

The 2021 Parcel Master Plan

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I. EXECUTIVE SUMMARY

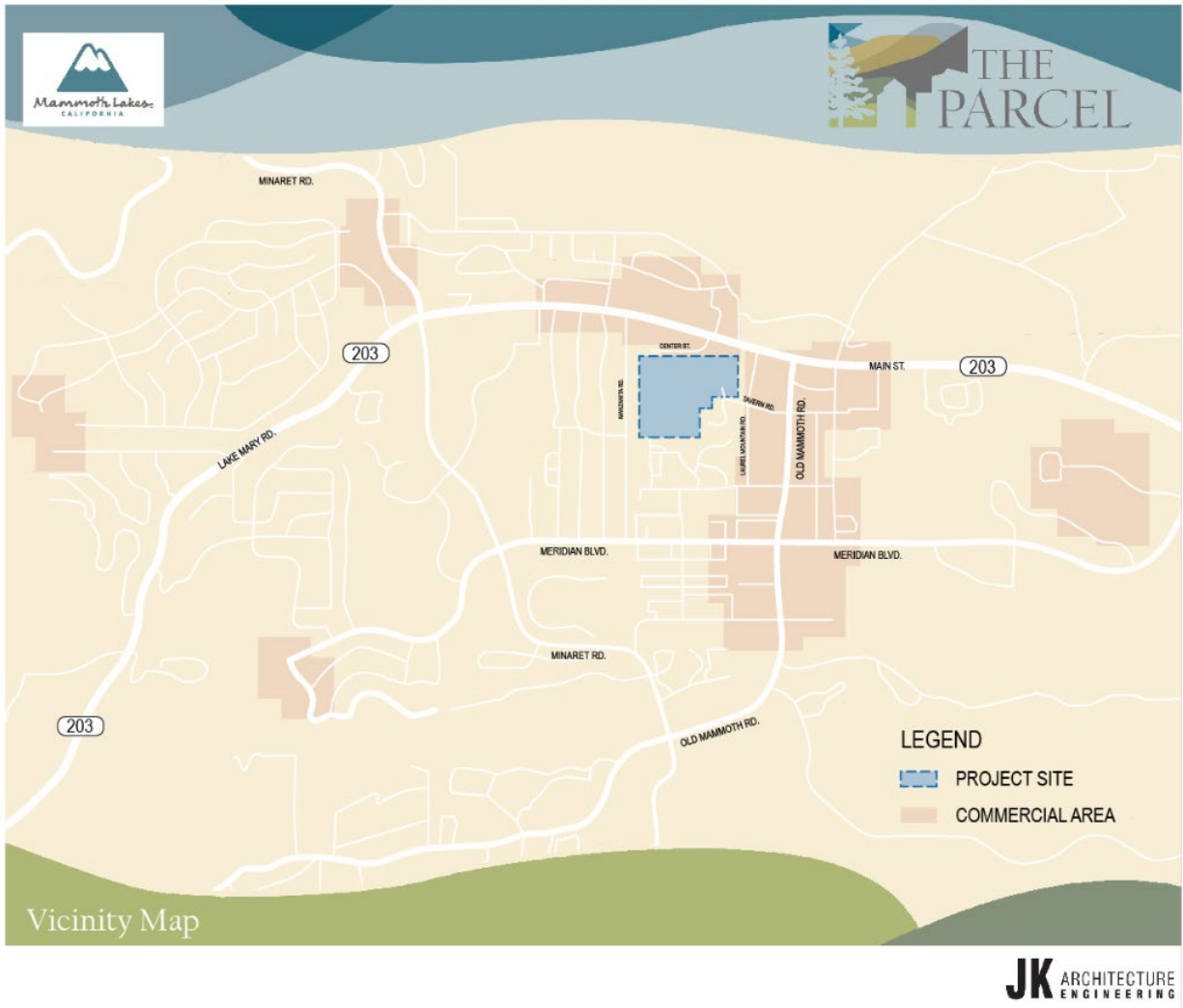


Figure 1: Vicinity Map

The Parcel Master Plan (“Master Plan”) was approved by the Town Council on _____ and updates and replaces the 1991 Shady Rest Master Plan. This Master Plan builds on the principles, recommendations, and strategies detailed in the 2019 Final Conceptual Land Use Plan (“The Preferred Plan”) and provides site specific zoning and detailed regulatory guidance for The Parcel. This Master Plan includes specific development standards regulating land use; architectural design standards including building mass and articulation, roofs, materials, colors and height; development site standards including density, lot coverage, setbacks, open space and snow storage; parking requirements; signage; infrastructure including utilities, solid waste and stormwater; and circulation and mobility including sidewalks and pathways, the street network, and transit facilities. These standards are intended to be prescriptive in nature to allow for phased development proposals to be submitted to the Town through the Major Design Review process pursuant to Town of Mammoth Lakes Municipal Code Section 17.88. Future amendments to this Master Plan are anticipated to accommodate changes to the affordable housing financing landscape; unique development proposals; and new ideas, approaches, and strategies as build-out

progresses. Such amendments shall follow the process requirements outlined in the “Amendments” section on page 28.

In areas where this Master Plan is silent as to a specific development standard found in the Municipal Code, the standards for the underlying zone district (RMF-1) shall apply. The maximum allowable density as set forth in this Master Plan is based upon the gross allowable density for the site under the General Plan HDR-1 land use designation and RMF-1 zone district standards (12 units/acre for a total of 300 units) plus additional density allotted through the Town of Mammoth Lakes General Plan Policy L.2.D, and Zoning Code Chapter 17.140 which allow up to 24 units per acre if the development is restricted for workforce housing. Approval of this Master Plan includes approval of a Use Permit pursuant to Sections 17.68.050 and 17.138.060 to allow for a net project density of up to 580 affordable workforce housing units.

A. Introduction

The Shady Rest Master Plan was adopted in 1991 and was the result of a land exchange between the United States Forest Service and a private developer that had an affordable housing mitigation requirement for the Trails subdivision.

The 1991 Shady Rest Master Plan allows up to 172 units on the approximately 25-acre site currently referred to as The Parcel, with a mix of 120 low and very low income and 52 moderate income units (i.e., up to 120% AMI). An Affordable Housing Overlay Zone was placed on The Parcel as a part of the Forest Service for the land exchange, which limits allowable development on the Parcel to housing that is affordable to moderate income households and below (up to 120% AMI) (Municipal Code Section 17.32.020). The 2007 General Plan identifies The Parcel as “intended primarily for workforce housing.”

Since adoption of the 2007 General Plan, various conceptual plans have been prepared for The Parcel. These include:

- The Shady Rest Site Development Concept as part of the Downtown Neighborhood District Plan (Town of Mammoth Lakes, 2010).
- Hart Howerton Concept (Mammoth Mountain Ski Area, 2016); and
- Dahlin Concept Plan (Mammoth Lakes Housing, Inc., 2016).

None of these previous conceptual plans resulted in an amendment to the 1991 Shady Rest Master Plan.

In 2018, in accordance with the recommendations of the [2017 Community Housing Action Plan](#), the Town of Mammoth Lakes purchased The Parcel and initiated a Conceptual Land Use Planning process for the site known as “**Plan The Parcel**”. During the Conceptual Land Use Planning process, the Town performed robust community engagement through several outlets, such as social media, online surveys for design concepts, public interest interviews, information tables at local events, local organization meetings, monthly updates at public meetings, community meetings, and a multi-day design workshop.

Table 1: 2019 “Plan The Parcel” Conceptual Land Use Plan Public Engagement Opportunities	
Joint Town Council and Planning and Economic Development Commission Workshops	• Workshop 1: June 26, 2019 • Workshop 2: October 9, 2019 • Workshop 3: December 11, 2019
Multi-Day Design Workshop	• August 20 – 23, 2019 • Presentations on Facebook live
Community Meetings	• Spanish Community Meeting 1: August 11, 2019 • Spanish Community Meeting 2: August 17, 2019
Monthly Updates at Public Meetings	• Town Council • Mammoth Lakes Housing, Inc. Board • Planning and Economic Development Commission
Local Organization Meetings	• Rotary: July 25, 2019 • Mammoth Voices: August 1, 2019 • Contractors Association: September 12, 2019
Information Tables at Local Events	• Mammoth Creek Park: July 4, 2019 • Men’s Softball League: July 22, 2019 • Village Fest: July 26, 2019 • Firefighter’s Foundation Picnic: July 28, 2019
Public Interest Interviews	• Interviews Day 1: May 7, 2019 • Interviews Day 2: May 8, 2019
Engage Mammoth Lakes (online)	• Survey 1 (Conceptual Land Use Planning): June 2019 • Survey 2 (Development Objectives): August 2019 • Map Your Comments: August 2019 • Survey 3 (Design Ideas for Housing at The Parcel): August 2019 • Survey 4 (Design Alternatives): September 2019 • Survey 5 (Preferred Plan): November/December 2019
Social Media	• Facebook • Twitter • Instagram

The Preferred Conceptual Land Use Plan for The Parcel was accepted by Town Council in December 2019 (“The Preferred Plan”) and includes an Action Table that lists critical actions for

the successful development of The Parcel. In accordance with the Action Table, the Town has engaged Pacific West Communities, Inc. (PWC/Developer)¹ to partner in development of The Parcel in multiple phases as quickly and efficiently as funding availability and restrictions allow.

