discussed through the NDP and project evaluation processes. 2. To be discussed through the NDP process. 3. To be discussed through the NDP and project evaluation processes. 4. To be discussed through the NDP and project evaluation processes. 5. To be discussed through the NDP and project evaluation processes. 6. To be discussed through the NDP and project evaluation processes. The Town can decide if this provision is appropriate or not appropriate because the application will be for a master plan amendment, which is a legislative action (requires Town Council approval). 7. To be discussed through the NDP process. Economic Research Associates (ERA) recommended that the Town focus on the development of "town centers" at the North Village and Old Mammoth Road. 8. The project application requires a housing demand/needs study. Also, Housing Element will be updated within the year which will provide additional information. 9. See above.

<p>10. What is the business plan for the project?</p>	<p>10. To be discussed through the project evaluation process.</p>
<p>Sphere of Influence</p>	
<p>11. How to deal with overlapping districts such as North Old Mammoth Road District Study?</p>	<p>11. Consultants will review previous district work to inform their NDP analysis and recommendations.</p>
<p>12. The project should integrate with the surrounding neighborhoods, including density; density relates to the sense of place.</p>	<p>12. To be discussed through the NDP process.</p>
<p>13. Social issues expressed in Leigh Gaasch's letter to the MLPD, Lt. Short (e.g. drunks, trespassing, etc).</p>	<p>13. To be discussed through the NDP process as they relate to a livable workforce neighborhood. Also to be discussed through the project evaluation process.</p>
<p>14. Sphere of Influence should include Lupin and Joaquin streets (all of Sierra Valley Sites).</p>	<p>14. Sphere of Influence has been modified by Planning Commission to include Lupin and Joaquin streets.</p>
<p>15. Sphere of Influence should be expanded to include MLTPA GIC points to west/east; Tallus trail; connections to VONs, Gateway, Shady Rest Park, Town trails system; schools and hospital via year round feet first; extend to vital parts of/connections to the community.</p>	<p>15. To be discussed through the NDP process through an expanded mobility diagram that includes these connections.</p>
<p>16. Sphere of Influence is too far to south and north (it can stop at Main Street).</p>	<p>16. Sphere of Influence has been modified by Planning Commission to stop just north of Main Street.</p>
<p>17. Sphere of Influence should be manageable and not excessively large.</p>	<p>17. Sphere of Influence has been modified by Planning Commission and will be considered by Town Council.</p>
<p>Character</p>	
<p>18. Components and Objectives in Wallace Roberts and Todd's (WRT) PowerPoint presentation are good, but are not materialized by test plans (prototypes); concern re parking ratios (balance feet-first with AH needs); integration w/surroundings; unit types and sizes; future resident's needs and quality of life (families, storage, size of units, comparable to market rate units, snow storage, solar orientation, etc).</p>	<p>18. To be discussed through the NDP and project evaluation processes.</p>
<p>19. Building mass and scale should be evaluated.</p>	<p>19. To be discussed through the NDP, CEQA and project evaluation processes.</p>
<p>20. Good mountain architectural design is needed.</p>	<p>20. To be discussed through the NDP and project evaluation processes.</p>

