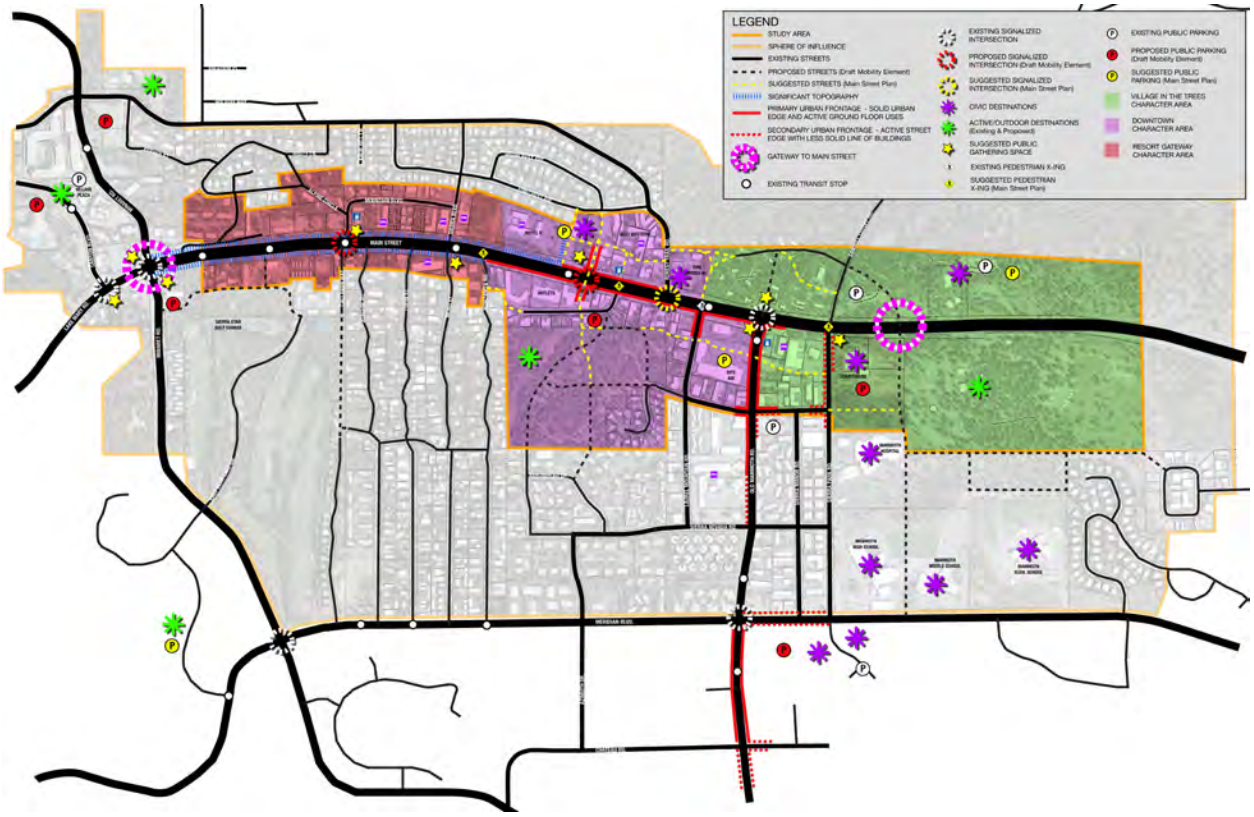
TOWN OF MAMMOTH LAKES
MAIN STREET PLAN



DRAFT PLAN | OCTOBER 16, 2013

Mammoth Lakes

A. Plescia & Co FEHR PEERS

centro

BRITINA design group

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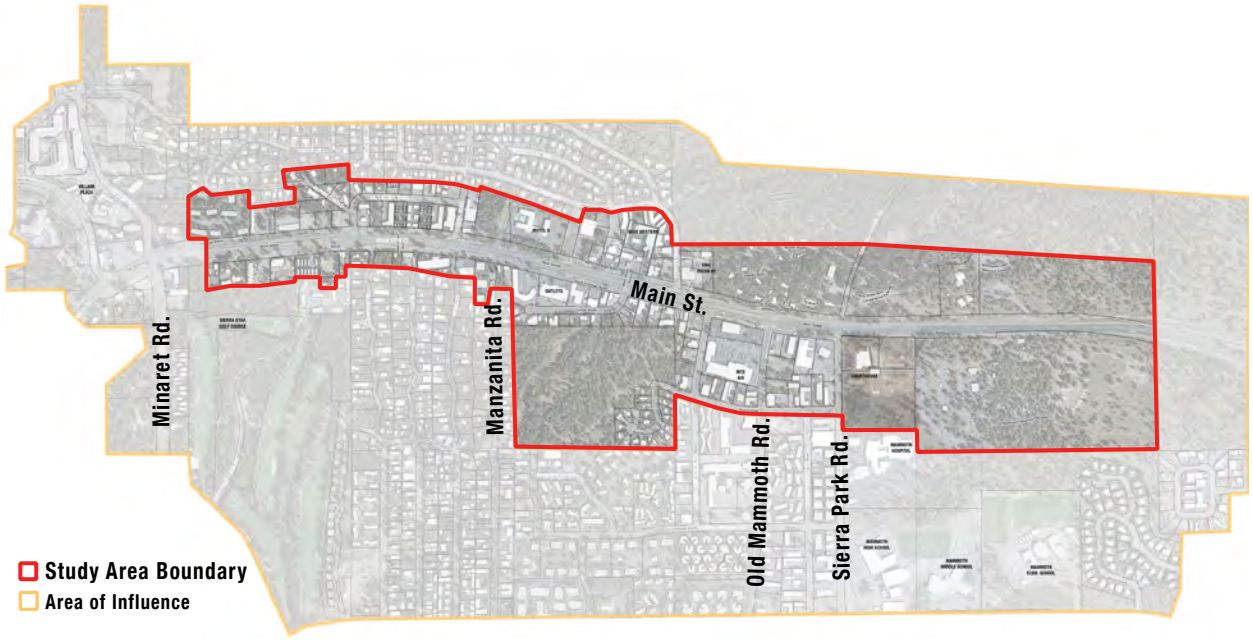


Project Study Area

The Town of Mammoth Lakes seeks to transform Main Street into a vibrant, pedestrian-oriented Downtown that serves residents and year-round visitors. Main Street will be more than a highway to the ski mountain; It will be a Downtown. It will have a sense of pride that is upheld and protected by its residents, as well as a sense of destination for visitors. It will be active day and night, and throughout all seasons of the year. It will be safe, including places for adults to enjoy as well as children. It will include a mixture of uses to support tourism as well as everyday needs of citizens. It will include new workforce and market rate housing to overlook downtown and provide "eyes on the street" as well as a network of trails and sidewalks that extend the length of the corridor to connect the Town and provide options for walking and bicycling rather than driving. It will be a place where the vision, as described herein, is reflected and prominent.

In this Chapter

Note: an expanded version of the Project Study Area map is available in Attachment F.

Project Funding

This plan is funded by a grant from the California Department of Transportation (Caltrans), which will maintain jurisdiction over Main Street/Highway 203 as it is transformed to promote the community's vision.

Wildflowers are a popular draw to Mammoth Lakes in the spring and summer months.

Downtown Main Street lacks pedestrian infrastructure and places where people want to be.

The Mammoth Lakes Main Street Plan provides a blueprint for redevelopment of the 1.5 mile Main Street corridor from the town's eastern gateway to Minaret Road (see map on previous page.) It will guide public investment in streets, sidewalks and other infrastructure, while also shaping private redevelopment through regulatory changes and incentives.

The transformation of Main Street will require time, money and determination. Residents, property owners, business owners and elected officials have demonstrated that they have the commitment necessary to realize their vision for a new Main Street and it is the goal of this Plan to move ideas into action.

PROJECT NEEDS AND OBJECTIVES

As Mammoth Lakes continues to compete in the national mountain resort tourism sector, it has become apparent that a viable downtown is needed *in addition to* a world-class mountain resort. A more vibrant downtown will boost year-round tourism and the local economy.

Currently, tourism is the economic engine for Mammoth Lakes, but its retail sales and lodging occupancy rates fall behind in comparison to other moutain resort downtowns. Refocusing efforts on Downtown Mammoth Lakes, to create a valuable "place," will help economic vitality by ensuring a year-round destination for tourists.

Downtown Mammoth Lakes has good connections to the mountain via the Town's existing free bus service. Unfortunately, the transit system allows riders to bypass downtown. There is currently no incentive to get off the bus to sightsee, wander or stay. This is because all transit riders become pedestrians once they step off the bus, and as a pedestrian, Downtown Mammoth Lakes is not pleasant. The street is uncomfortable to be near and operates like a highway instead of a Main Street. Pedestrian infrastructure is sparse, and when it does exist, it is discontinuous and poorly maintained. Additionally, there is no brand or image for visitors to remember - there is no *there, there*.

Now is the perfect time to plan for the future. As the Nation climbs out of a recession and the Town recovers from financial burdens, *now* is the time to lay the framework and make decisions about how to move forward once the economy recovers and the timing is right to invest in Mammoth Lakes.

PREVIOUS PLANNING EFFORTS

Business owners, residents and Town staff collaborated on several previous planning efforts that helped set the stage for the Downtown Mammoth Lakes Main Street Plan, including the:

- Downtown Concept for Main Street (2010)
- Traffic Model Update and Travel Demand Technical Memorandum (2010)
- University of California Berkeley Traffic Safety Evaluation (2010)
- Draft General Plan Mobility Element (2011)
- Municipal Wayfinding Program (2012)
- Zoning Code Update (concurrent)
- Draft Parking Code (concurrent)

Two of the most important previous planning efforts are summarized below.

Downtown Concept for Main Street

The Downtown Concept for Main Street (DCMS) provides the primary policy foundation for this Plan. It was the result of an intensive ten month community planning process which envisioned a "feet first" downtown, which would include removal of existing frontage roads to bring businesses closer together and make room for new development. The resulting "complete street" would balance the needs of drivers, pedestrians and bikes. The DCMS process also introduced the concept of landscaped medians and on-street parking along Main Street.