The Town and PWC entered into a Disposition and Development Agreement (DDA) on [REDACTED], 2020. This DDA outlines the intent and obligation of both parties to work toward development of The Parcel with up to 580 affordable residential units restricted to individuals and families working in the region. The DDA references this Master Plan as the governing planning document to regulate development on The Parcel site.

B. Role of the Master Plan

The purpose of a Master Plan is to “allow for flexibility in the application of Zoning Code standards to proposed development. A master plan is a set of specific development criteria tailored to an individual property or group of properties that constitutes site specific zoning for the subject properties” (Municipal Code Section 17.120.010).

This Master Plan is consistent with the Town of Mammoth Lakes General Plan and other applicable Town-wide plans, policies and standards, including the Preferred Plan. Any deviations from the recommendations of the Preferred Plan have been found by the Staff and the Developer team to be necessary based on financing availability, construction feasibility, or other development considerations, and have been vetted through the master planning review process.

This Master Plan updates and replaces the 1991 Shady Rest Master Plan and provides site specific zoning and development standards for the Parcel site. These regulatory standards are intended to achieve the Preferred Plan’s Guiding Principles and Development Objectives. The complete Guiding Principles and Development Objectives from The Preferred Plan are included as Attachment A. In addition to the development standards included herein, development within the Parcel will be subject to the Town’s Design Review process to ensure that development is consistent with the Town’s adopted Design Guidelines, and certain uses will require approval of a Use Permit. In addition, all development parcels and associated infrastructure including but not limited to streets, sidewalks and utilities shall meet all applicable Public Works standards, conformance with which shall be required prior to conveyance of any parcels to the developer and verified through the building permit process.

The primary purpose of the standards included in this Master Plan is to achieve the Preferred Plan’s Principles and Objectives, with an understanding that considerations for construction and financing feasibility may require modifications, and other new ideas and approaches may be needed throughout the build out process. Therefore, this Master Plan sets forth the specific development parameters for The Parcel while providing flexibility to accommodate unique development phasing needs and changes to the affordable housing development landscape over time.

¹ It is worth noting the Pacific West Communities, Inc. is sometimes referred to in Town staff reports, Town Council presentations, and other documents as The Pacific Companies (TPC). The Pacific Companies is the parent organization of the legal entities that include Pacific West Communities, Inc. and Pacific West Builders.

Development of The Parcel will be also dictated by the unique parameters of the public and private financing available for affordable housing. The Development Area Plan included in this Master Plan (Figure 2) was developed with this in mind and allows for a phased approach to development. However, the final financing plan for each phase may require changes to the number of units and thus, overall size of each Development Area (or phase), not to exceed a project total of 580 units.

C. Planning Area Overview

The Parcel (formerly known as the Shady Rest Tract) is a 25-acre undeveloped site located in Mammoth Lakes at the west end of Tavern Road, between Manzanita Road, Center Street, and Laurel Mountain Road. The Parcel has long been zoned to fulfill a significant portion of the existing affordable housing need in Mammoth Lakes. It is located near to services, employment opportunities, recreation and existing neighborhoods.



Figure 2: Planning Area Existing Conditions from the Preferred Conceptual Land Use Plan

D. Public Engagement

As part of the community outreach for the 2021 Parcel Master Plan, a virtual public meeting was held (due to the Covid-19 pandemic) on October 13, 2020 to provide an update on The Parcel development process and proposed Master Plan. A draft of the Master Plan was posted for public review from October 26 to November 10, 2020 with a short survey and request for public feedback. Following the public review period, a public workshop with community leadership from PEDC and Town Council was held on November 10, 2020 to receive additional feedback on the draft Master Plan and associated entitlements. The final draft of the Master Plan, which incorporates comments received by the public, PEDC and Town Council, was brought to PEDC for a public hearing and recommendation to Town Council on December 9, 2020.

The Town also maintained an email distribution list and webpage for The Parcel, which included materials in both English and Spanish. Informational cards, surveys, and social media posts were also provided in both English and Spanish. **Attachment B** contains documentation from public engagement activities and events.

II. MASTER PLAN DEVELOPMENT STANDARDS

A. ALLOWABLE LAND USES

The Parcel will be developed as a residential neighborhood consisting mainly of attached multi-family affordable housing. The Preferred Plan Development Objectives also call for provision of supportive uses such as daycare facilities and community gathering spaces as well as other amenities such as parks and playgrounds. This section specifies which land uses are allowed on the Parcel. Additional uses not included in the Preferred Plan (i.e., small-scale commercial uses, mobile businesses, and home occupations) are allowed in certain phases subject to Use Permit approval in order to accommodate potential changes in the needs of residents as each Development Area is developed.

Development Area 1, as shown in **Figure 5**, is intended to provide a total of 81 units (80 affordable housing units and one manager unit) in two buildings and includes space for a Daycare Facility and Community Center as well as a Public Park. Additional non-residential uses listed in Section 2 below shall be permitted only in Development Areas 1, 2 and 3 and shall require approval of a Use Permit.

1. Permitted Land Uses.

The following uses are permitted within The Parcel Master Plan area and do not require approval of a Use Permit or other discretionary application:

- Attached Multi-Family Residential
- Detached Single Family Dwellings
- Supportive Housing
- Day Care Facilities
- Public Parks and Playgrounds
- Public Recreational and Cultural Facilities
- Community Assembly

- Open Space
- Home Occupations
- Accessory uses and structures incidental to permitted uses
- Temporary uses as prescribed in [Municipal Code Chapter 17.56](#)

2. Uses Requiring Use Permit Approval.

The following non-residential uses are permitted in Development Areas 1, 2 and 3 subject to approval of a Use Permit:

- Neighborhood oriented commercial uses such as General Retail, Personal Service and/ or restaurants no greater than 2,500 square feet in size
- Mobile Businesses

As part of the Use Permit review process, the Town may require additional information including but not limited to management plans or other operating agreements in order to ensure that such uses are compatible with the surrounding neighborhood.

Additional land uses not included in this section are prohibited unless expressly authorized by State or Federal law. Transient occupancy or rental and hotel and motel uses are not permitted in the Master Plan area. All uses shall comply with the Performance Standards listed in Municipal Code Section 17.36.070.

B. DESIGN REVIEW

All Development Areas included in this Master Plan (Figure 5) shall meet the Development Standards described herein. In order to ensure that development is also compatible with existing Town Design Guidelines, Major Design Review approval shall be required prior to building permit issuance for any development within the Master Plan Area. Municipal Code standards and/or The Town Design Guidelines shall determine any design standards not specifically included in this Master Plan. Each Major Design Review Application will include:

1. Number of proposed residential units;
2. Affordability parameters;
3. Square footage and location of proposed non-residential uses;
4. Building plans detailing height, massing, and architectural details;
5. Site design, including orientation, location, and design of buildings relative to existing structures; outdoor areas, walkways, trails, and streets on or adjacent to the property; topography; existing trees and vegetation, and other physical features of the natural and built environment;
6. Size, location, design, development, and arrangement of circulation, parking, sidewalks, Multi-Use Paths (MUPs), and other paved areas;
7. Exterior colors and materials as they relate to each other and the overall appearance of the project, the mountain environment, and to surrounding development;
8. Height, materials, colors, and variety of fences, walls, and screen plantings;
9. Location and screening of mechanical equipment and refuse storage areas;
10. Location, design, and compliance of exterior lighting features;

11. Location and type of landscaping including selection, size, and water-efficiency of plant materials, design of hardscape, and irrigation;
12. Design and location of stormwater management features and snow storage areas; and
13. Size, location, design, color, lighting, and materials of all signs

In addition to the required Design Review findings, buildings within each Development Area shall conform with the following standards for building design, roofs, facades/ balconies/ decks, windows and doors, entrances, materials, and colors.

As a part of the Design Review process, an analysis of the conformance of the proposed unit/affordability composition for each phase (and the Parcel overall) will be prepared to ensure compliance with the Infill Infrastructure Grant (IIG). The intent of this analysis is to ensure that each phase (and the Parcel overall) will provide units consistent with the requirements of the IIG grant up to the required 418 units in the bedroom count/unit type configurations included in the IIG grant.

C. BUILDING DESIGN

1. Building Mass and Articulation

- a. No building shall have an exterior wall more than one story in height that is longer than 120' without an offset of 4' for at least 10' in width, or an angular offset of at least 20 degrees.
- b. Façade articulation. All building facades that face or will be visible from a public street or adjacent property shall include one or more of the following treatments:
 - i. Variety in Wall Plane. Exterior building walls shall vary in depth through a pattern of offsets, recesses, or projections (including stoops, balconies or porches).
 - ii. Façades shall provide visual interest by incorporating at least two primary building materials but there shall not be more than four primary materials per building elevation. Window trim, belt courses, soffit, fascia, or other building material detailing are not considered primary building materials.
 - iii. Variety in Height or Roof Forms. To the extent feasible, building height is varied so that a portion of the building has a noticeable change in height; or roof forms are varied over different portions of the building through changes in pitch, plane, and orientation.
 - iv. Façade Design Incorporates Architectural Detail. The building façades incorporate details such as window trim, window recesses, cornices, belt courses, or other design elements.
- a. Vertical Articulation for Tall Buildings. In buildings of three or more stories, upper and lower stories shall be distinguished by incorporating one or more of the following features. These features may be applied to the transitions between any floors, except where otherwise specified.
 - i. A change in façade materials at the transition between two stories.
 - ii. A horizontal design feature such as a water table, belt course, or bellyband.