<p>Circulation, Mobility and Parking</p> <p>21. Can the traffic concerns for the Sierra Valley Sites be addressed through the Shady Rest NDP?</p> <p>22. A detailed traffic analysis needs to be prepared; Laurel Mountain Road is already dangerous (north facing slope) and there will be impacts from both Clearwater and Hidden Creek Crossing projects, including Level of Service (LOS).</p> <p>23. Street connection to Center St may result in high traffic speeds/cut-through/safety issues.</p> <p>24. Tavern/Laurel Mountain intersection is dangerous and is used as a cut-through to avoid the traffic light at Main Street/Old Mammoth Road.</p> <p>25. What if Dorrance Drive went through to Chaparral? Could eminent domain be used to in the future to get a road connection to Manzanita?</p> <p>26. A 500 ft winter walking distance is more appropriate for visitors. Residents will walk farther in the winter.</p> <p>27. With this project, a mid-town lift expansion is a possibility.</p> <p>28. Pedestrians and bicyclists' connections should not be added as an afterthought (MLTPA letter dated 5-13-08).</p> <p>29. How do people access the wetlands/open space? Where would they park?</p> <p>30. Public parking facility should be discussed as stated in the General Plan under Special Study Areas and Physical Development Diagram.</p> <p>Recreation and Community Amenities</p> <p>31. "Open Space" needs to be defined.</p>	<p>21. A separate NDP will be prepared for the Sierra Valley Sites to address this as determined by scoping. The Hidden Creek Crossing application requires a traffic impact analysis for CEQA, which will address impacts of the proposed development on traffic in other areas of town including Sierra Valley Sites.</p> <p>22. To be discussed through the NDP and CEQA processes.</p> <p>23. To be discussed through the NDP and CEQA processes.</p> <p>24. To be discussed through the NDP and CEQA processes.</p> <p>25. Commission and public response was that this would be a cut-through that worsens traffic; this would be an issue if one-way circulation was imposed.</p> <p>26. To be discussed through the NDP process.</p> <p>27. To be discussed through the NDP, CEQA and project evaluation processes.</p> <p>28. To be discussed through the NDP process.</p> <p>29. To be discussed through the NDP process.</p> <p>30. To be discussed through the NDP process.</p> <p>31. To be discussed through the NDP and project evaluation processes.</p>
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<p>32. Need functional open space.</p> <p>33. Scale of community amenities.</p> <p>Environment and Natural Resources</p> <p>34. Need to save trees.</p> <p>35. The wetlands area is a liability. Whose liability is this? Who will maintain?</p> <p>36. What does wetlands accessibility mean?</p> <p>37. How would the wetlands/open space be managed?</p> <p>38. Sustainable plan should be incorporated into design.</p> <p>Public Infrastructure and Facilities</p> <p>39. Need adequate snow storage.</p> <p>40. An adequate storm drain system is needed to address issues in Sierra Valley Sites prior to construction.</p>	<p>32. To be discussed through the NDP process.</p> <p>33. To be discussed through the NDP process.</p> <p>34. To be discussed through the NDP and CEQA processes.</p> <p>35. To be discussed through the NDP and CEQA processes.</p> <p>36. Physical and visual accessibility; the WRT prototypes/tests include a buffer for the required buffer that would allow for a trail along the wetland.</p> <p>37. Options are open for discussion; nothing has been proposed or decided.</p> <p>38. To be discussed through the NDP process.</p> <p>39. To be discussed through the NDP, CEQA and project evaluation processes.</p> <p>40. To be discussed through the NDP, CEQA and project evaluation processes.</p>
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ATTACHMENT 3



To Shady Rest Park

Motel 6

Manzanita

Hidden Creek Crossing project site

Center Street

Main Street/SR 203

Mono

Old Mammoth Road

Hospital

Schools

Sierra Nevada Road

Joaquin

Mendocino Blvd

VONS

Hidden Creek District Area
Hidden Creek Crossing/District Boundary
Sphere of Influence
Not to scale
19 May 2008 JMD

ATTACHMENT 4



Planning & Design

April 29, 2008
Revised May 22, 2008

Jen Daugherty
Assistant Planner
Town of Mammoth Lakes
PO Box 1609
Mammoth Lakes, CA 93546

Philadelphia
Coral Gables
Dallas
Lake Placid
San Diego
San Francisco

**Re: Town of Mammoth Lakes, Shady Rest/Hidden Creek Crossing District
Planning Study Part 2 (WRT #5123-05.99) PROPOSAL - Revised**

Dear Ms. Daugherty:

Having completed the first portion of the Hidden Creek Crossing District Planning Study (Analysis and Options), we are delighted to continue the efforts with Part 2. We have reviewed the Town Council Revised Policy (April 2, 2008) and the Town's scope of work for the Shady Rest District Planning Study (October 18, 2007) and propose the following efforts to complete the Planning Study. The following pages outline our understanding of the scope of work, project goals and tasks at hand as well as a proposed fee.

From your direction, we know that the study area will also incorporate a larger sphere of influence including North Old Mammoth Road, as shown on ~~your map~~ the Planning Commission's adopted sphere of influence map. The scope follows the District Planning Process adopted by the Town Council in June, 2007 and modified in April, 2008. The approach addresses:

1. Implementation of the 2007 General Plan direction and population limitation of 52,000 people.
2. Community design, site context and opportunities and constraints to inform the Hidden Creek Crossing Master Plan
3. Identification of uses and development program, circulation and facilities for the study area.
4. Development of guidelines in the form of building massing, design standards, etc. to express the community values
5. Summary in the form of a Special Study document and communication with focus group, the public and decision makers.



April 29, 2008
Revised May 22, 2008
Page 2

Following your review, please do not hesitate to call and discuss the proposal.

Sincerely,

A handwritten signature in black ink that reads "Kathleen A. Garcia". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

Kathleen A. Garcia, FASLA
Principal



Shady Rest District Planning Study **‘Special Study’ Scope of Work**

Part I, under separate contract

The following scope of services is under completion as the work effort in Part 1 and is listed here for reference only.