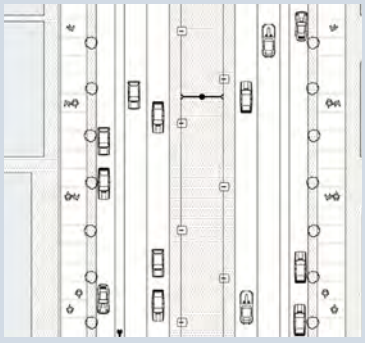
Draft General Plan Mobility Element

The General Plan's Mobility Element describes townwide mobility concepts. It describes a progressive approach to multimodal transportation as it relates to the

The DCMS "Preferred Alternative"

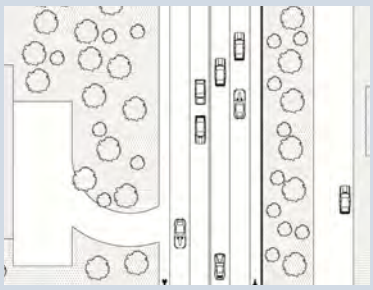
The street design concept for Main Street described in Chapter 4 of this plan closely reflects the DCMS Preferred Alternative Concept, which is intended to support a more vibrant and pedestrian-oriented downtown. DCMS recommendations vary for two primary sections of Main Street:

Manzanita to Sierra Park



This section includes a wide median, travel lanes, bike lanes, on-street parking and wide sidewalks with a buffered landscape strip.

West of Manzanita



This section includes new travel and bike lanes.

Complete Streets

The DCMS and Draft General Plan Mobility Element seek to transform Main Street into a "Complete Street" that creates an inviting environment, encourages economic development, stimulates private sector investment and enhances the existing positive features of the corridor.

Ingredients found on a Complete Street often include managed access sidewalks, bike facilities, parking lanes, crosswalks, pedestrian lighting and signals, and traffic calming measures such as curb extensions and medians.

Triple-Bottom Line - improving the natural environment, economic vitality of the town and the overall health of the community. Overarching Mobility Principles, that carry over to the design of Main Street, include:

- Complete Streets
- Safety
- Environment
- Management
- Context-Sensitive Design
- Public Spaces and Places
- Community Health
- Affordability

The 2010 Draft General Plan Mobility Element provides policies and recommendations that inform the Mammoth Lakes Main Street Plan.

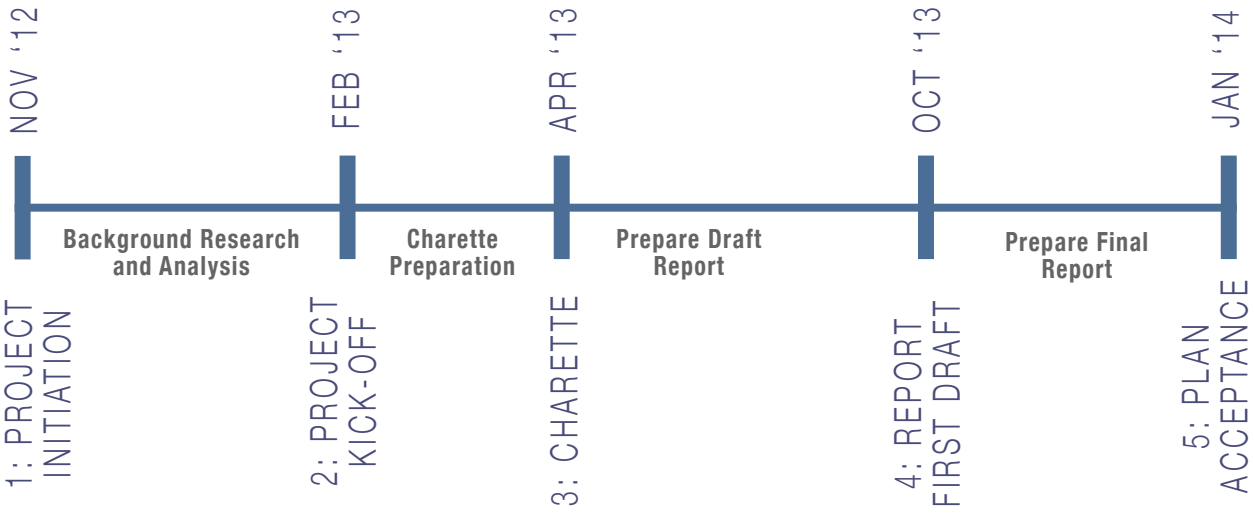
PROJECT TEAM

Development of the Mammoth Lakes Main Street Plan was led by Winter & Company (Boulder, Colorado). Winter & Company has extensive experience working in mountain towns throughout the United States. The consultant team also included experts in transportation planning, civil engineering, landscape design, real estate economics and public financing strategies and public-private partnerships. The chart below describes the roles of each team member.

Winter & Company **PROJECT LEAD**	• Project management • Urban design • Opportunity sites • Graphics/report production • Public workshops lead
A. Plescia Co. **REAL ESTATE ECONOMICS**	• Economic overview • Pro forma analysis of opportunity sites • Cost estimating of soft costs and potential revenue projects
Britina Design Group **LANDSCAPE ARCH.**	• Streetscape design • Streetscape cost estimating
Centro **FINANCING STRATEGIES**	• Financing structure strategies • Property owner team building • Operating costs and management projection
CFA Engineering **CIVIL ENGINEERING**	• Cost estimates for new Main Street • Assist with street sections
Fehr & Peers **TRAFFIC ENGINEERING**	• Traffic level of service projections • Traffic simulations • Coordination with Caltrans

THE PLANNING PROCESS

The planning process for the Main Street Plan was a 10-month process that included a significant amount of public outreach and engagement.



Working sessions with the DWG provided a consistent feedback loop for the Consultant Team.

Community members helped brainstorm ideas for Main Street's future.

Step 1, Project Initiation, began in November 2012. Meetings with Town staff and the Downtown Working Group (DWG) provided the basis for the project, including background research and analysis. The consultant team learned about the extensive planning that had been done for Main Street previously so that the team did not reinvent the wheel, but instead use the previous plans as a stepping stone to build from. The Downtown Working Group is an advisory group made up of stakeholders and Planning and Economic Development Commissioners tasked with assisting staff with two major planning projects: The Main Street Plan and concurrent Commercial Zoning Code Update.

Step 2, Project Kick-Off, took place on-site in February 2013. This trip included working sessions with staff and the DWG, as well as an introductory community workshop to introduce the public to the project and provide information on the process.

Step 3 consisted of a week-long charette with the entire consultant team in April 2013. An initial community workshop allowed the team to gather input from the community on topics such as street design, land use, overall development opportunities and phasing. Workshop participants played "urban designers for a day" through an interactive activity where each group designed their ideal build-out scenario for a couple different sites throughout downtown. Throughout the week, the consultant team went on tours and met with stakeholders, Caltrans, interested citizens and the DWG to refine ideas presented at the initial community workshop. The entire week-long charette was conducted in an open house format, allowing residents to come and go and informally meet with the project team to voice their concerns and wishes. Another community workshop/presentation was held at the end of the week to update the community on the progress and explain the Plan's next steps.

Following the charette, the consultant team developed refinements of the concepts and recommendations, prepared precise funding and cost estimates, and produced the 1st Draft Plan and subsequent drafts by incorporating comments from staff, the DWG and the public.

Individual teams envisioned redevelopment and phasing scenarios along Main Street.

Community members engaged with one another to discuss ideas generated in the charette.

One team's vision involved redeveloping the outlets into a series of buildings that orient to Main Street with outdoor courtyards/plazas and internal parking courts.

Another vision was to redevelop the Rite Aid site into a mixed-use block with a hotel, plaza and housing with a parking structure to accommodate parking for the area.

A large-scale conceptual illustrative plan was generated as part of charette week. It demonstrates how development can happen over time, preserving many existing buildings (shown in white) and infilling with new ones (shown in brown). This vision is for long-term build-out of the corridor, perhaps 20 to 30 years from now. For a full fold-out of the concept plan, see Attachment F.

2 EXISTING CONDITIONS

The current character of Mammoth Lakes along Main Street does not feel like a traditional downtown "main street." The street acts as a conduit, moving cars *through* Mammoth Lakes, instead of acting as a "place" where people want to stop and explore. The frontage road condition further blurs the form of the street. Currently, the closest distance buildings are from the south side of Main Street to the north, is 200 feet, making the corridor feel very wide and not pedestrian friendly.

However, there is hope for Main Street to become a walkable downtown. It will not happen overnight, but it can happen with smart public and private investment. Recent improvements such as the new gateway monument signs at the eastern edge of town and improvements along Old Mammoth Road are examples of investment that were once visions and should be used as momentum for Main Street improvements, for which this Plan offers guidance.

In this Chapter

A bike lane/shoulder exists on the west end of Main Street, but there is no sidewalk.

Pedestrian infrastructure is lacking along frontage roads and visibility for cars turning off of Main Street is low.

Recent pedestrian and bike upgrades have been made along Old Mammoth Road.

PHYSICAL CONDITIONS

The Street

Main Street through Mammoth Lakes is a state highway (203). The majority of the downtown area includes a frontage road on either side of Main Street to access properties. The frontage roads include two travel lanes and diagonal on-street parking adjacent to the highway. The frontage roads are owned and maintained by the Town, while the highway is maintained by Caltrans. The majority of the corridor, from the entry of town to Minaret Road, includes a two-hundred foot right-of-way (ROW), although it varies in some locations to as little as 120 feet. The street itself includes four lanes of through traffic (two lanes in each direction) and a designated center left turn that ends west of Manzanita Road, where the turn lane is dropped because of cross-section constraints. The entire corridor also includes a bike lane/shoulder on either side of the street adjacent to the curb. Sidewalks are intermittent and not continuous. Especially in the area where the frontage roads exist, pedestrian movement is "at your own risk" and can be dangerous, specifically at intersections where the pedestrian is hidden from the view of cars turning off of Main Street. Some new pedestrian improvements have been made on the south side of Main Street between Manzanita and Mountain Boulevard, as well as some pedestrian and bike paths on the north side in front of Motel 6 and the Forest Service site.

Old Mammoth Road has had recent pedestrian improvements and upgrades, such as sidewalks, bike lanes, bus pull-outs and shelters, and improved intersections. The street itself has two travel lanes and a continuous left turn lane. It does not have on-street parking.