- iii. A base treatment at the ground floor consisting of a material such as stone, concrete masonry, or other material distinct from the remainder of the façade and projecting at least one inch from the wall surface of the remainder of the building.

2. Building Orientation and Entries:

- a. Main Entry Orientation
 - i. A primary building entry shall face the public right of way, drive aisle or MUP and be oriented to within 45 degrees of parallel to the street. Direct pedestrian access shall be provided between the public sidewalk or MUP and such primary building entry.
 - ii. Provide clearly identifiable pedestrian entrances at the ground level of buildings. Provide protection from weather where possible.
 - iii. Use landscape elements to mark pedestrian entrances.
 - iv. Lighting shall be provided to all entrances/porches/arcades & passageways.
 - v. Design entryways to minimize snow shoveling such as including ground level entrances with interior access to parking or garages.
 - vi. In courtyard-style developments in which residential buildings are located in the interior of a block, entries may face interior courtyards, walkways, and paseos. However, those buildings or portions of buildings adjacent to the public street shall include a primary entry facing the street, with direct pedestrian access between the entry and the public sidewalk

3. Window Details

- a. An orderly arrangement of windows and doors shall be provided.
- b. Window trim shall enhance, decorate and provide shadow relief to the building facade.
- c. Bay windows may be used where appropriate.
- d. Window boxes may be used where appropriate.

4. Screening of Equipment.

All exterior mechanical and electrical equipment shall be screened or incorporated into the design of buildings so as not to be visible from the street. Equipment to be screened includes, but is not limited to, all roof mounted equipment, air conditioners, heaters, utility meters, cable equipment, telephone entry boxes, backflow preventions, irrigation control valves, electrical transformers, pull boxes, and all ducting for air conditioning, heating, and blower systems. Screening materials shall be consistent with the exterior colors and materials of the building.

5. Roofs.

- a. Incorporate eaves and overhangs to provide snow protection and visual interest
- b. Vent pipes and other roof-top fixtures shall be collected into orderly clusters or incorporated into chimney structures.
- c. Flat roofs are permitted.
- d. Acceptable roof materials are included within Section C.6.

6. Materials.

- a. Exterior building materials shall be sustainable, durable, and low maintenance and shall provide a natural aesthetic.
 - i. Vary the texture, scale and color of wall materials to add visual interest (as per Figure 3).
 - ii. The following materials and patterns are allowable:
 - Fiber cement siding (such as Hardi or a similar product)
 - Lap siding, board and batten, shiplap, tongue and groove textures
 - Natural stone accents
 - Tiling accents
 - Stucco (no more than 20% of the exterior building)
 - Metal (accents, siding or roofs)
 - Wood / wood-like materials / other synthetic materials that mimic natural materials
 - Asphalt shingles, architectural grade (roofs)
 - Built up or membrane (roofs)



Figure 3: Examples of orderly windows and varying textures and materials

7. Colors

- a. All exterior colors shall complement colors on neighboring buildings.
- b. Building colors shall draw from a natural palette in darker shades and minimize reflectivity. Avoid bright colors that compete with the natural surroundings.
- c. Colors identified in **Figure 4** or similar colors are acceptable. Variations in color associated with natural materials (i.e., stone, wood) are acceptable.



Figure 4: Exterior Color Palette

8. Building Height.

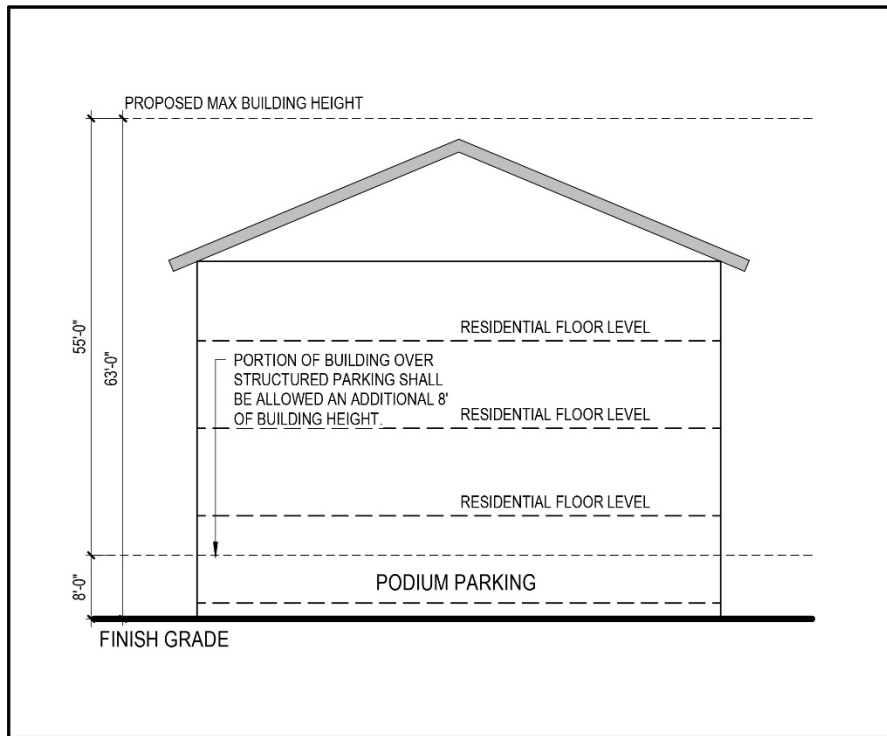
Buildings shall not exceed four stories over parking in any Development Area. Building height shall be measured per Municipal Code Section 17.36.060.B unless otherwise specified. The maximum building height for each Development Area and building type is as follows (see Figure 5 below):



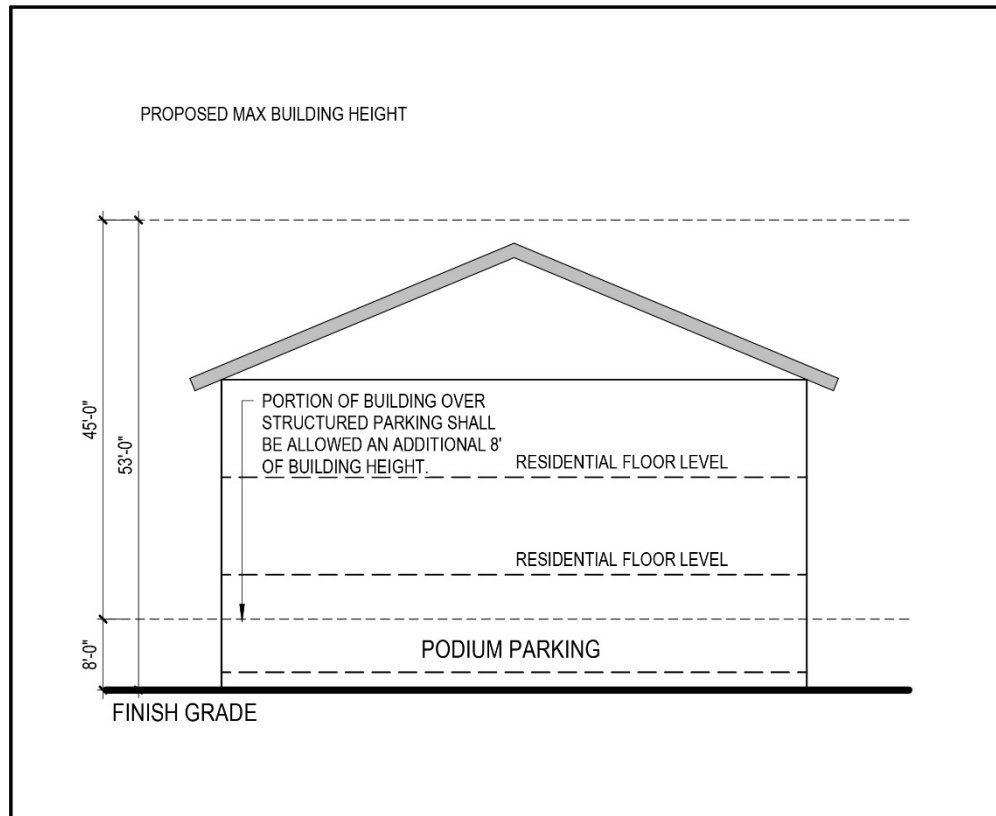
Figure 5: Development Areas and Maximum Building Heights

- Development Areas 1, 2 and 3 – 4 stories (55' maximum height)
- Development Areas 4, 5 and 6 – 3 stories (45' maximum height), with buildings in Area 4 adjacent to the Mill Ditch not to exceed 2 stories.
- Development Area 6 Exception:** Buildings in Area 6 adjacent to the Shady Rest neighborhood shall not to exceed 2 stories (35' maximum height)
- Where a building sits atop a parking podium, the building height shall be measured from the top of the parking podium provided that the building height does not increase by more than eight feet.
- Additional height not to exceed 4 stories or 55 feet for buildings not located on the perimeter of the site is allowed subject to Town approval through the Design Review process.