Task 1: Study Area Understanding

- 1.1 Applicant/Town Staff/Consultant Kick Off telephone conference
- 1.2 Resource Document Review/Relevant Background Information
- 1.3 Components of a Livable Workforce Neighborhood
- 1.4 Opportunities & Constraints
- 1.5 Summary Report of Understanding

Task 2: Options (3) Development and Review

- 2.1 Program Development
- 2.2 Three preliminary option concepts
- 2.3 Concepts Option Review
- 2.4 Option Evaluation
- 2.5 Summary Report

Part II, Special Study Proposed Scope of Work

Task 3: Planning Process Meetings

- 3.1 Focus Group Meetings: At the discretion of staff, WRT will attend and conduct the Focus Group Meetings to review the current work efforts with the Focus Group. It is assumed that these Focus Group meetings will take place on the day/trip of the Planning Commission/Joint Commissions Workshops.
- 3.2 Joint Commissions Meetings #1A - Framework
 - Framework Meeting (May 13, Planning Commission only)
 - Element Review/Issue Identification/Preliminary Options/Guiding Principles/Review of Neighborhood Character description and direction Workshop (May 13)
 - Recommendations: Framework Discussion (May 14 Planning Commission only)



WRT will present the review of the existing conditions and issues as well as preliminary options to the Town Planning Commission for their review, concurrence and direction.

3.3 Joint Commissions Meeting #1B - *Optional Meeting if directed by Planning Commission*: If requested, a second Issues/Preliminary Options meeting will be held with the Planning Commission/Joint Commissions to further explore the range of issues and the optional directions.

3.4 Joint Commissions Meeting #2 - Options Workshop: Following the first joint meeting(s), the second Joint Commission meeting will be conducted to review the refined options based upon the comments of Meetings #1A (and 1B if conducted).

3.5 Planning Commission Meeting #3: - District Plan Acceptance
WRT will present the review of the guiding principles and draft District Plan to the Town Planning Commission for their review, concurrence and acceptance.

Task 4: Draft District Planning Study Development

4.1 Preferred Alternative Refinement: Based upon the input of the focus group, Joint Workshop, applicant and staff direction, WRT will refine the preferred alternative for District Plan development.

4.2 Preferred Alternative Review: WRT and staff will review the refined preferred alternative (conference call) prior to documentation of plan.

4.3 Administrative Draft Planning Study Development: From the Joint Commissions/Planning Commission, focus group and Town staff input, WRT will develop the elements of the Draft Planning Study, per the following outline.

1. Executive Summary
2. Introduction
 - a. Study purposes & objectives
 - b. Development & conservation issues
 - c. Project location
 - d. Planning area information
 - e. District Plan type
 - f. Policies and regulations
 - g. Relationship to General Plan
 - h. Relationship to adjacent District Plans
 - i. Consistency



3. District Plan Analysis and Recommendations
 - a. Major land use descriptions
 - b. District description and assessment
 - i. Density ranges and impacts, including an alternative of 172 units to express the 1991 Shady Rest Master Plan
 - ii. Land use mixes, types and physical development characteristics, including discussion of appropriate scales (i.e. type, size and finish) of community amenities and how community amenities relate to density; evaluation of appropriate amount, type, and location of retail uses, if any;
 - iii. Architectural and Community Character, including appropriate building mass, scale, setbacks, and architecture
 - iv. Connections/Transitions within Sphere of Influence, including an analysis of how the site should integrate with and impact the surrounding neighborhoods, including the sphere of influence
 - v. Circulation, Mobility and Parking, including traffic impacts and traffic calming techniques; an expanded mobility diagram to show feet-first connections to destinations within and outside of sphere of influence; and the potential for a public parking facility.
 - vi. Recreation and Community Amenities including wetlands and open space design, management, and accessibility
 - vii. Contributions to a sustainable Town economy
 - viii. Public Infrastructure and Facilities, including evaluation of adequate snow management (snow storage and removal) techniques and a discussion of ways to improve existing storm drains and provide adequate storm drain systems
 - ix. Environment and Natural Resources, including analysis of options to incorporate sustainable design practices
4. Planning and Regulatory Provisions
 - a. Plan Development Policies
 - b. Land Use Regulations
 - c. Design Standards
5. Program of Implementation Measures
 - a. Regulations & Ordinance descriptions to implement
6. Appendices

WRT will document the planning study with text and graphics to illustrate the concepts. WRT anticipates producing an Administrative Draft (unformatted) for staff review and comment.