Most other streets in the project area are smaller, two-lane streets, many of which allow on-street parking during summer months. If sidewalks exist, they are usually attached to the curb, and do not include a landscape buffer. Some streets have bike lanes and some do not. However, it is a Town policy to include bike lanes on all new streets, and upgrades to existing streets are being implemented.

Parking

Parking on Main Street is typically provided on-site per property and is mostly surface parking. Most parking is provided in front of buildings, making the distance to walk between buildings from the north side of Main Street to south, even further (more than 200 feet.) Where frontage roads are present, diagonal parking is located adjacent to the highway with a landscaped buffer, which forces people to cross the frontage road traffic to get to businesses. There is one Park and Ride located at Old Mammoth Road and Tavern Road, but it is underutilized. A couple of lodging facilities on Main Street include underground parking.

Development Patterns

The development patterns in Mammoth Lakes are mostly single-use, free standing (or strip commercial), suburban-type development set back from the street with parking in front. The overall intensity of development is low, although some of the residential and lodging developments are 3 to 4 stories in height.

Circulation Systems

Auto traffic along Main Street is quite efficient. While the frontage roads minimize curb cuts along the highway, they are a mixture of parking, pedestrians, bikes and local travel lanes which can be confusing and unsafe and does not lend itself to a “main street” feel. There is a discontinuity of pedestrian and bike infrastructure throughout downtown and along Main Street. A few streets, like Center Street, dead-end leaving autos with no choice but to turn around. Downtown could benefit from a finer grain network of travel for all modes.

Diagonal parking is located between Main Street and the frontage road.

Development patterns are mostly single-use, free standing buildings with parking in front.

Center Street dead-ends instead of connecting through to Manzanita Road.

The new bus stop at the park 'n ride on Old Mammoth Road is a great model for improving streetscapes in Mammoth Lakes.

In the winter, landscape buffers are used to store snow, which creates a "wall", blocking visibility to businesses.

Streetscapes

Recent investments in streetscape improvements, such as the new gateway monument signs, new trail signage, lights and banners, and a new bus shelter sets a tone that the Town is committed to improving the pedestrian experience and working toward developing a unique identity for Mammoth Lakes. However, currently there is no sense of continuity and streetscape improvements are not strategically located or comprehensive. There is relatively little landscaping. There is a landscaped buffer along Main Street between the frontage roads, but it is not designed to be effective for creating a sense of place with pedestrian amenities and landscaping.

Open Space

Open space is scarce along Main Street, and throughout downtown. Small, linear, park-like environments exist on the north side of Main Street in front of Motel 6, the Fire Station, and U.S. Forest Service property in the form of pedestrian and bike paths, but they do not convey a sense of community gathering. A farmer's market occurs in the summer months in the parking lot of the outlet mall, which is a make-shift community gathering space. Other than that, there are no real parks or plazas in the downtown to enjoy.

In the summer, a festival atmosphere and farmer's market activates the parking lot west of the Luxury Outlet Mall.

ORGANIZATIONAL STRUCTURE & MANAGEMENT

Snow Management

Mammoth's Main Street currently lacks a comprehensive snow management strategy. Snow management is currently performed in a number of ways through different entities. Caltrans, who owns and operates Highway 203, clears snow from the highway and "blows" it onto the landscape buffer. The Town, who owns the frontage roads, similarly clears snow from the frontage roads and also piles it into the landscape buffer, creating a substantial snow berm that blocks the visibility of businesses. To help solve the visibility problem, some business owners along Main Street pay a third party to remove some of the snow berm in front of their business, but this practice is not coordinated among business owners.

Additionally, current on-site snow storage requirements, because there isn't a district to remove it, is also a deterrent for redeveloping a site with more intensity, as so much land area is required to store snow on-site.

A management or maintenance district, such as those that have been implemented on Old Mammoth Road and in the North Village, may provide an opportunity to pool resources and provide better snow management for a lesser cost (see Chapter 7.)

Streetscape Management

Landscaping in downtown Mammoth Lakes is minimal, so there is minimal streetscape management needs currently. The grassy areas are an exception, which do require a lot of maintenance for thatching, which is a significant cost to the Town.

Snow piles become black from passing cars and create an aesthetic problem for the Town.

Snow often blocks existing pathways that could otherwise be used on pleasant winter days.

Snow piles create "walls" in the winter and block visibility to Main Street businesses.

Snow "walls" give pedestrians even less space to walk.

The Zoning Code Update will implement the 2007 General Plan while also restructuring and modernizing the Town's zoning regulations. The Main Street Plan will inform the Zoning Code Update to ensure that regulations promote plan objectives for a more active and pedestrian-oriented Main Street.

Updated zoning regulations will promote, pedestrian-oriented development along Main Street.

REGULATIONS

The Town's zoning regulations shape development on private properties throughout the Main Street corridor, providing a key tool for implementation of the community's vision for Main Street. Zoning regulations address a range of development considerations from permitted uses (residential, hotel, commercial, etc.) to maximum building height and minimum parking.

The Town of Mammoth Lakes is currently updating its zoning regulations to encourage development that promotes the community vision. Along Main Street, the updated regulations will:

- Promote pedestrian-oriented development
- Support economic growth and sustainability
- Increase activity and animation
- Maintain views and minimize shading
- Reduce the role of cars

Key zoning updates that support the Main Street Plan concepts are summarized below.

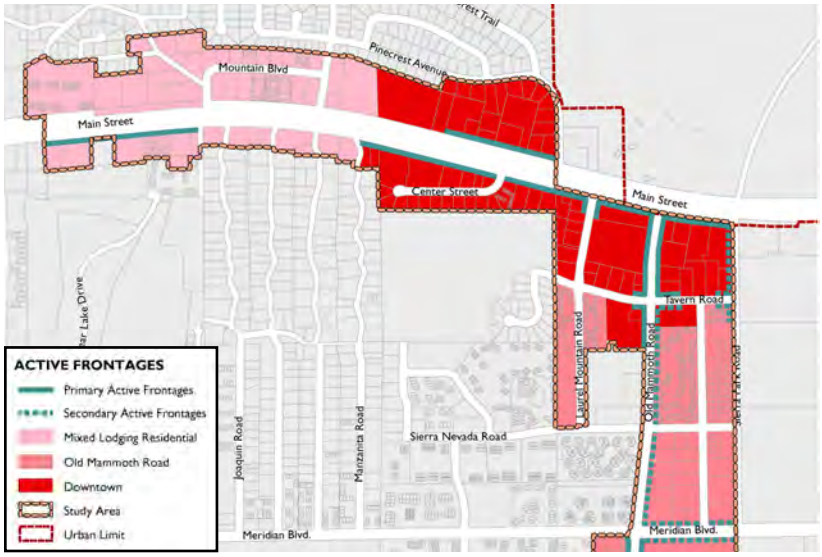
Permitted Land Uses

Land use regulations address the types of activities (such as restaurants, residential apartments, hotels, etc,) that may occur on properties in certain zones. The updated zoning code presents allowed land uses in a table to provide a quick summary of development possibilities in a given zone district. Use tables specify the level of review required, list any limitations on permitted uses, and provide cross-references to other sections of the code where additional regulations apply.

Designated Active Frontages

The updated code designates streets as Active Frontages in portions of the Main Street corridor that are intended to be especially active and pedestrian-oriented. Such streets are subject to additional standards that promote active ground floor land uses and require buildings to be located near the sidewalk edge to encourage pedestrian activity and support an active and inviting environment.

Updated use regulations relate to the Designated Active Frontages described below, by encouraging active uses, such as restaurants and retail stores, in ground floor locations on portions of Main Street that are intended to be especially active and pedestrian-oriented.



Building placement standards encourage pedestrian activity.

Active ground floors are required in certain downtown locations.

Maximum Density and Intensity

Density and intensity standards address the number of residential/hotel units and overall size of non-residential development that may occur on a property. The updated code does not significantly change the maximum density of residential units that could occur along Main Street. However, it replaces existing density standards for hotels with a more flexible floor area ratio (FAR) standard. FAR standards address overall building size rather than the number of individual units and allow for more flexibility as market conditions and demand change over time.

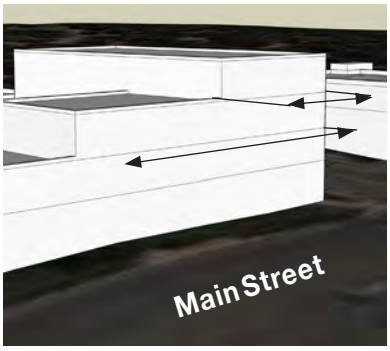
Zoning Districts:

The zoning code update includes revisions to the existing commercial zoning districts, Commercial General and Commercial Lodging, to create revised and renamed districts for the Main Street and Old Mammmoth Road corridors (refer to map to the right):

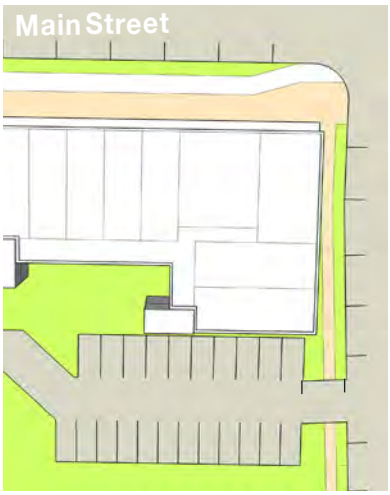
Downtown. This will replace a portion of the Commercial General zoning district in the central section of Main Street near its intersection with Old Mammoth Road.

Mixed Lodging Residential. This will replace the commercial lodging district on the west end of Main Street between the north villlage ad Downtown.

Old Mammoth Road District.
This will replace the commercial zoning district along Old Mammoth Road, from Tavern Road to just south of Chateau Road.



The updated code limits the width of taller building elements along the street frontage to preserve views and reduce shading.



The updated code encourages parking areas located to the side or rear of buildings.

Transparency standards require windows, doors and display areas.

Building Location Standards

Building placement standards regulate the location of development on individual parcels including its relationship to streets and adjacent properties. The updated code provides new and revised building location standards to encourage a more pedestrian-oriented environment along Main Street. The update removes standards that require buildings to have a minimum setback from Main Street. It also introduces new standards that require buildings to be located along a minimum percentage of a Designated Active Frontage as described previously.

Maximum building Height

Height standards limit overall development height, as well as the height of specific building elements. The updated code provides maximum building heights that vary by district, and includes a maximum streetwall height standard to encourage compatible and human-scaled building heights adjacent to the street and sidewalk.