4 STORY BUILDING PODIUM



3 STORY BUILDING PODIUM



2 STORY BUILDING

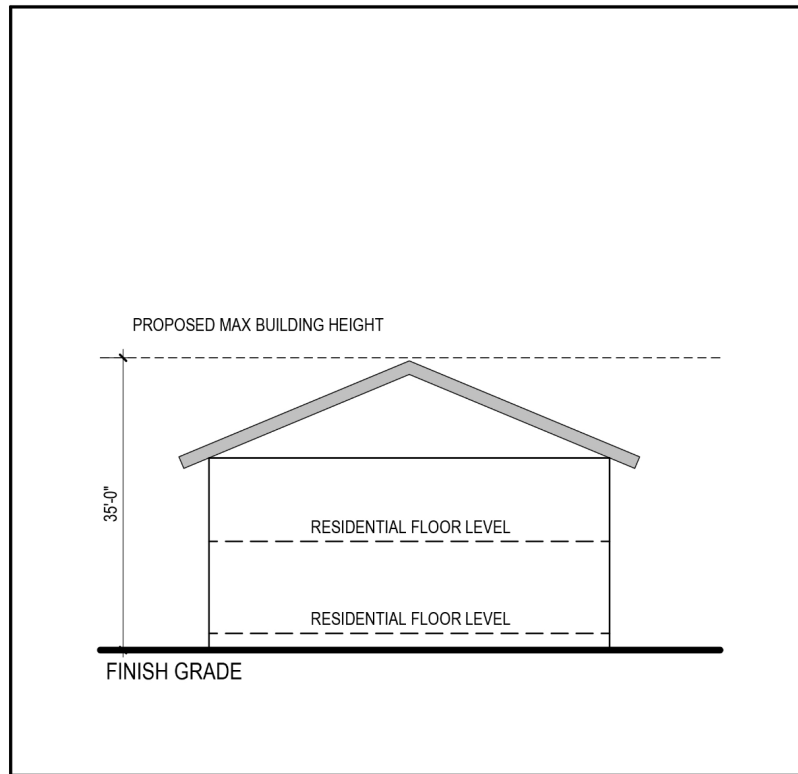


Figure 6: Maximum Building Heights

D. DEVELOPMENT AREAS - SITE STANDARDS

1. Number of Units.

Table 2 below shows the maximum number of dwelling units allowed in each Development Area. There is no minimum number of units required per Development Area as long as the total number of units in the Project is 400 units or more.

Maximum Dwelling Units	
Area 1:	81
Area 2:	89
Area 3:	85
Area 4:	85
Area 5:	160
Area 6:	80
TOTAL:	580

Table 2: Maximum Dwelling Units per Development Area

2. Density and Number of Units.

The maximum allowable gross density for The Parcel is 24 dwelling units per acre as allowed by the Density Bonus approved as part of this Master Plan, with the overall number of units not to

exceed 580 total.

Each Development Area will be subject to discretionary Major Design Review Approval prior to building permit issuance.

3. Lot Coverage.

- a. Lot Coverage shall be measured as the percentage of lot area occupied by structures, decks, driveways and parking areas (regardless of driveway material), walkways, and all impervious surfaces, exclusive of any required ROW dedications. When calculating lot coverage of a structure or building, the exterior walls of the structure or building at ground level shall be used.
- b. Maximum allowable lot coverage for the entire 25-acre site shall not exceed 65%. This does not include dedicated ROWS. The total lot coverage for any individual Development Area shall not exceed 70%.
- c. Exceptions: The following features may be excluded from lot coverage calculations:
 - i. Eaves;
 - ii. 100% of the area of covered and uncovered decks that are at least eight feet above grade;
 - iii. Paved walkways less than 5' in width (driveways and parking areas are counted 100 percent towards lot coverage regardless of material); and
 - iv. Subterranean or podium structures topped by landscaped open space areas of at least 10 feet by 10 feet by four feet deep.

4. Setbacks.

Setbacks described herein replace the requirements in Municipal Code Section 17.36.100A.1. Municipal Code Section 17.36.100C shall not apply to the Mill Ditch (see **Section 6** below). Setbacks shall be measured per Municipal Code Section 17.36.100E.

- a. Perimeter Setbacks.
 - i. Structures and roadways/ drive aisles on the perimeter of the Parcel development shall meet the following minimum setbacks:
 - 20' from property line to structures
 - 10' from property line to drive aisles
- b. Interior Setbacks. Within the Master Plan Area, buildings shall meet or exceed the minimum setbacks described below:
 - i. Front: 0' from ROW unless it is determined through Design Review that additional setbacks are required to provide for snow storage
 - ii. Side: 10' from other buildings or 0' from property line
 - iii. Rear: 10' from other buildings or 0' from property line



Figure 7: Perimeter Setbacks

5. Building Separation.

All individual buildings shall have a minimum building separation of no less than 10 feet and shall comply with the California Building Standards Code and Mammoth Lakes Fire Protection District Code.

6. Open Space, Mill Ditch & Community Amenities.

Figure 8 below shows the approximate size of the required improved open spaces within the Master Plan.

The sidewalks and multi-use paths are described in the Circulation & Mobility section below. Building A-1 includes space for a daycare center and a community center that will provide amenities for residents and the general public. Details for these spaces are included in the Major Design Review Application for Development Area 1 (DR 20-005).



Figure 8: Open Space

- a. **Open Space:** Open Spaces as depicted in Figure 8 shall be available for public use based on an easement or equivalent as described in the conditions of approval of each Development Area. Table 3 below lists the minimum open space for each Development Area.

Description	Minimum Size
Development Area 1	0.5 acres (dedicated Public Park)
Development Area 2 or 3	0.2 acres
Development Area 5 or 6	0.2 acres
Development Area 4	0.2 acres
Mill Ditch Linear Space	2.0 acres
Total Open Space:	3.1 acres

Table 3: Minimum Open Space per Development Area

- b. **Mill Ditch:** The Mill Ditch is intended to function as stormwater management and as a community amenity. Stormwater Management is found within Drainage Section G (3).

- i. The Mill Ditch is intended to remain a natural and open space. Any changes or improvements to the Mill Ditch shall be considered as part of the Design Review Application for Development Area 4.
- c. Existing heritage trees shall be strategically preserved to provide shade for path users during the summer and allow for solar exposure to facilitate snow melt in the winter and spring.
- d. **Community Amenities:** Development Area 1 shall include both indoor and outdoor community spaces.
 - i. A Public park (minimum 0.5 acres) as shown in Figure 8 shall be incorporated within Development Area 1.
 - ii. All Community Amenities shall adhere to the Master Plan's Allowable Land Uses.
 - iii. Community Amenities shall be constructed concurrent with the Development Phase for which the amenity is approved through the Major Design Review process.

7. Snow Removal & Snow Storage.

Public right of way or easement to the Town shall be dedicated to accommodate snow storage from all roads, public parking areas, sidewalks and MUPs within the ROW.

Snow Storage areas for each Development Area will be defined in each Development Area's Major Design Review Application.

- a. **Snow Removal.** Snow Removal within the ROW will be the responsibility of the Town of Mammoth Lakes. Snow Removal within privately held Development Areas shall be the responsibility of the landowner.
- b. **Snow Storage.** Each Development Area shall be designed and constructed to provide snow storage areas equal to a minimum of 60 percent of all uncovered required parking and driveway areas. Snow Storage areas shall be designed to minimize bucketing and pushing longer distances. The preferred method of snow removal shall be by loader (Cat 966), trackless blower, and larger Kodiak loader mounted snowblowers. Ramping of snow as a practice should be avoided. Open Spaces, as described in Section 6(a), parks, planting strips within the right of way, bioswales may be used in snow storage calculations
- c. **Reduction of Snow Storage Area.** The review authority may reduce or waive the required snow storage area(s) if a Snow Storage Management Plan is provided that is found to comply with Municipal Code Section 17.36.110, subsections (B)(3) and (C) through (E). Snow Storage areas will be defined in each Development Area's Major Design Review Application.

E. PARKING

The total minimum parking required for the Master Plan Area is outlined in Table 4 below.

1. Residential Parking Requirements:

Parking requirements for residential land uses shall be provided in compliance with **Table 4** below, except where the requirement is modified in compliance with Section 17.44.040 (Alternative Parking Provisions).