4.4 Draft Planning Study Documentation and Review: Based upon the comments on the Administrative Draft, WRT will prepare a final Draft (formatted) prior to the



Focus group Meeting and Planning Commission. Comments from the focus group meeting and Commission meeting will be summarized for the report's appendices.

4.5 District Planning Study: WRT will prepare the Administrative Public Review Draft of the District Planning Study based upon Planning Commission input.

4.6 Staff will review Administrative Public Review Draft and provide direction to WRT for incorporation into final document.

4.7 WRT will provide staff with digital copy of final district plan for adoption.

Task 5 Optional:

5.1 Additional Community Meetings: WRT will be available for additional meetings on a Time & Materials basis for additional staff, community, focus group, Commission, or Town Council meetings. Additional meetings can be negotiated as necessary.

Products:

Meeting Facilitation: Joint Commission meetings will be facilitated by WRT. Discussion materials for these meetings and a summary of the meeting discussion and conclusion will be provided in the document report.

District Plan: As agreed upon by staff and applicant, the product for this District Plan will consist of an 8.5x11 document approximately 50 pages in length, and with specific diagrams and or sketches to illustrate the written contents. Studies and information found in other key documents (EIR, Design Guidelines, Applicant package etc.) will be referenced and summarized rather than repeated.

Fee:

Assuming a schedule of approximately five months and 3 trips to Mammoth Lakes (2@Focus Group/Planning Commission, 1@Joint Workshop) the following outlines the fees for WRT professional services:



<i>Task</i>	<i>fee</i>
1 Study Area Understanding (under prior contract)	\$ -
2 Option Development & Review (under prior contract)	\$ -
3 Planning Study Meetings	\$ 11,520.00
4 District Plan Development & Acceptance	\$ 58,400.00
<i>Labor Subtotal:</i>	<u>\$ 69,920.00</u>
Reimbursable Expense estimate:	
3 Trips to Mammoth (mileage only)	\$ 1,650.00
*Hotel Room allowance (2 nights/trip/1 person)	\$ 900.00
Other Reimbursable Expenses Estimate (printing, etc)	\$ 1,000.00
<i>Reimbursable Subtotal:</i>	<u>\$ 3,550.00</u>
TOTAL:	\$ 73,470.00
<i>Optional Task</i>	<i>fee</i>
5 Labor allowance for additional meeting per meeting	\$ 7,680.00
*Travel/Subsistence per additional meeting	\$ 900.00
<i>Subtotal:</i>	<u>\$ 8,580.00</u>

**Reimbursable expenses will be at cost + 10% and are estimated above – actual cost may vary based upon provisions and seasonal rates.
(End of scope of work)*

ATTACHMENT 5

CONSULTING AGREEMENT

This agreement made as of this 27th day of May 2008.

Between: (TOWN)
Town of Mammoth Lakes (
P. O. Box 1609
Mammoth Lakes, CA 93546

And: (CONSULTANT)
WRT, Planning & Design
1133 Columbia St., Suite 205
San Diego, CA 92101

WITNESSETH THAT WHEREAS:

- A. It has been determined to be in the TOWN's best interest to retain the professional services of a consultant to provide planning services related to **Hidden Creek Special Study**.
- B. CONSULTANT is considered competent to perform the necessary professional services for the TOWN.

NOW, THEREFORE, it is mutually agreed by and between TOWN and CONSULTANT as follows:

1. CONSULTANT shall furnish all of the services as described in **Exhibit A** that is attached hereto and incorporated herein by this reference.
2. TOWN shall compensate CONSULTANT in the amount and pursuant to the **conditions and schedule** contained in **Exhibit A**, which is attached hereto and incorporated herein by this reference. The maximum compensation to be paid to CONSULTANT under this agreement shall be **\$82,050. This amount is inclusive of Optional Task 5.**
3. CONSULTANT shall be responsible for the professional quality, technical accuracy, timely completion, and coordination of all reports and other services furnished by the CONSULTANT under this Agreement.

4. Any licenses, certificates, or permits required by the federal, state, district, or municipal governments for CONSULTANT to provide the services and work described in **Exhibit A** must be procured by CONSULTANT and be valid at the time CONSULTANT enters into this Agreement. Further, during the term of this Agreement, CONSULTANT must maintain such licenses, certificates, and permits in full force and effect. Licenses, certificates, and permits include, but are not limited to, driver's licenses or certificates, and business licenses. Such licenses, certificates, and permits will be procured and maintained in force by CONSULTANT at no expense to the TOWN. CONSULTANT will provide TOWN, upon execution of this Agreement, with evidence of current and valid licenses, certificates and permits which are required to perform the services identified in **Exhibit A**. Where there is a dispute between CONSULTANT and the TOWN as to what licenses, certificates, and permits are required to perform the services identified in **Exhibit A**, the TOWN reserves the right to make such determinations for purposes of this Agreement.
5. CONSULTANT hereby indemnifies and holds harmless TOWN and its officers, agents and employees from any and all liability or claim of liability, including attorney fees, arising by reason of personal injury, death or property damage and resulting from CONSULTANT'S negligent acts, willful misconduct, recklessness, errors, or omissions in the performance of this Agreement.
6. CONSULTANT shall procure and maintain for the duration of this Agreement insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the CONSULTANT, his agents, representatives, or employees.