Parking and Loading Standards

Parking and loading standards regulate the minimum and maximum amount of on-site parking, as well as location and access. The updated code introduces a minimum setback for parking to reduce the visual impact of parked cars and discourage parking lots located between buildings and the street. The code update also encourages shared parking areas and off-street connections between parking areas to reduce pedestrian impacts.

Transparency Standards

Transparency standards require windows, doors, display areas, or other transparent features on street-facing building façades. The updated code introduces minimum transparency standards to discourage new development with large areas of blank wall and promote an active, pedestrian-oriented environment.

Façade Articulation/Modulation Standards

Building articulation and modulation standards break long, tall building façades by requiring wall offsets or other design features. The updated code introduces modulation standards to reduce the visual impact of larger building masses and encourage visual interest.

Top floor step backs are required in certain locations so that the building appears smaller at the pedestrian level.

Facade articulation standards limit long, tall building facades.

Open Space Standards

Open space standards specify the amount and design of required open space. The updated code stipulates that large new developments provide public open space to support a welcoming, usable, and vibrant area for customers, visitors and residents.

Outdoor cafe seating is a form of open space that is welcoming, usable and provides a vibrant atmosphere that supports adjacent land uses.

Open space standards require welcoming outdoor spaces for everyone to enjoy.

National Competition:

With 1.4 to 1.5 million skier visits per year, Mammoth Lakes is comparable to some of the top resorts in North America, including:

- Vail, CO (1.6M),
- Park City, UT (1.6M)
- Breckenridge, CO (1.6M)
- Aspen, CO (1.3M)
- Steamboat, CO (1.0M).

Visitation Rates:

According to visitmammoth.com, it is estimated that the Town receives 1.3 million visitors in the winter and 1.5 million visitors in the summer. Average visitors stay 5 nights in summer and 4 nights in the winter.

ECONOMICS

Existing Market Conditions

Mammoth is one of the top ski resorts in North America in terms of skier visits with approximately 1.4 to 1.5 million annual skier visits. It is the largest single ski resort in California, exceeding Heavenly, Northstar, Squaw Valley, and Kirkwood individually in skier visits, although collectively the Tahoe region attracts more skiers than Mammoth Lakes. While Mammoth Lakes is often thought of as a "ski town," the summer months also generate substantial visitation due to Mammoth's wide variety of outdoor activities and its natural, mountain setting and famous wildflowers. It's proximity to Yosemite National Park also contributes to Mammoth's summer visitation. While Mammoth Lakes' tourism visits are strong, retail revenues and lodging occupancies are comparatively low.

Since Mammoth Lakes is a resort community, demand for new development is almost entirely derived from its visitor–based industries, e.g. recreational activities and supporting hospitality, lodging and second-home units, and visitor serving commercial businesses. In addition, the demand for new development is influenced by cyclical regional and national economic conditions and natural conditions (e.g. ski resort visits typically vary directly with the timing, amount, and quality of snowfall that occurs during a given season).

The Town of Mammoth Lakes draws its economic vitality nearly entirely from visitors to its recreational assets and facilities. These visitors support the local economy and create the "economic base" through their expenditures on lodging, retail goods and services, and recreational services. The visitor base is comprised of:

- Second homeowners
- Southern California-based visitors
- Nationally- and internationally-based destination visitors

The Mammoth Lakes *Economic Forecast and Revitalization Strategies Report* (October 2011) includes findings and recommendations related to the short and long-term economic challenges in Mammoth Lakes. Some key points include:

- Mammoth Lakes benefits from its diverse and **high quality recreational opportunities** and its proximity to a very large base of visitors from Southern California. The scale and diversity of the visitor demand derived from markets served by Mammoth Lakes provide opportunities for revitalization and growth of the resort community consistent with the Town of Mammoth Lakes General Plan.
- Visitor demand and related economic activity can never be taken for granted -- visitor demand will only be sustained and increased through a process of **continual reinvestment and improvement** that responds to competitive conditions, particularly for the destination visitor which is the Town's greatest opportunity to expand beyond the traditional Southern California based visitor market.
- **Attracting more destination visitors** by creating competitive and high quality commercial space means greater economic and fiscal performance with proportionately less development. In addition to better serving visitors, such new commercial space can expand retail and service opportunities for residents as well, reducing the existing "leakage" of sales to other places.
- In order to achieve the revitalization and development of Mammoth Lakes envisioned in the General Plan and District Plans it will be necessary to create **more "all-season" facilities and attractions**, incentivize private investment in resort development, and to increase attractiveness to national and internationally-based destination visitors. Competing for a larger market share of the desired groups will require, in addition to sustaining and improving outdoor recreation facilities, a long term and aggressive focus on improving Mammoth's built environment and the range of non-skiing/boarding, non-outdoor recreation activities and attractions.

Continual reinvestment and improvement will prove that Mammoth Lakes is determined to improve its visitor base.

Shifting the quality of the visitor to more of a destination will improve the competitiveness of Mammoth Lakes.

Mammoth Lakes could benefit from providing a wider range of non-skiing/boarding activities and attractions.

Occupancy Rates:

The Town's annual average lodging occupancy rate fluctuated from approximately **35% to 40%** percent between 2001 and 2006. Beginning in 2007, the lodging occupancy rate declined to between **30% and 35%** range, reflecting a slowing regional, state and national economy. The average lodging occupancy rate for the past ten years is approximately **36%** for all properties.

Lodging in Mammoth Lakes is a mixture of economy and limited service properties.

LODGING

Approximately 1,181 economy and limited service hotel and motel rooms exist today. There are no traditional full-service 4 or 5 star hotels in the Town and many existing accommodations are reaching the end of their useful physical and economic life.

RESIDENTIAL

The permanent population of Mammoth Lakes is 8,234 in approximately 2,700 households (out of 8,968 total) indicating that 30% of the Town's housing stock is occupied by permanent residents. Approximately 40% of the housing stock is estimated to be used as second homes, and approximately 30% as transient overnight accommodations.

- Single-Family Residential

Overall, the median selling price of a detached single-family dwelling in 2012 declined approximately 36% since the peak market prices from 2005 to 2008. Trends starting in 2012 are indicating the first increase in sales price since median price declines started in 2007, with a 9.82% increase in 2012 from 2011.

- Condominium Market

The volume of sales indicates the condominium market may be more reflective of real estate market conditions as a whole. Overall, median prices decreased approximately 57% between 2006 and 2011, with the 2011 median pricing being comparable to the selling prices last seen in 2002. There appear to be signs of stabilization beginning in 2012 with an increase in median prices (1.0%).

Some newer single family residential uses exist along the corridor, such as the townhomes along West Main Street.

COMMERCIAL RETAIL

- Inventory

The performance of Mammoth Lakes' retail and restaurant businesses ("retail" collectively) are a function of several factors, including:

- The annual occupancy of the transient bed base.
- Visitors to recreation opportunities.
- The extent and quality of the retail offerings.
- The degree to which resident purchases are captured in the community; and
- The average expenditure levels of overnight guests.

The Mammoth Lakes commercial real estate market is basically divided up into three distinctive districts, including:

- **The Old Mammoth Road District** - which is represented primarily by commercial real estate along the east and west sides of Old Mammoth Road.
- **The Main Street District** -consisting of property on the north and south sides of Main Street, and secondary arterial streets.
- **The North Village** - comprised of all property within the North Village Specific Plan, with the core at the Village at Mammoth.

The Main Street District apears to have been the least economically impacted area of Town during the national recession. Perhaps the greatest reasons for this are the location and that many of the businesses are long-time owner-operators in freestanding buildings. For example:

- The **Gateway Center**, located on the two primary corridors of Mammoth Lakes (Main Street and Old Mammoth Road) has approximately 10% vacancy and is anchored with a Rite Aid and a Do-It-Center.
- The **Luxury Outlet Mall** has historically been a very successful center, attributable to its very visible location in the center of Main Street. This center is anchored by three national outlet chains: Ralph Lauren, Polo and Coach. Vacancy rates for this center have historically remained consistent; about 10%.

Inventory Breakdown:

- Convenience goods (incl. 60K SF Von's) - 116,000 SF
- Liquor - 8,000 SF
- Health/Personal Care (incl. Rite Aid) - 33,000 SF
- Clothing/Sporting Goods - 206,000 SF
- Eating/Drinking - 235,000 SF

The Gateway Center, located at the center of Downtown, has a stable vacancy rate. However, this site is consistently seen as an "opportunity site."

The Luxury Outlet Mall is successful, with a consistent 10% vacancy rate.

Retail sales and sales tax have declined since 2006, but small increases have occured the past two fiscal years, incdicating Mammoth Lakes is climbing out of the recession with the rest of the country.

- Retail Sales

As with the national economic downturn, retail sales activity in Mammoth Lakes has declined dramatically in recent years. In 2010, the Town had $136.5 million in retail sales. Between 2005 and 2010 the Town's retail sales declined by 7.1 percent. Large declines in sales occurred from 2006 to 2007, with a 6.1 percent drop in sales, and from 2008 to 2009 when sales declined by nearly 16 percent coinciding with the State and national recession. The retail trade is sensitive to the same external variables as the other tourist-related business e.g. snowfall, the state of the general economy, etc. As with the national economic downturn, retail sales activity in Mammoth Lakes has declined dramatically in recent years.