Residential Unit Size	Minimum Parking Spaces / Unit
Studios	0.5 spaces
1-Bedrooms	1 spaces
2-3 Bedrooms	1.5 spaces
4+ Bedrooms	2 spaces

Table 4: Residential Parking Requirements

2. Non-residential Parking Requirements:

Parking requirements for non-residential land uses shall be provided at a rate of 1 space per 1,000 sf gross leasable area, except where the requirement is modified in compliance with Section 17.44.040 (Alternative Parking Provisions).

Loading shall meet the provisions of the Municipal Code.

3. Bicycle Parking Requirements:

Bicycle parking shall meet the provisions of the Municipal Code except as below:

- a. 0.75 spaces per residential unit are required, with 10% short-term and 90% long-term in each Development Area.
- b. Each Development Area shall provide for cargo bikes and/ or electric bikes within their bicycle parking requirements.

4. Additional Parking Requirements:

- a. Parking for electric vehicle charging in one or more Development Areas shall be provided.
- b. Dedicated space for car and ride sharing shall be provided.
- c. On-street parking shall be open to the public and shall not be reserved and shall not be counted towards fulfilling minimum parking requirements.
 - i. A minimum of twenty-five (25) on-street parking spaces shall be provided within the Master Plan Area as follows:
 - Development Area 1: minimum 20 spaces
 - Development Area 5: minimum 5 spaces
- d. Additional parking may be provided with any Development Area and shall not require a Master Plan amendment.

5. Parking Design Standards:

- a. Parking design shall meet the requirements of Municipal Code Section 17.44.100.
- b. Parking shall be designed so as to not require curb stops.
- c. Exterior uncovered parking spaces shall be designed for easy access by snow removal equipment.



Figure 9: Parking Areas and Access

F. SIGNS

1. Signage.

Signs within each Development Area shall be consistent with Municipal Code Chapter 17.48 and approved through the Major Design Review process.

2. Directional and wayfinding signage.

All directional and wayfinding signage within The Parcel development shall be consistent with the Town of Mammoth Lakes Municipal Wayfinding and Community Messaging Program or Mammoth Lakes Trail System signage as appropriate.

G. INFRASTRUCTURE

1. Utilities.

All utility lines shall be underground and shall be constructed to Town Standards and the standards of the entity providing the utility service. Utilities shall, to the extent possible, be placed in the ROW.

- a. **Telecommunications / Broadband:** The project will deliver fiber-to-the-premise which can be leveraged for the delivery of broadband and telephone services in conduit which is owned by the Town of Mammoth Lakes.
- b. **Propane:** Above-ground propane tanks are prohibited.

2. Solid Waste/ Recyclable Materials.

The developer shall provide facilities for solid waste/ recyclable materials separation, storage, and removal in accordance with the requirements of Municipal Code Section 17.36.130. Final numbers, size, location and design of these facilities will be approved by the Community and Economic Development Director prior to building permit issuance for each development phase.

3. Drainage and Erosion Control.

Drainage and Erosion Control shall be subject to the provisions of Municipal Code Section 12.08.090 and Town of Mammoth Lakes' Public Works Standards.

- a. Low impact development features, per the California Stormwater Best Management Practice Handbook, such as bioswales and raingardens, will be utilized to the extent practical.
- b. The existing Mill Ditch, a manmade irrigation channel, shall be managed in accordance with Municipal Code Section 12.10.
 - i. The existing Mill Ditch wetlands will be managed per applicable Regional Water Quality Control Board Lahontan Region requirements.
- c. The design of Development Area 4 will include detailed studies of the Mill Ditch and tributary drainage requirements. These studies will include, but are not limited to, cross sections of the Mill Ditch to determine any improvements that are required to manage stormwater while achieving a baseline low-flow meandering stream within the bottom as seasonal stream features and year-round natural amenities for the Town of Mammoth Lakes.
- d. Development Area 4 will include a vehicular bridge across the Mill Ditch drainage channel which shall meet the Town of Mammoth Lakes' Public Works Standards.

H. CIRCULATION & MOBILITY

1. Sidewalks and Multi-Use Paths (MUPs).

Sidewalks and MUPs will complement and bolster the existing MUP network in Mammoth Lakes to connect residents to destinations around town. See **Figure 10** below.

- a. MUP – 12' width and constructed per Town Public Works Standards.
- b. Sidewalk – 6' width and constructed per Town Public Works Standards.
- c. Sidewalks and MUPs located adjacent to streets will, in general, be located on the north and east sides of the street to take advantage of maximum winter solar gain.
- d. Sidewalks and MUPs will have wayfinding signage linked to the existing town-wide municipal and trail wayfinding system.
- e. The sidewalks and MUPs will complement and connect to existing and planned off-site mobility connections and shall be designed in the Major Design Review Application process.

- f. Residential buildings shall include pathways or sidewalks connecting to public sidewalks and paths.
- g. Pedestrian crossings shall be provided, and design details shall be determined through the Major Design Review process.

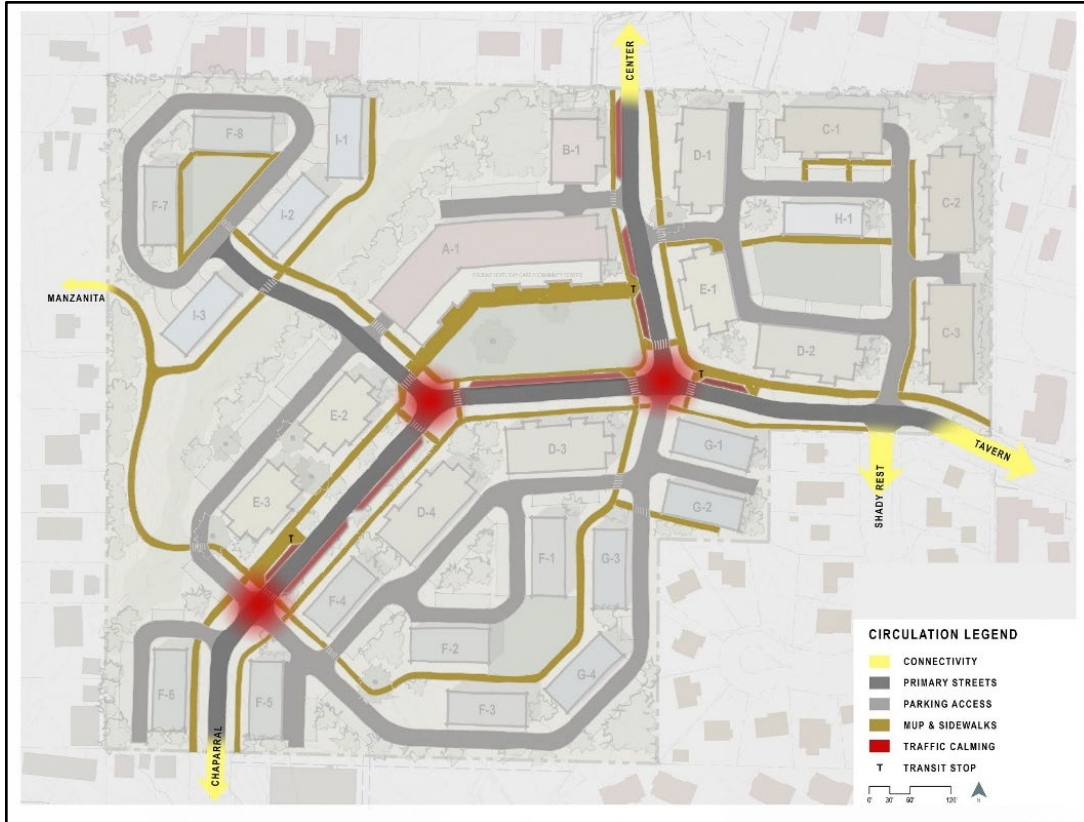


Figure 10: Overall Circulation Network

2. Vehicular Circulation Network.

Vehicular circulation includes Public Right of Way (ROW), private neighborhood streets and driveways, as shown in Figure 10.

- a. The following public vehicular access points shall connect to existing ROW:
 - North - Center Street
 - East - Tavern Road
 - South - Shady Rest Road and Chaparral Road.
- b. Private neighborhood streets shall be designed to meet the needs of motorized vehicles, bicycles and pedestrians alike.
- c. A connection to Arrowhead Drive may be approved as part of a a Major Design Review Application for any Development Area and shall not constitute a revision or amendment to the Master Plan.
- d. Private neighborhood streets, driveways, and sidewalks and MUPs within each Development Area may be subject to revisions through the Major Design Review process.

- e. All parking accesses / drive aisles will provide fire access of 20'-26' wide depending on building height. This shall be approved for each Development Area through the Major Design Review process.
- f. Any plan modifications to Development Areas 2 and 3 that are suggested to meet the intent of the Preferred Plan's desire to "improve adjacent properties' interface with The Parcel through better frontage conditions" and "create street alignment in the northeastern corner of The Parcel that takes into consideration how these lots could redevelop" may be presented and/ or approved through the Major Design Review process and does not require an amendment to the Master Plan. The sketch in Figure 11 below provides one potential example of such a plan modification.