Minimum Limits of Insurance

CONSULTANT shall maintain limits no less than:

- A. General Liability: \$1,000,000 per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
- B. Automobile Liability: \$1,000,000 per accident for bodily injury and property damage.
- C. Employer's Liability: \$1,000,000 per accident for bodily injury or disease.
- D. Workman's Compensation: \$1,000,000 statutory minimum.
- E. Professional liability: \$1,000,000 per occurrence.

Verification of Coverage

CONSULTANT shall furnish the TOWN with original endorsements effecting coverage required by this clause. The endorsements are to be signed by a person authorized by that insurer to bind coverage on its behalf. All endorsements are to be received and approved by the TOWN before work commences. TOWN reserves the right to require complete, certified copies of all required insurance policies, including endorsements effecting the coverage required by these specifications.

7. All original documents, records, drawings and other material prepared by CONSULTANT under this Agreement, shall become the exclusive property of TOWN and shall not be used in any manner without prior consent of TOWN. Any reuse of such documents, records, drawings, and other material by TOWN on any project other than that covered by the Scope of Services as described in **Exhibit A**, shall be TOWN's sole risk and without liability to CONSULTANT.
8. The performance of services under this Agreement by certain professionals is significant to TOWN. CONSULTANT shall assign the persons listed in **Exhibit A** to perform the professional services and shall not add or remove persons from the list without the written consent of TOWN. CONSULTANT shall not subcontract any work under this Agreement without obtaining advance written approval of TOWN.
9. CONSULTANT shall not assign or transfer any interest in this Agreement without the prior written consent of TOWN, and any attempt to do so shall render this Agreement null and void.
10. Either CONSULTANT or TOWN may terminate this Agreement with thirty (30) days advance written notice.
11. If the CONSULTANT abandons the work, or fails to proceed with the work and services requested by TOWN in a timely manner, or fails in any way to conduct the work and services as required by TOWN, TOWN may declare the CONSULTANT in default and terminate this Agreement upon five (5) days written notice to CONSULTANT. Upon such termination by default, TOWN will pay to CONSULTANT all amounts owing to CONSULTANT for services and work satisfactorily performed to the date of termination.
12. This Agreement and its Exhibits are the entire understanding of the parties, and there are no other terms or conditions, written or oral, controlling this matter.
13. CONSULTANT agrees that it has no interest, and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of the work and services under this Agreement.
14. This Agreement shall be governed by the laws of the State of California
15. CONSULTANT is an independent contractor and hereby agrees and warrants that no agency relationship, either express or implied, is created by the execution of this Agreement.

16. CONSULTANT shall not discriminate against any employee or applicant for employment because of race, religious creed, medical condition, color, marital status, ancestry, sex, age, national origin, or physical handicap (Government Code Section 12940 et seq.).
17. The work performed under this Agreement shall be completed within the time and schedule requirements as shown or described in **Exhibit A**. The consultant may request for an appropriate extension of time in case of unavoidable delays and for consideration warranted adjustments in payment for changes in the scope of work. The consultant shall notify the TOWN immediately when changes in work are outside the original scope and request the execution of a supplemental agreement.
18. If any portion of this Agreement or application thereof to any person or circumstance shall be declared invalid by a court of competent jurisdiction, or if it is found in contravention of any federal, state, or district statute, ordinance, or regulation, the remaining provisions of this Agreement, or the application thereof, shall not be invalidated thereby and shall remain in full force and effect to the extent that the provisions of this Agreement are severable.
19. This Agreement may be modified, amended, changed, added to, or subtracted from, by the mutual consent of the parties hereto, if such amendment or change is in written form and executed with the same formalities as this Agreement, and attached to the original Agreement to maintain continuity.
20. Any notice, communication, amendments, additions, or deletions to this Agreement, including change of address of either party during the terms of this Agreement, which CONSULTANT or TOWN shall be required, or may desire, to make, shall be in writing and may be personally served, or sent by prepaid first class mail to, the respective parties as follows:

TOWN

Community Development Department
Town of Mammoth Lakes
P. O. Box 1609
Mammoth Lakes, CA 93546

CONSULTANT

WRT, Planning & Design
1133 Columbia St., Suite 205
San Diego, CA 92101

IN WITNESS WHEREOF, the parties have executed this Agreement as of the day and year first above written.