- Sales Tax

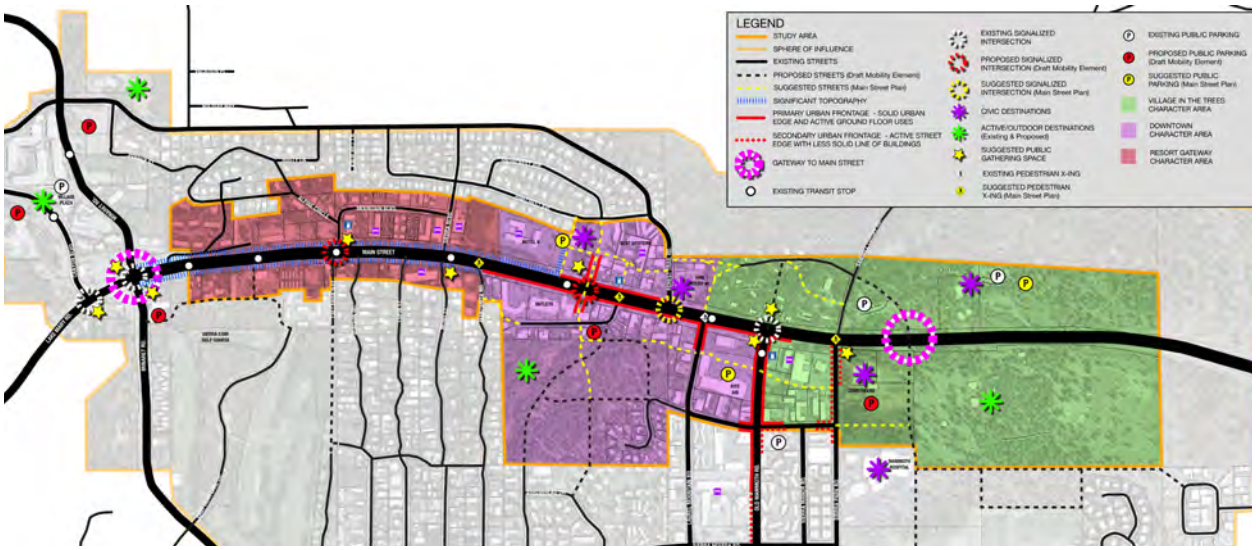
Annual sales tax revenues peaked in fiscal year 2006-2007. Since then the tax collected from retail sales in Mammoth Lakes has declined by 38% through 2010, with slight increases in fiscal year 2010/11 and 2011/12.

Summary

In summary, the Town of Mammoth Lakes has the opportunity, given long-term market demand and recreational assets and capacity, to achieve the vision set forth in its General Plan. However, in order to achieve that vision, there will need to be a concerted effort by the Town to assure that regulatory or financial barriers to the desired development are overcome by a focused combination of regulatory reforms (as contemplated in the new zoning ordinance), financial incentives, and improved economic and real estate market conditions.

A multi-faceted approach is required, combining land/development planning; marketing; investing in place-making, amenities, and activities; and maintaining good relationships and partnerships with business and economic development groups. There needs to be a commitment to improving the built environment, expanding non-skiing visitor options, and improving the development climate.

3 FRAMEWORK CONCEPT



The Framework Concept for the Main Street Plan builds upon and refines the broad concepts from the DCMS Plan and is consistent with the updated Commercial Zoning District standards described in Chapter 2. Major, broad-level concepts that were carried over from the DCMS include:

- A feet-first experience along Main Street
- An expanded mixed-use Downtown with Civic Center near Main Street and Old Mammoth Road
- A defined gateway and wayfinding concepts
- A smaller Main Street cross-section
- Improved overall circulation

Different aspects of the Framework Concept are described in the following sections and include information regarding specific refinements to the DCMS Plan to better implement the goals and objectives for Main Street.

In this Chapter

Note: an expanded version of the Framework Concept map is available in Attachment F.

New pedestrian and bike facilities will link into the existing network.

Mixed use paths provide space for bicyclists and pedestrians.

Existing Town signage designs will be used throughout Main Street.

IMPROVED STREET DESIGN

The proposed Main Street cross-section builds upon concepts from the DCMS, including incorporation of "complete street" elements such as bike lanes, wide sidewalks, improved connecivity and access and on-street parking. The street design, as set forth in this Plan, varies along the corridor based on individual circumstances such as topography and proposed land use and urban form. Downtown Main Street, from Sierra Park Road to Manzanita Road, will be more formal than the eastern and western sections of the corridor, for example.

Improved Pedestrian/Bike Connections

Recent concerns with Main Street have to do with its lack of continuous pedestrian and bike facilities and connections. This Plan seeks to innovatively solve this problem with low-cost and phaseable solutions. A combination of sidewalks, bicycle facilities and multi-use paths will be present throughout the entire corridor from the Gateway at Thompson's Way to Minaret Road. Downtown includes a more formal solution, while east and west of Downtown transition into a more of a trail-like condition.

Streetscapes/Landscapes

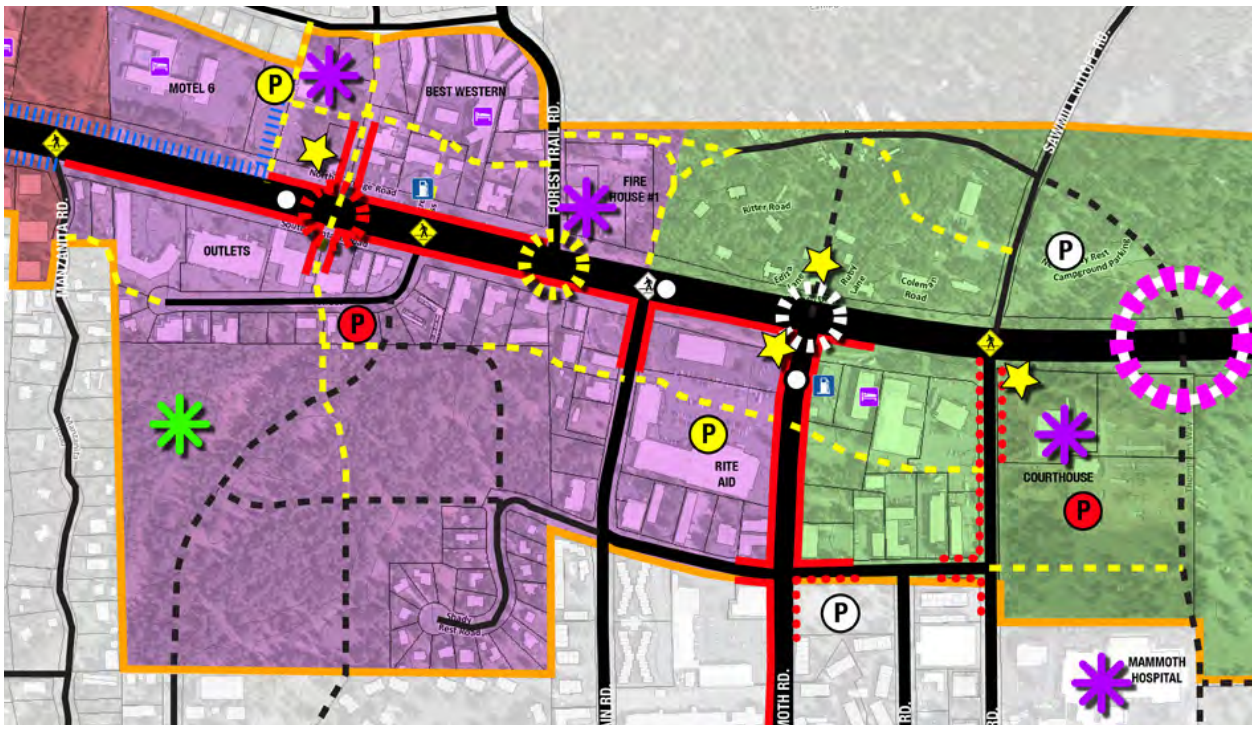
The streetscape elements for the Main Street Plan build on the palette that is already established from the Municipal Wayfinding Program and recent signage design. Providing a comprehensive and continuous streetscape palette throughout the corridor will give a sense of identity to Mammoth Lakes year-round and day and night. Streetscapes have been designed with phasing and associated costs in mind. Some elements could be implemented now, while others could be delayed until funding is secured.

Landscaping along the corridor aligns with the rugged, mountainous character of Mammoth Lakes. Indigenous, non-invasive, drought tolerant and low maintenance landscapes will be used in order to provide a natural feel, but also keep costs down.

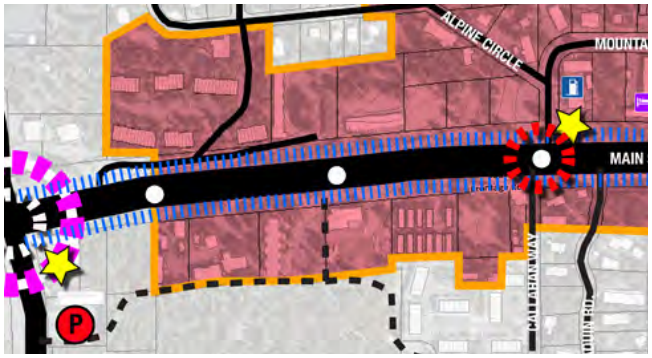
Improved Connectivity

Some new streets were proposed as part of the DCMS process. These streets are retained in this Plan and identified as proposed new streets (in dashed black lines). Additional suggested new streets (dashed yellow lines) are shown as well, which are intended to further improve access and connectivity throughout Downtown.

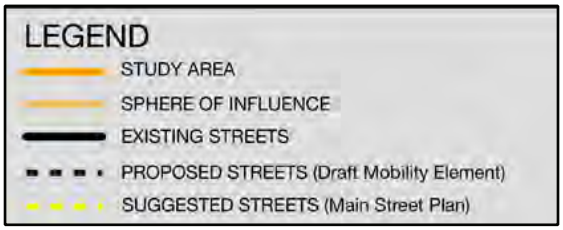
Access management features such as appropriately spaced traffic signals and restricted left-turns out of driveways, in addition to landscaped medians will better define auto movement. Pedestrian movement will also be improved by implementing access management features, as crosswalks will be consolidated and spaced conveniently for the pedestrian.



Proposed new streets (shown in black and yellow dashed lines) will improve connectivity downtown.