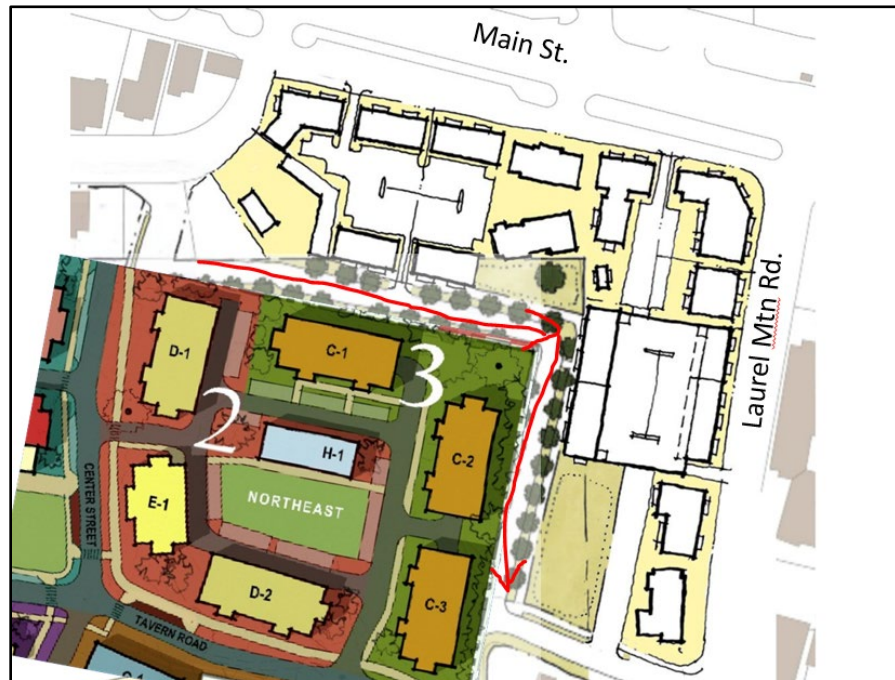


Figure 11: Development Area 2 and 3 Streets & Drive Aisle Potential Option

3. Street Standards.

The standards of The Town Department of Public Works and the Mammoth Lakes Fire Protection District shall be met for all Public Rights-of-Way and private neighborhood streets. Any proposed modifications to these standards may be approved by the Public Works Director and Fire Chief through the Major Design Review process.

- i. All interior streets will have 11' minimum traveled ways.
- ii. Typical Road Sections depicted in Figures 12-15 shall be met to the greatest extent possible.
- iii. New trees planted in landscaped areas shall be deciduous.
- iv. A Major Design Review Application for development may include a memo from a traffic engineer to address adequate traffic calming and to confirm, revise, or create roadway speed limits based on trips generated and is subject to approval by the Public Works Director.