CONSULTANT

TOWN OF MAMMOTH LAKES

Kathleen A. Garcia, FASLA

Robert F. Clark, Town Manager

Dated: _____

Dated: _____

Exhibit A

Shady Rest District Planning Study 'Special Study' Scope of Work

Part I, under separate contract

The following scope of services is under completion as the work effort in Part 1 and is listed here for reference only.

Task 1: Study Area Understanding

- 1.1 Applicant/Town Staff/Consultant Kick Off telephone conference
- 1.2 Resource Document Review/Relevant Background Information
- 1.3 Components of a Livable Workforce Neighborhood
- 1.4 Opportunities & Constraints
- 1.5 Summary Report of Understanding

Task 2: Options (3) Development and Review

- 2.1 Program Development
- 2.2 Three preliminary option concepts
- 2.3 Concepts Option Review
- 2.4 Option Evaluation
- 2.5 Summary Report

Part II, Special Study Proposed Scope of Work

Task 3: Planning Process Meetings

3.1 Focus Group Meetings: At the discretion of staff, WRT will attend and conduct the Focus Group Meetings to review the current work efforts with the Focus Group. It is assumed that these Focus Group meetings will take place on the day/trip of the Planning Commission/Joint Commissions Workshops.

3.2 Joint Commissions Meetings #1A - Framework

- Framework Meeting (May 13, Planning Commission only)
- Element Review/Issue Identification/Preliminary Options/Guiding Principles/Review of Neighborhood Character description and direction Workshop (May 13)
- Recommendations: Framework Discussion (May 14 Planning Commission only)

WRT will present the review of the existing conditions and issues as well as preliminary options to the Town Planning Commission for their review, concurrence and direction.

3.3 Joint Commissions Meeting #1B - *Optional Meeting if directed by Planning Commission*: If requested, a second Issues/Preliminary Options meeting will be held with the Planning Commission/Joint Commissions to further explore the range of issues and the optional directions.

3.4 Joint Commissions Meeting #2 - Options Workshop:
Following the first joint meeting(s), the second Joint Commission meeting will be conducted to review the refined options based upon the comments of Meetings #1A (and 1B if conducted).

3.5 Planning Commission Meeting #3: - District Plan Acceptance
WRT will present the review of the guiding principles and draft District Plan to the Town Planning Commission for their review, concurrence and acceptance.

Task 4: Draft District Planning Study Development

4.1 Preferred Alternative Refinement: Based upon the input of the focus group, Joint Workshop, applicant and staff direction, WRT will refine the preferred alternative for District Plan development.

4.2 Preferred Alternative Review: WRT and staff will review the refined preferred alternative (conference call) prior to documentation of plan.

4.3 Administrative Draft Planning Study Development: From the Joint Commissions/Planning Commission, focus group and Town staff input, WRT will develop the elements of the Draft Planning Study, per the following outline.

1. Executive Summary
2. Introduction
 - a. Study purposes & objectives
 - b. Development & conservation issues
 - c. Project location
 - d. Planning area information
 - e. District Plan type
 - f. Policies and regulations
 - g. Relationship to General Plan
 - h. Relationship to adjacent District Plans
 - i. Consistency

3. District Plan Analysis and Recommendations
 - a. Major land use descriptions
 - b. District description and assessment
 - i. Density ranges and impacts, including an alternative of 172 units to express the 1991 Shady Rest Master Plan
 - ii. Land use mixes, types and physical development characteristics, including discussion of appropriate scales (i.e. type, size and finish) of community amenities and how community amenities relate to density; evaluation of appropriate amount, type, and location of retail uses, if any;
 - iii. Architectural and Community Character, including appropriate building mass, scale, setbacks, and architecture
 - iv. Connections/Transitions within Sphere of Influence, including an analysis of how the site should integrate with and impact the surrounding neighborhoods, including the sphere of influence
 - v. Circulation, Mobility and Parking, including traffic impacts and traffic calming techniques; an expanded mobility diagram to show feet-first connections to destinations within and outside of sphere of influence; and the potential for a public parking facility.
 - vi. Recreation and Community Amenities including wetlands and open space design, management, and accessibility
 - vii. Contributions to a sustainable Town economy
 - viii. Public Infrastructure and Facilities, including evaluation of adequate snow management (snow storage and removal) techniques and a discussion of ways to improve existing storm drains and provide adequate storm drain systems
 - ix. Environment and Natural Resources, including analysis of options to incorporate sustainable design practices
4. Planning and Regulatory Provisions
 - a. Plan Development Policies
 - b. Land Use Regulations
 - c. Design Standards
5. Program of Implementation Measures
 - a. Regulations & Ordinance descriptions to implement
6. Appendices

WRT will document the planning study with text and graphics to illustrate the concepts. WRT anticipates producing an Administrative Draft (unformatted) for staff review and comment.