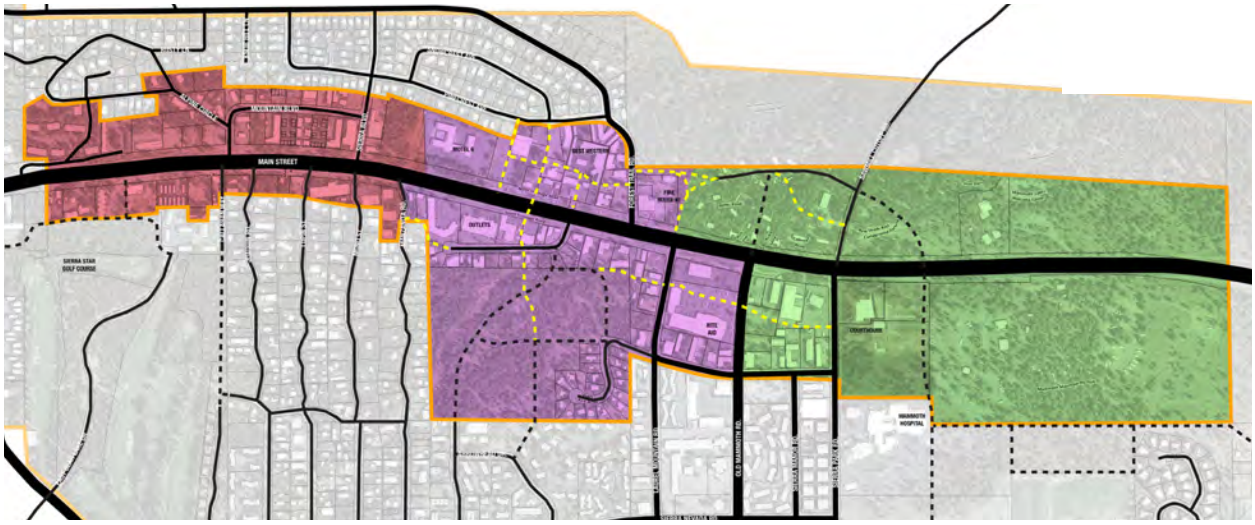


A couple new street connections are proposed at the west end of Main Street.



CHARACTER AREAS

Character areas are designated to individualize neighborhoods along the corridor in order to describe the types of land uses and character that are desired in each area. The character areas generally correspond to and reflect the land uses and development standards for each zoning district, as is described in Chapter 2. Development opportunities for each character area are discussed in Chapter 6.



RESORT GATEWAY CHARACTER AREA

DOWNTOWN CHARACTER AREA

VILLAGE IN THE TREES CHARACTER AREA

Resort Gateway Character Area

The western third of the corridor is indicated as a Resort Gateway character area. Steep topography, forested areas and mountain resort architecture styles will make it clear that it is a different character from the rest of the corridor. Current uses are mostly residential and lodging facilities, and new uses should follow this pattern. Existing properties should be encouraged to invest in their buildings with improved facades and entries. New buildings should be of high quality and evoke a sense of "mountain resort" architecture. This character area corresponds with the Mixed Lodging-Residential (MLR) zoning district in the updated Zoning Code.

The Resort Gateway character area should include mainly lodging and residential uses and evoke a sense of "mountain resort" architecture.

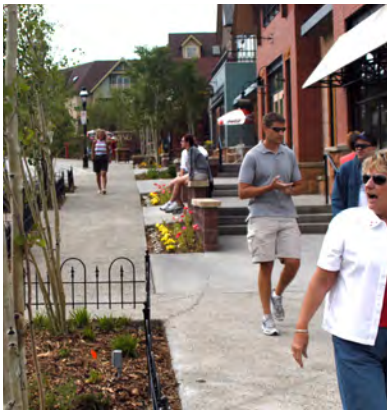
Downtown Character Area

The Downtown character area, indicated in purple on either side of Main Street, is where the majority of intense uses and activities will occur in the corridor. New, urban buildings of 2 to 5 stories will orient to the street, helping to enclose the street and enhance the pedestrian experience. The public realm will be alive with people, bicyclists, shoppers and diners. New streetscaping will add to the ambiance and brand for this part of downtown. The actual street along this portion of the corridor, will be unique in that it will include a landscaped median and on-street parking, while other portions of the corridor will not. This character area corresponds to the Downtown (D) zoning district in the updated Zoning Code.

The Downtown character area includes buildings of 2 to 5 stories that orient to the street.

Village in the Trees Character Area

The Village in the Trees character area includes the eastern third of the corridor. The character of this area as one approaches downtown should remain heavily forested and new development should be sparse so that the gateway and arrival into downtown is apparent. New development should embrace the dense, forest-like setting. New buildings should be smaller in scale than downtown, but should still orient to Main Street where feasible. Various pockets of open space should be supported in this area to celebrate the natural beauty.



Downtown character area sidewalks should be active and inviting.

The Village in the Trees character area should include small-scale buildings in a natural setting.

Buildings should still be encouraged to orient to the street and sidewalk.

LAND USE AND URBAN FORM

Land Use

Land uses in the study area will vary depending on the location, character area and what the future market demands. A mixture of ground-floor shops, restaurants, and service retail uses are encouraged in the Downtown character area, with residential/lodging or office uses above them. West of Manzanita Road, in the Resort Gateway character area, most land uses will continue to be residential and lodging, with a few retail shops and restaurants. The Village in the Trees character area will continue to be a preserved forested area with some new development on the Forest Service site and potential new civic center adjacent to the courthouse. Some new regional recreation facilities may be located in this area as well.

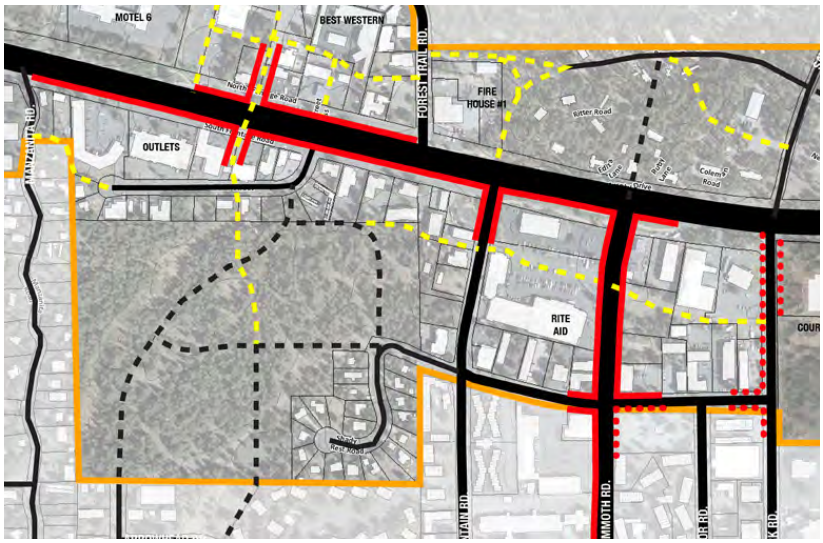
Urban Form

In terms of urban form, the Downtown character area along Main Street encourages a rather solid line of buildings coming up to the street edge, with designated urban frontages and minimum building face heights. Designated frontages, as shown in the diagram below, are in the form of primary (at least 60% built to the property line) and secondary (at least 40% built to property line.)

Urban Frontages

Primary Frontage new buildings will be built at the new property line (at back of sidewalk) for a minimum of 60% of the facade.

Secondary Frontage new buildings will be built at the new property line for at least 40% of the facade.



Suggested Primary and Secondary Urban Frontage Areas

In some locations, such as in the Resort Gateway character area, topography is a constraint. The frontage along Main Street in these locations is envisioned to mainly remain the same, although encouragement of façade and building upgrades would still be encouraged. However, the new Commercial Zoning Code update does not preclude buildings from moving closer to the street, and this Plan supports any effort to do so. Strategies for building typologies with topography constraints are highlighted in the box to the right.

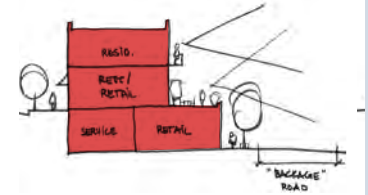
Maximum building heights from Sierra Park Road to Manzanita Road (Downtown Zone) will be 55 feet, or 5 stories, whereas along Old Mammoth Road Zone and Mixed Lodging Residential Zone, buildings would be a maximum of 45 feet, or 4 stories, and would include more residential/lodging and less active uses. Building heights are encouraged to vary along the facades of a building and stepbacks at upper levels are encouraged. This helps to provide for visual interest through building articulation.

Refer to the Commercial Zoning District Regulations and Supporting Standards for more information on building requirements. Chapter 2 also includes an overview of regulation changes.

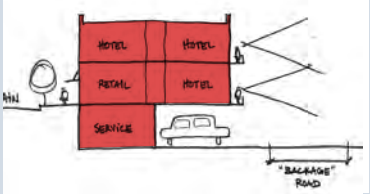
Building on Sloped Hillsides

Buildings along the south side of Main Street in the western part of the Resort Gateway Area have the opportunity to move closer to the street to a new property line, much like the proposal for downtown Main Street. This would activate the street and perhaps increase business.

Building typologies along this section could have a 2nd floor, street-level entrance. Auto access would be consolidated to serve multiple properties and parking would be provided at the "ground level", behind the buildings or integrated into the building with "tuck-under" parking.