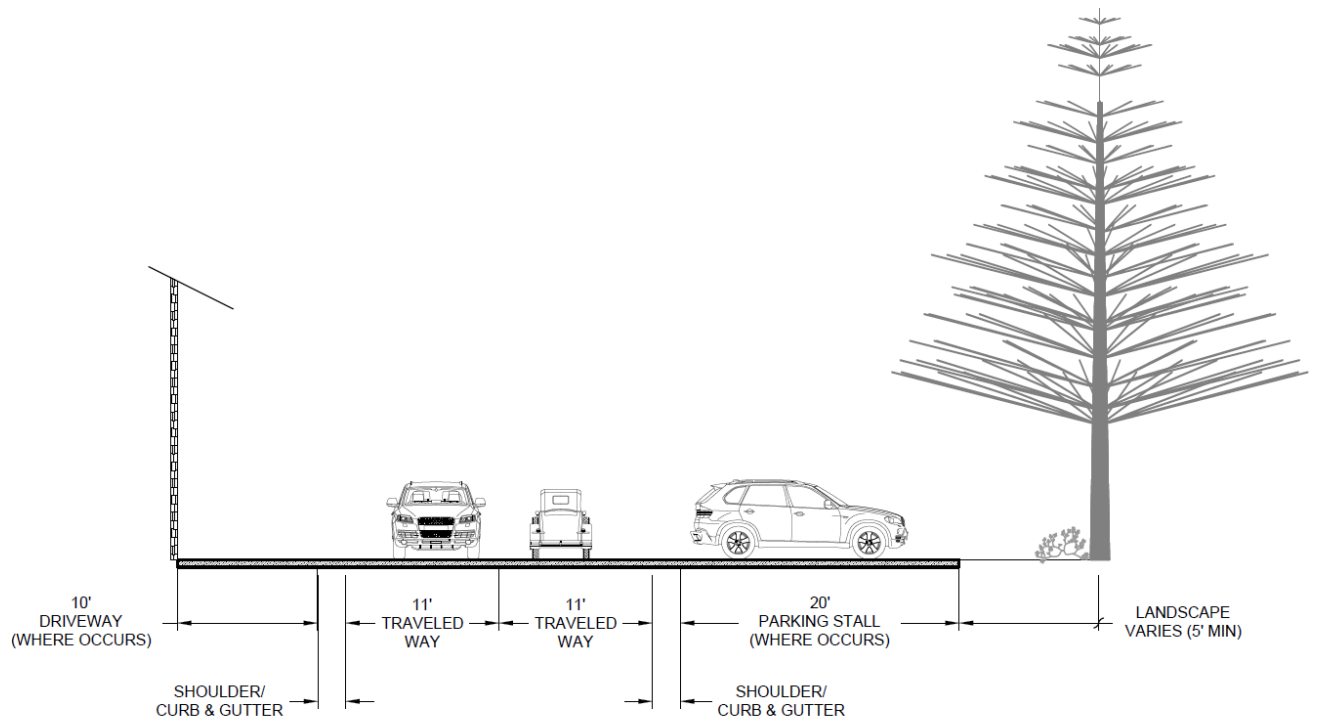


Figure 12: Typical Internal Circulation Road Section 1

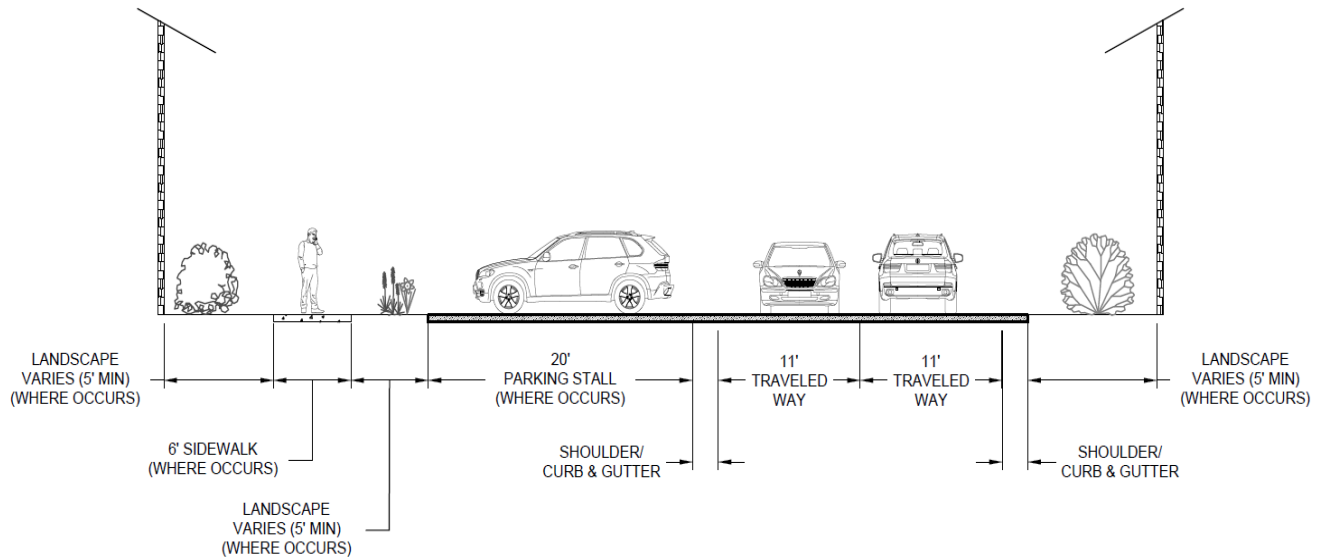


Figure 13: Typical Internal Circulation Road Section 2

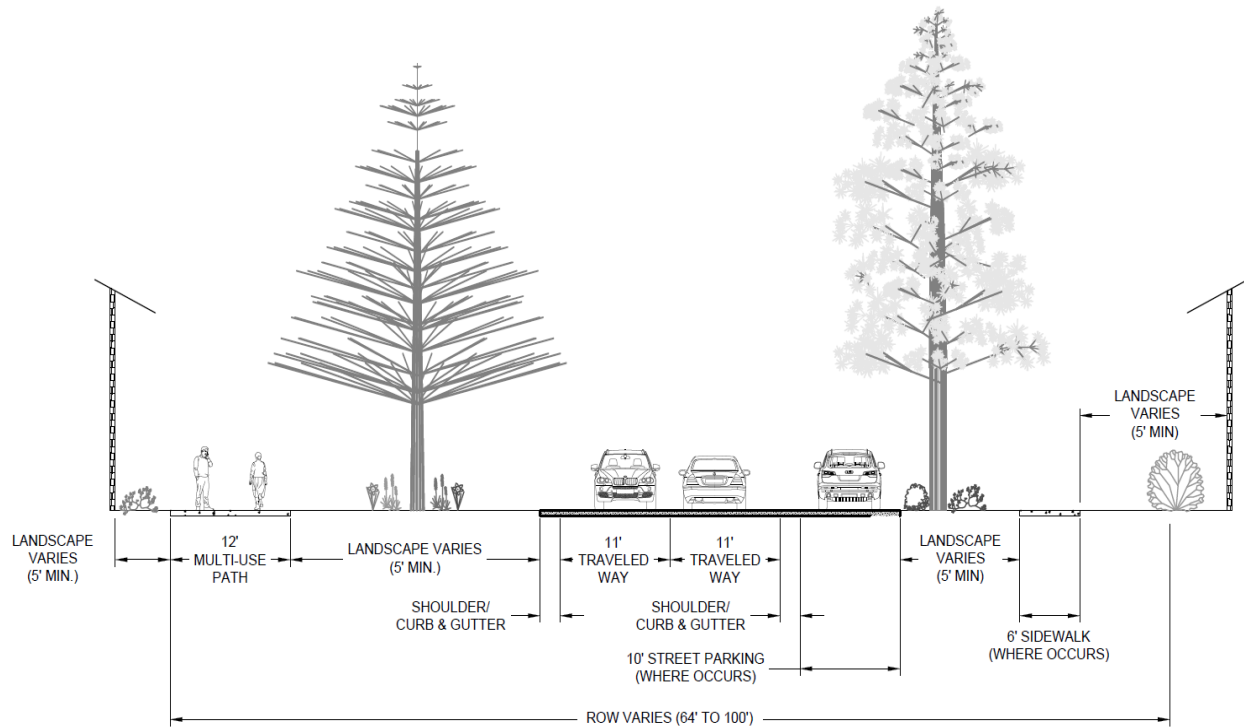


Figure 14: Typical Road Section (Chaparral Road, Tavern Road & Center Street)

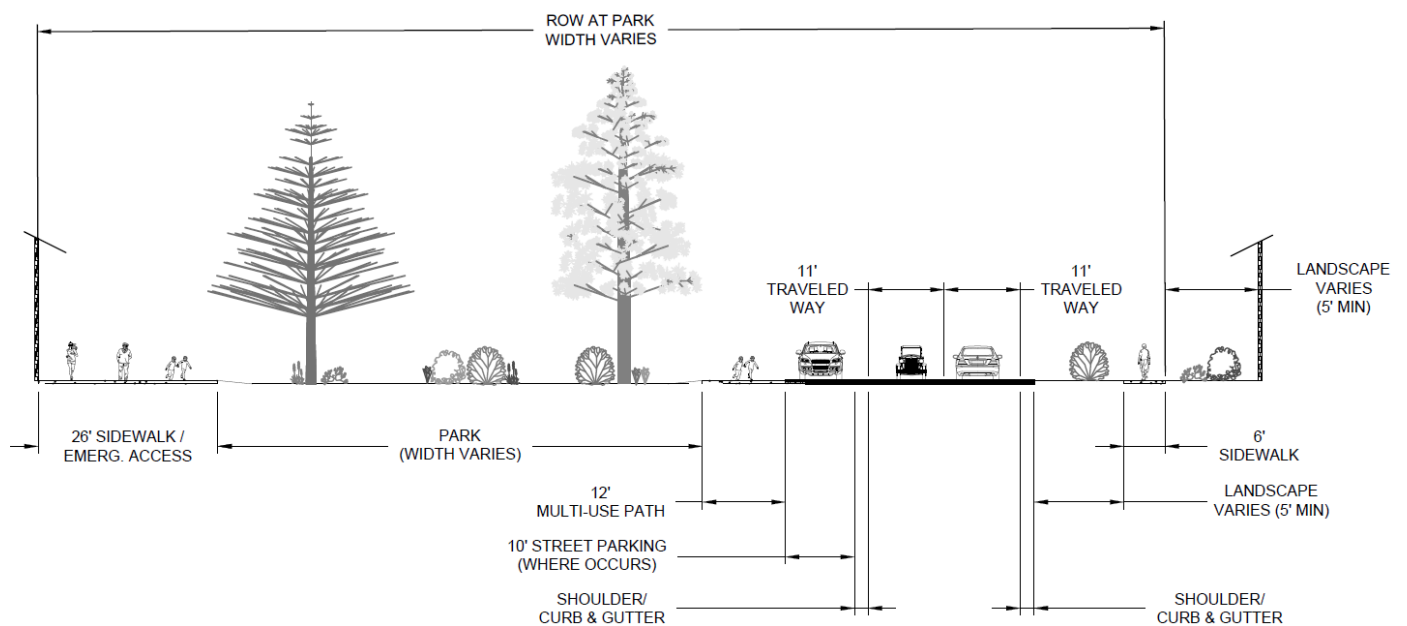


Figure 15: Typical Road Section (Tavern Road at Park)

4. Transit.

At least one bus stop pair (one stop in both directions on the bus line) and at least one additional bus stop, with shelters at each stop, shall be located within The Parcel. The bus stop pair shall be included as part of Development Area 1 and shall be located in close proximity to the location shown in **Figure 16** below, central to the site, near to the community facility and park. The additional bus pull-out shall be included as part of Development Area 5. Transit services will be provided by the Eastern Sierra Transit Authority (ESTA) in coordination with the Town of Mammoth Lakes.

- a. Additional Transit improvements such as transit frequency, stop locations, design, and amenities, may occur in accordance with Town of Mammoth Lake's mobility goals and strategies as set forth in Town adopted transportation plans. Changes found to be consistent with adopted Town mobility goals or adopted plans shall be allowed pursuant to the Master Plan.

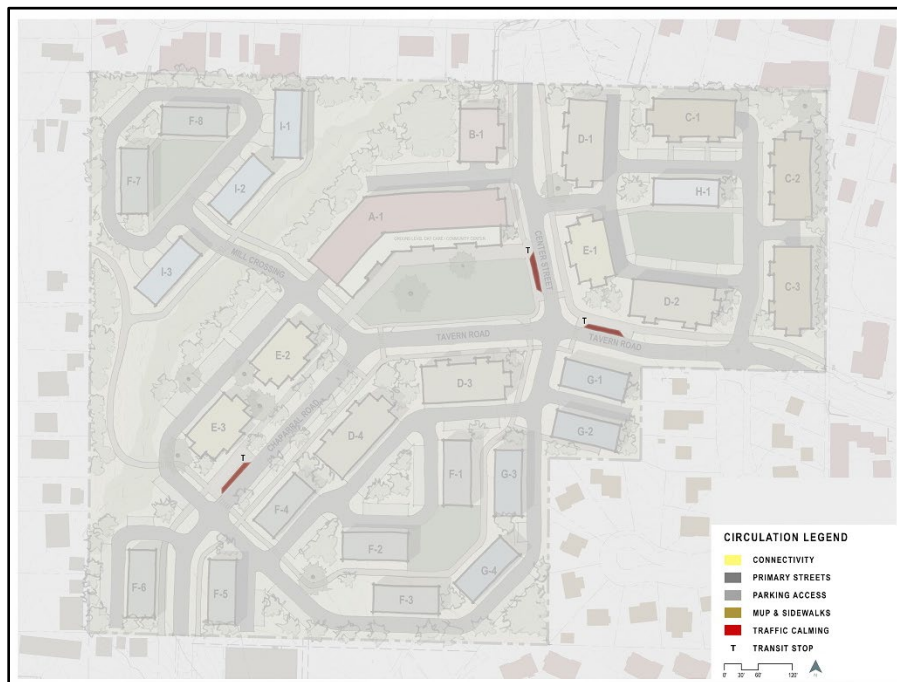


Figure 16: Transit Stops

I. AFFORDABLE AND WORKFORCE HOUSING

All housing units within the development shall be deed-restricted affordable housing for individuals and households working in the region, except as noted in Sections I.1.(c) and (d) below.

In compliance with the Density Bonus approved for this site, a Workforce Housing Agreement shall be provided for each Development Area prior to issuance of a Certificate of Occupancy that will include occupancy standards, and sale, resale and rental restrictions.

1. Rental Units (120% AMI and below).

At least 85 percent of all affordable units within the development shall be rental units deed-

restricted for individuals and households earning up to 120% of the Mono County area median income, which is adjusted and published annually by the State of California. Rental rates for these units will be set by the State or Federal regulatory requirements of the financing used for developing the housing.

- a. Affordable rental units shall be restricted for no less than 55 years.
- b. A Workforce Housing Agreement in compliance with Municipal Code Section 17.138.090 is required.
- c. Property Manager Units are an exception to the 120% AMI or less income restriction.
- d. Up to five manager units are permissible for each Development Area, but there can be no more than 1 property manager unit per 32 residential rental units total on The Parcel.