4.4 Draft Planning Study Documentation and Review: Based upon the comments on the Administrative Draft, WRT will prepare a final Draft (formatted) prior to the

Focus group Meeting and Planning Commission. Comments from the focus group meeting and Commission meeting will be summarized for the report's appendices.

4.5 District Planning Study: WRT will prepare the Administrative Public Review Draft of the District Planning Study based upon Planning Commission input.

4.6 Staff will review Administrative Public Review Draft and provide direction to WRT for incorporation into final document.

4.7 WRT will provide staff with digital copy of final district plan for adoption.

Task 5 Optional:

5.1 Additional Community Meetings: WRT will be available for additional meetings on a Time & Materials basis for additional staff, community, focus group, Commission, or Town Council meetings. Additional meetings can be negotiated as necessary.

Products:

Meeting Facilitation: Joint Commission meetings will be facilitated by WRT. Discussion materials for these meetings and a summary of the meeting discussion and conclusion will be provided in the document report.

District Plan: As agreed upon by staff and applicant, the product for this District Plan will consist of an 8.5x11 document approximately 50 pages in length, and with specific diagrams and or sketches to illustrate the written contents. Studies and information found in other key documents (EIR, Design Guidelines, Applicant package etc.) will be referenced and summarized rather than repeated.

Fee:

Assuming a schedule of approximately five months and 3 trips to Mammoth Lakes (2@Focus Group/Planning Commission, 1@Joint Workshop) the following outlines the fees for WRT professional services:

<i>Task</i>	<i>fee</i>
1 Study Area Understanding (under prior contract)	\$ -
2 Option Development & Review (under prior contract)	\$ -
3 Planning Study Meetings	\$ 11,520.00
4 District Plan Development & Acceptance	\$ 58,400.00
<i>Labor Subtotal:</i>	<u>\$ 69,920.00</u>
Reimbursable Expense estimate:	
3 Trips to Mammoth (mileage only)	\$ 1,650.00
*Hotel Room allowance (2 nights/trip/1 person)	\$ 900.00
Other Reimbursable Expenses Estimate (printing, etc)	\$ 1,000.00
<i>Reimbursable Subtotal:</i>	<u>\$ 3,550.00</u>
TOTAL:	\$ 73,470.00

<i>Optional Task</i>	<i>fee</i>
5 Labor allowance for additional meeting per meeting	\$ 7,680.00
*Travel/Subsistence per additional meeting	\$ 900.00
<i>Subtotal:</i>	<u>\$ 8,580.00</u>

**Reimbursable expenses will be at cost + 10% and are estimated above – actual cost may vary based upon provisions and seasonal rates.*

(End of scope of work)

ATTACHMENT 6



Planning & Design

January 14, 2008

Ms. Ellen Clark
Senior Planner
Town of Mammoth Lakes
PO Box 1609
Mammoth Lakes, CA 93546

Re: Town of Mammoth Lakes, Shady Rest District Planning Study (WRT #5123-05.99) REVISED PROPOSAL

Philadelphia
Coral Gables
Dallas
Lake Placid
San Diego
San Francisco

Dear Ms. Clark:

We have discussed the Town's revised scope of work for the Shady Rest District Planning Study with you and submit this "partial" proposal to develop the first phase of the Planning Study. The following pages outline our understanding of the abbreviated scope of work, project goals and tasks at hand as well as a proposed fee. This proposal is also a result of our joint telephone conversation with the applicant's planner and applicant and removes any of the stakeholder meetings and District Plan preparation until a later phase.

From your direction, we know that the study area will also incorporate a larger sphere of influence including North Old Mammoth Road, as shown on your map. This revised scope follows the first phase of the District Planning Process adopted by the Town Council in June, 2007 and your previous direction on October 18, 2007. The approach addresses:

1. Implementation of the 2007 General Plan direction and population limitation of 52,000 people.
2. Community design, site context and opportunities and constraints to inform the Hidden Creek Crossing Master Plan
3. Identification of uses and development program, circulation and facilities for the study area.

Following your review, please do not hesitate to call to discuss the abbreviated proposal.