Double-lined building with active uses along Main St. and the Backage Road

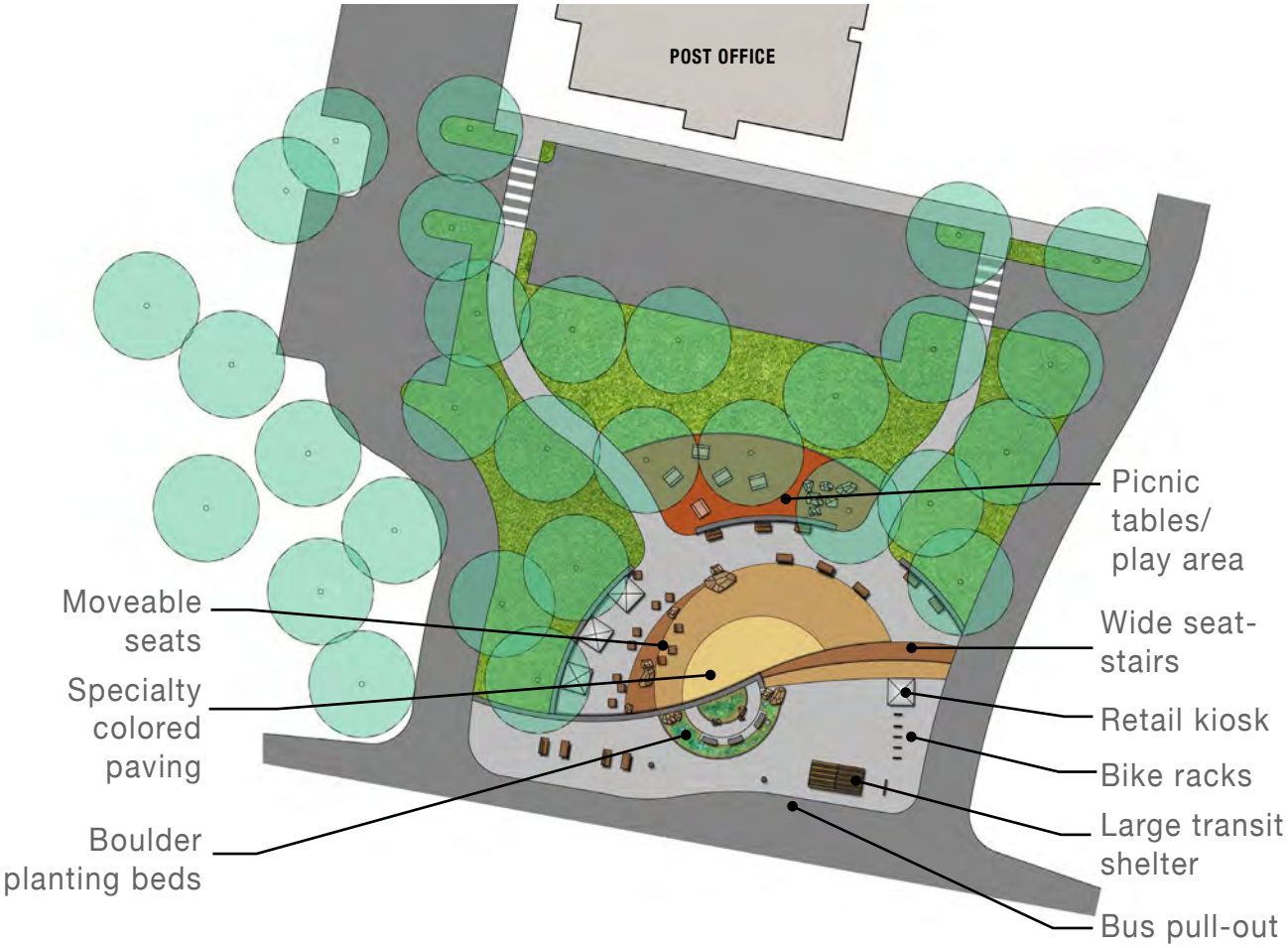


Active uses along Main St. with "tuck under" parking along Backage Road.

PARKS AND OPEN SPACE

As shown on the Framework Map on page 23, suggested public gathering spaces (yellow stars) are proposed throughout the corridor. These could be in the form of large, civic parks/plazas or in the form of smaller, privately owned outdoor spaces such as courtyards, plazas or outdoor cafe seating areas. One or two prominent public gathering spaces are encouraged along Main Street to enliven the corridor and provide an identity for downtown. These new civic spaces will serve multiple uses, such as concerts, farmer's markets, and special events. They will also include activities for children and adults alike, such as playground and workout equipment. Designing with flexibility and allowing a variety of events to take place in a space will make it more popular among the public and visitors.

A proposed park and plaza is envisioned to be located in front of the Post Office along Main Street, as it is already a civic location where residents come to pick up their mail and by chance, run into one another. The bus stop that exists west of the Post Office would be relocated to be incorporated into the public plaza and park.

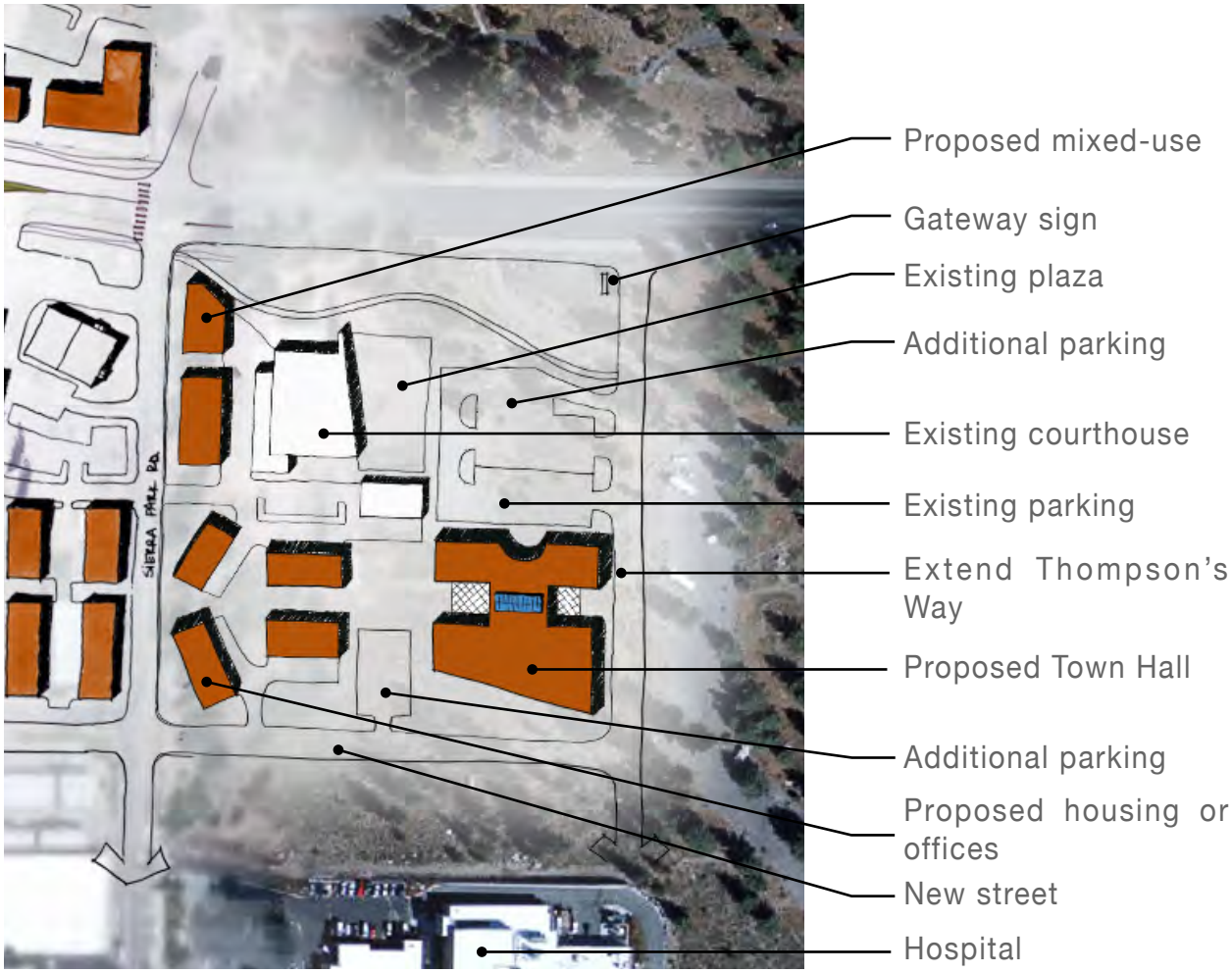


A new civic plaza and park is envisioned in front of the Post Office.

CIVIC DESTINATIONS

The DCMS process brought about the idea that the Town and County offices should relocate to downtown. One recommendation was to place it in the Forest Service site, but with the new courthouse and the synergy that could be created, this Plan recommends a civic campus at the southeast corner of the intersection of Sierra Park Road and Main Street, where the new courthouse sits. This could be a long-term solution, but would place Town Hall next to the courthouse, creating a civic campus and gateway into town. A new street east of the future civic campus would improve connections to other civic and institutional uses like the hospital and schools.

Other civic and institutional uses downtown include the Fire Station and Post Office. These two iconic locations should be celebrated and honored.



A new civic campus is envisioned next to the courthouse.

Encourage Transit Use

Enacting stronger incentives for residents and visitors to utilize the free bus and shuttle service in town will reduce the need for additional parking. This is a common-sense approach to alleviating congestion and parking problems that is commonly overlooked.

The Town should work with the transit agency to provide more efficient service and support it with state-of-the-art programs such as phone applications where people can interact with the system and know the bus routes and time tables.

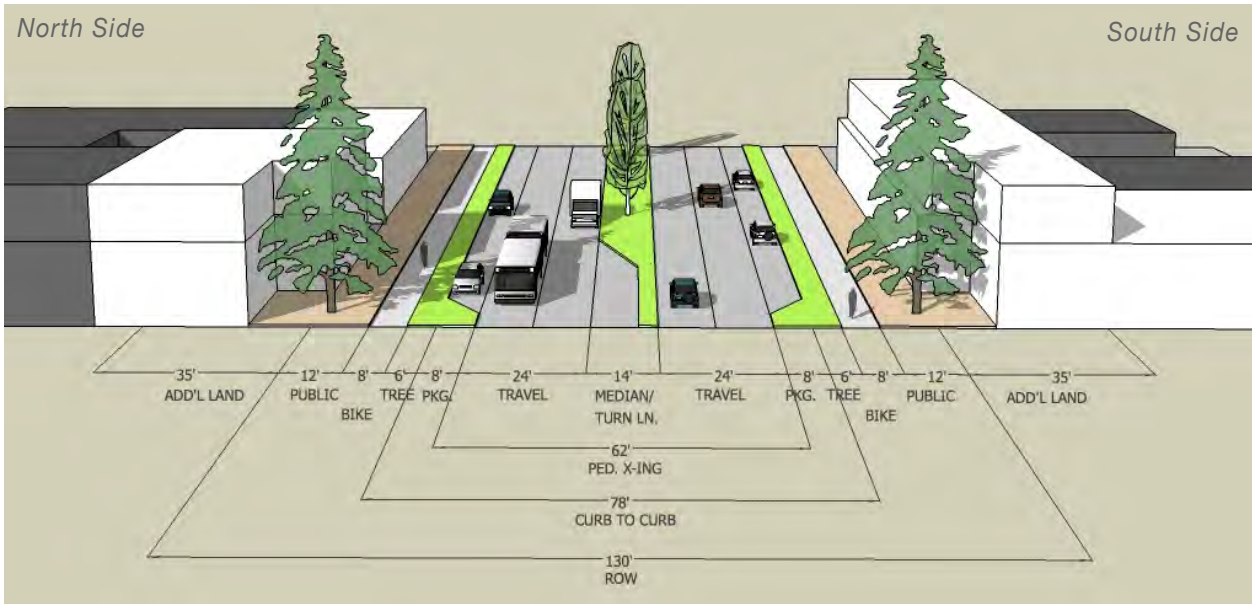
Another recommendation, also discussed later in this Plan, is to provide appropriate shelters, with adjacent small public plazas and amenities such as bike parking, benches, lighting and signage that would also encourage transit use, and reduce the need for parking.