2. Rental and Ownership Units (above 120% AMI).

Rental or homeownership units for households earning between 120% and 200% of the Mono County area median income are permitted subject to the following requirements:

- a. Rental rates and affordability terms (for rental units) or purchase prices and resale restrictions (for ownership units) will be set by the regulatory requirements of the financing used for developing the housing or set at rates affordable to the targeted residential market in accordance with the HUD definition of affordable housing².
- b. A Workforce Housing Agreement in compliance with Municipal Code Section 17.138.090 is required.
- c. The number of total units (rental or ownership) serving 120% to 200% of AMI shall not exceed more than 15% of the total units within the development.

III. IMPLEMENTATION

A. AMENDMENT PROCESS

This Master Plan may be amended pursuant to Municipal Code Section 17.120.070.

I. Minor Master Plan Amendments.

The Community and Economic Development Director may administratively approve Minor Amendments as described in Municipal Code Section 17.120.070 when any of the following apply:

- a. The Amendment meets the Municipal Code Section 17.120.070.
- b. The Amendment does not cause the total residential units on The Parcel to be less than 400 or greater than 580 units.
- c. The Amendment does not affect the Affordable and Workforce Housing section within this Master Plan

² According to the U.S. Department of Housing and Urban Development (HUD), a household should not spend more than 30 percent of their gross household income on housing.

- d. The Amendment creates additional public benefit such as more parks or open spaces, additional transit stops, more recreational trails, more parking etc.
- e. The Amendment creates additional public access points (vehicular or pedestrian).

2. Major Master Plan Amendments.

Major Master Plan Amendments are governed by the Town of Mammoth Lakes Zoning Code 17.120.050 and shall be required when any of the following apply:

- a. The total residential units on the Parcel is less than 400 or greater than 580.
- b. Decreases public vehicular egress points and no longer includes Chaparral, Center and Tavern.

B. SUSTAINABILITY.

Utilizing environmentally sustainable design concepts is an important consideration in the ongoing implementation of this Master Plan. In terms of site design, the Master Plan integrates the natural features on the site including the Mill Ditch, wetlands, heritage/habitat/unique trees, and creates open space for recreation, pets and the natural environment. In terms of building design and construction, all residential units in the development will meet or exceed California's Title 24 energy code, and will be subject to specific sustainability requirements associated with the financing source for that phase. Each state and federal affordable housing financing source requires specific and ever-changing sustainability measures which will be met. The requirements of such financing are revised, typically on an annual basis, so are therefore not incorporated herein but at minimum include requirements such as:

- i. using a certified energy consultant early in the design
- ii. low water and low maintenance landscaping
- iii. durable material (roofs, insulating, exterior)
- iv. Energy Star Appliances
- v. High quality insulation

IV. ATTACHMENTS

Attachment A: The Parcel Guiding Principles and Development Objectives

Guiding Principles and Development Objectives

The Community Housing Action Plan (CHAP) identified that guiding principles be developed during the community process to master plan The Parcel. The following Guiding Principles and Development Objectives were established based on community input. The Guiding Principles convey overarching community priorities and shared values for The Parcel, while the Development Objectives are more specific and may include measurable outcomes. The Development Objectives are intended to help achieve the Guiding Principles. Guiding Principles are lettered (A – F) and there are four or five Development Objectives (i, ii, iii, etc.) for each Guiding Principle.

Community feedback showed three top Development Objectives, which have been highlighted in yellow below. Both English and Spanish respondents identified the same top three development objectives. Additionally, both English and Spanish respondents identified providing deed-restricted rental and ownership products and safe and intuitive pedestrian and bicycle connections (see blue highlights below) in their top 10 Development Objectives; no other top 10 Development Objectives overlapped between English and Spanish respondents

A Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.

- i Provide a variety of housing types (e.g., small house, duplex, triplex, townhouse, apartment).
- ii Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom) to meet the needs of a variety of families and individuals.
- iii Provide both deed-restricted rental and ownership products to accommodate households of different ages and incomes.
- iv Serve moderate income households and below ($\leq$ 120% AMI) consistent with the 2017 Needs Assessment.

B Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.

- i Provide safe and intuitive pedestrian and bicycle connections through The Parcel to surrounding areas.
- ii Design a circulation network that prioritizes pedestrians, bicyclists, and transit.
- iii Explore transit potential to determine how best to provide transit stops, possible shelters, and connectivity to the larger Mammoth Lakes community.
- iv Include traffic calming measures to create a safe, family-oriented neighborhood that minimizes vehicular speeding.
- v Explore parking and traffic management strategies to further encourage alternative travel modes, considering that some future residents will rely on individual vehicles.

C Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.

- i Incorporate supportive uses (such as childcare facility) into the design.
- ii Provide amenities (such as community gathering spaces and/or parks and playgrounds) necessary for the successful functioning of a livable neighborhood.
- iii Design amenity spaces to be multi-purpose (such as park space with snow storage, when compatible).
- iv Consider pets in the design of the neighborhood.
- v Provide parking for residents and guests, but limit the land required for parking, thereby reserving available land for other uses.

D Focus on environmentally sustainable design concepts.

- i Integrate natural features (wetlands, trees, and open space) into the neighborhood design.
- ii Incorporate sustainable infrastructure and energy-efficient designs.
- iii Integrate well-planned snow storage areas and accommodate efficient snow management operations.
- iv Minimize the amount of impervious paving to allow water absorption into soil on site and minimize runoff.
- v Design for high durability and low maintenance.

E Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.

- i Create a neighborhood that connects seamlessly to the street network and reflects a design character appropriate to the Eastern Sierra Nevada mountain setting.
- ii Design the site to provide a transition in building scale and type from the adjacent higher intensity commercial areas to neighboring residential areas.
- iii Ensure the site is designed to be pedestrian-oriented and comfortable to walk in and through.
- iv Build upon the recent efforts of Walk, Bike, Ride and Downtown Revitalization to ensure the new neighborhood becomes an integral part of the greater community.

F Balance guiding principles and development objectives with a viable development program that is sustainable over the long-term and can be constructed in an orderly and timely fashion.

- i Prepare an overall program for development and management that implements guiding principles, to the extent feasible, while achieving long-term viability.
- ii Accommodate densities and design features necessary to qualify for essential funding.
- iii Consider specific and relevant regulatory actions that would be necessary to implement the development program.
- iv Consider economic factors, including those related to potential investors, affordable housing developers, and future residents.
- v Develop a phasing plan that reflects market conditions and encourages construction to begin as early as practical.

Attachment B: Future Design Considerations from The Preferred Conceptual Land Use Plan

The following items were raised during the Plan The Parcel process and should be considered at future stages of design and development of The Parcel.

- Provide reasonable storage space for each unit in both interior and exterior storage closet/space (bikes, skis, snowboards, paddleboards, wheelchairs, etc.), including secured storage space. Also, consider space for mud rooms and coat closets.
- Provide space for electric bike and vehicle charging.
- Provide space for car and ride sharing.
- Incorporate shared trash/recycling facilities.
- Design entryways to minimize snow shoveling (e.g., ground level entrances with interior access to garage).
- Design individual unit entries, not entries accessed via shared internal hallways. Shared internal hallways are less desirable (e.g., tenants in Aspen Village Apartments must pay for heating and lighting in shared internal hallways).
- Provide on-site management for snow removal and maintenance.
- Consider simple roof lines and metal roofs to address issues with snow shed and ice dams (Aspen Village Apartments roof lines create snow shed and ice dam issues, and the use of heat tape on these roofs was unsuccessful).
- Orient buildings and decks to face south. Aspen Village Apartments face north, which is an issue for maintenance and safety of tenants (e.g., icing issues, snow falling off roofs, etc.).
- Design and locate buildings so snow doesn't shed onto pedestrian areas (e.g., Aspen Village Apartments shed roofs are located two feet from sidewalks, so ice dams will fall onto sidewalks).
- Preserve existing trees as feasible but prioritize solar access and orientation.
- Incorporate new deciduous trees to maximize solar access but select durable trees that can survive well and are low maintenance (e.g., don't drop sap/berries/etc.). Aspen Village Apartments has found that aspen trees don't survive heavy snow seasons well.
- Utilize a lens of Latino Urbanism for design of public spaces, internal and external unit configurations, public art, etc.
- Consider space for a Family Resource Center(s) where one or more non-profits or government entities (e.g., Mono County Social Services) could provide services to residents on-site. Services could include childcare, job search, after school programs for children, mental health, substance abuse, domestic violence services, etc.

- Provide restrooms in formal open space areas.
- Provide seating and benches around trails.
- Consider pets in the design of trails and open spaces.
- Prohibit short-term (transient or nightly) rentals.
- Obtain FHA approval for ownership units during development.
- Adhere to building code requirements for energy efficiency and accessibility features at a minimum.
- If modular construction is used, ensure the construction reflects snow conditions and is of high quality to avoid maintenance issues (e.g., Aspen Village Apartments has issues with drywall buckling, dry rot, and roof icing/snow fall issues). The quality of modular construction has improved (e.g., Manzanita Apartments and Jeffreys Apartments, also constructed with modular, are in better condition than Aspen Village Apartments).
- Ensure that the buildings are not subject to flooding.
- Ensure design addresses rain-on-snow events