Sincerely,

Kathleen A. Garcia, FASLA
Principal



Shady Rest District Planning Study
‘Special Study’ Partial Scope of Work
(Phase 1 only)

Task 1: Study Area Understanding

1.1 Applicant/Town Staff/Consultant Kick Off telephone conference: WRT and Town Staff will discuss the desired schedule and work products and review site conditions with town staff by conference call. Town staff will arrange for the applicant’s participation as requested.

1.2 Resource Document Review/Relevant Background Information: The thirteen Town identified resource documents and all applications submitted by the applicant (preliminary) as well as existing conditions information provided by the Town will be reviewed for application to this study area. The prior Commission workshop briefs, District Plan Characteristics summary and opportunities and objectives will be reviewed. The 1991 Master Plan, the 2002 USFS land exchange, the project’s Economic Study, CEQA technical studies, as available, and the project application will be reviewed. Key qualities and elements in these documents will be identified and discussed as they relate to the District. Specific focus will be spent on the development proposals in the study area and sphere of influence.

1.3 Components of a Livable Workforce Neighborhood: The community components that make up a “livable workforce neighborhood” will be discussed and analyzed as it relates to the Shady Rest District. The intent at this stage is to outline the “assessment criteria” that alternatives would be assessed against as developed in future stages.

1.4 Opportunities & Constraints: WRT will, from the review of conditions, determine the opportunities and constraints to meet the objectives of providing a “livable workforce neighborhood.”

1.5 Summary Report: WRT will prepare a summary report that identifies:

- Summary of Planning Context, site and relationship to Old Mammoth Road District,
- Opportunities & Constraints
- Existing Conditions, Issues & Findings summarizing the key conditions and findings will be prepared.
- Livable Workforce Neighborhood Assessment Criteria



January 14, 2008

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Task 2: Alternatives Development and Review

2.1 Program Development: WRT will work with Town Staff in light of the capacity of the town and the objectives for affordable housing to develop program option(s) for the site to fulfill the goals of a “livable workforce neighborhood”. These will be reviewed with the Town prior to developing the alternative concepts and may be refined based upon the physical manifestation in the alternatives.

2.2 WRT will prepare up to three preliminary alternative concepts (to be determined with staff based upon the analysis and understanding, one being the Applicant’s proposal) plus the no-project alternative (existing approved master plan) for the District. These alternatives will develop a framework for discussion. They will be preliminary in nature, and utilize the model unit developed by the applicant.

2.3 The alternative concepts will be reviewed with applicant and staff for comment and direction. It is assumed that these alternatives will provide direction and project description for the future CEQA analysis. Alternative review and evaluation criteria will be developed in conjunction with Town Staff.

2.4 Alternatives Evaluation: WRT will summarize the Alternatives Analysis and address how the alternative concepts contribute and impact the Town generally and District specifically based on the criteria established in Task 1.3. WRT will coordinate with the CEQA consultant as needed.

2.5 Summary Report: WRT will prepare a summary report that identifies:

- Summary of preliminary draft Program
- Summary of draft Alternatives
- Alternative Evaluations by consultant team

Task 3: Draft District Planning Study Development

Not a part of this scope of work

Task 4: District Plan Review & Acceptance Hearing

Not a part of this scope of work



Task 5 Optional:

5.1 Stakeholder/Commission/Council/Community Meetings: WRT will be available for meetings on a Time & Materials basis for staff, community, steering committee, Commission, or Town Council meetings in Mammoth Lakes. An allowance is shown here and can be negotiated as necessary.

Fee:

The following outlines the fees for WRT professional services:

<i>Task</i>	<i>fee</i>
1 Study Area Understanding (abbreviated scope)	\$ 12,480.00
2 Alternatives Development & Review (abbreviated scope)	\$ 31,200.00
3 Planning Study Development (not a part)	\$ -
4 Distric Plan Review & Acceptance (not a part)	\$ -
<i>Labor Subtotal:</i>	<u>\$ 43,680.00</u>

Reimbursable Expense estimate:

Reimbursable Expenses Estimate (printing, etc)	\$ 500.00
<i>Reimbursable Subtotal:</i>	<u>\$ 500.00</u>

TOTAL: \$ 44,180.00

<i>Optional Task</i>	<i>fee</i>
5 Labor allowance for meetings per meeting	\$ 7,680.00
Travel/Subsistence per additional meeting	\$ 2,350.00
<i>Subtotal:</i>	<u>\$ 10,030.00</u>

Reimbursable expenses will be at cost + 10% and are estimated above – actual cost may vary based upon provisions and seasonal rates.

(End of scope of work)