PARKING

As more intense development is encouraged to create a more vibrant downtown, more parking will inevitably be needed. Often times, the amount of on-site parking required can deter more intense development from happening because of the high costs to build it. The Town is drafting new parking reduction strategies such as reduced ratios and the possibility of allowing in-lieu fees to support parking spaces off-site. The latter option, or "parking district" approach, requires the Town (or financial district) to develop or partner to develop public parking lots or structures that could potentially serve multiple businesses and blocks within downtown.

Another recommendation for lessening the burden that parking requirements have on developers is to allow on-street parking to count toward on-site requirements, especially along Main Street. This will also encourage people to take advantage of the on-street parking spaces, which act as a buffer for pedestrians and bicyclists. Chapter 8 looks at strategic parking options in more detail.

4 MAIN STREET DESIGN



An updated street design and configuration helps promote the community's vision for a vibrant downtown area centered on Main Street. This Plan establishes a street design that better promotes pedestrian and bicycle activity, allows for increased density, and helps create a strong sense of place.

This chapter describes the long-term street design strategy for Main Street. It focuses on physical changes to the street configuration, as well as the location of new landscaped medians, sidewalks, bike facilities and landscape areas. Along some sections of Main Street, the design includes incremental removal of the frontage roads as new development moves closer to the edge of Main Street and parking areas relocate to the side or rear.

In this Chapter

Streetscape Elements

High-quality street furnishings, lighting, landscape plantings and signage will be important to the success of the new Main Street. The recommended strategy for these streetscape elements is summarized in Chapter 5.

Snow Management

During the winter months, on-street parking spaces will serve as temporary storage areas for snow plowed from travel lanes by Caltrans snow maintenance vehicles. The Town or a business organization will then remove the stored snow to restore the parking lane. The Town will also remove snow from the new sidewalk and cycle track areas.

STREET DESIGN ALTERNATIVES

The Main Street Plan planning process evaluated several street design and configuration alternatives. These inlcuded the specific "preferred alternative," as recommended in the Downtown Concept for Main Street (DCMS) planning process, as well as other alternatives to promote a more pedestrian-oriented Main Street.

The community reviewed each alternative during a series of workshops in the Spring of 2013, expressing a strong preference for the street design described in this chapter. A detailed description of each street design alternative explored as part of this process is included in Attachment A.

On-Street Parking

All street design alternatives explored in the Main Street Plan and earlier DCMS process included the introduction of on-street parking along some sections of Main Street. This Plan establishes on-street parallel parking in the Downtown Main Street area from Sierra Park Road to Manzanita Road to provide a buffer between the sidewalk and the street while providing convenient customer parking for Main Street businesses. Eight foot wide parallel parking lanes on both sides of Main Street will provide approximately 200 parking spaces.

On-street parking protects the pedestrian by providing a buffer between the sidewalk and the street.

MAIN STREET DESIGN AREAS

The design for Main Street varies depending on location along the corridor. There are four primary design areas:

- Downtown Main Street between Sierra Park Road and Manzanita Road (Downtown character area)
- Resort Gateway Area A between Manzanita Road and Mountain Boulevard (eastern part of the Resort Gateway character area)
- Resort Gateway Area B between Mountain Boulevard and Minaret Road (wester part of the Resort Gateway character area)
- Main Street through the Village-in-the-Trees between the Mammoth Lakes Welcome Center and Sierra Park Road

Each design area flows seamlessly into the other to create a continuous multi-modal corridor. The Downtown Main Street area is discussed in more detail due to its importance as the center of the downtown and the complexity of the updated street design.

The following pages describe specific changes for each Main Street design area. Cost estimates and implementation recommendations for the updated Main Street design are provided in Chapters 7 and 8. Conceptual engineering analysis, and traffic level of service projections for the Downtown Main Street area are provided as attachments.

Cycle Tracks

A cycle track is an exclusive bikeway that is physically separated from vehicular travel lanes. A cycle track has the feel of a multi-use path but is intended for exclusive bicycle use. Benefits include:

- Provides separate space for bicyclists
- Provides a greater sense of comfort/safety for less experienced cyclists which can lead to increased ridership
- Discourages cyclists from riding on the sidewalk
- Protects cyclists from being hit by car doors swinging open as is possible in a traditional on-street bicycle lane

Street Design Features

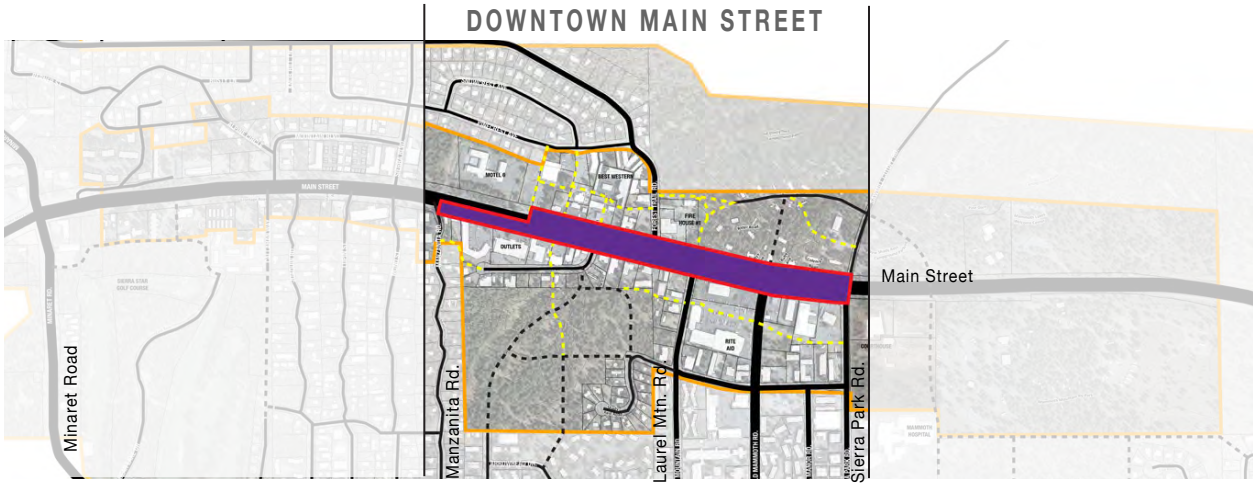
The design for Main Street:

- Is easily phaseable
- Keeps existing curb-to-curb dimensions throughout the corridor, saving time and money by not having to reconstruct the entire road
- Includes continuous pedestrian and bicyclist facilities
- Incorporates enhanced transit stops for the local bus and trolley
- Can be implemented even if some individual properties do not redevelop
- Consolidates and manages access along Main Street to facilitate better auto circulation

A cycle track is an exclusive bikeway that is physically separated from vehicular travel lanes.

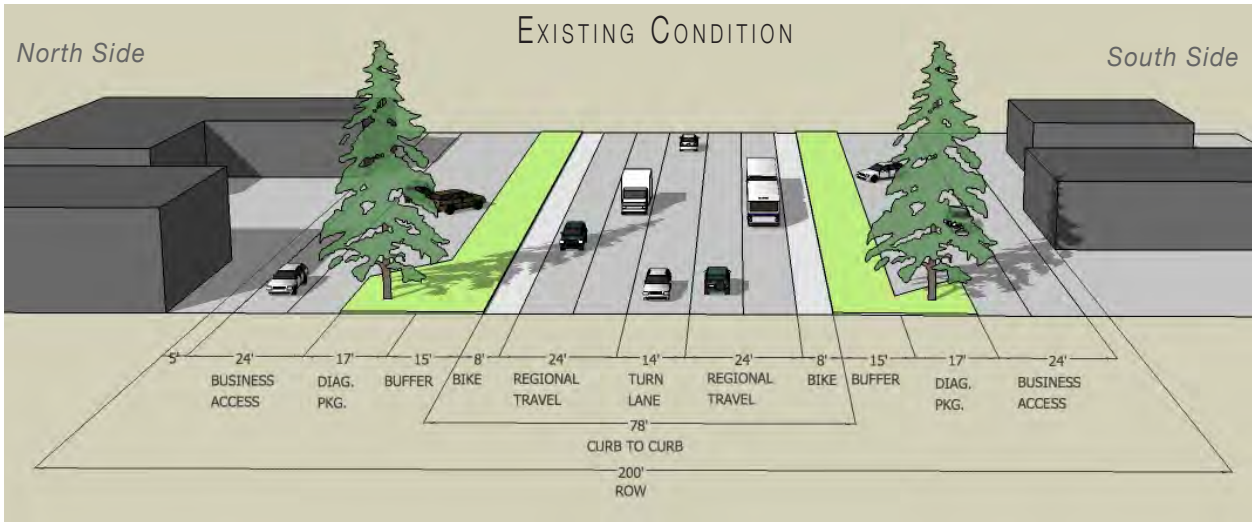
Downtown Main Street - A Grand Avenue

The Downtown Main Street area includes the section of Main Street between Sierra Park Road and Manzanita Road, as illustrated below.



EXISTING CONDITIONS IN THE DOWNTOWN MAIN STREET AREA

The Town has completed some pedestrian, bike and landscape improvements in the Downtown Main Street area. However, the overall design and configuration of Main Street in this area remains dominated by cars, with most existing buildings separated from the street by parking areas and driving lanes. Frontage lanes exist on both the north and south side of Main Street throughout most of the Downtown Main Street area. Although these lanes reduce the need for multiple driveways and provide access to parking areas, they also create a very wide, auto-centric area between businesses on either side of Main Street (see below.)



RECOMMENDED DESIGN FOR THE DOWNTOWN MAIN STREET AREA

Downtown Main Street will be the heart of the improved Downtown character area. The design for this section of the street includes:

- Two auto travel lanes in each direction along Main Street
- A landscaped median and more formal turn lane in the center of the street
- Parallel parking within the curb-to-curb dimension (replaces bike lanes)
- A landscape buffer area, cycle track and wide sidewalk outside of the curb
- Removal of the frontage roads to allow redevelopment to move forward to the edge of the new sidewalk (approximately 35’ closer to the street than most existing buildings)

Key Features:

- 130’ Main Street right-of-way
- 14’ median
- On-street parallel parking
- Protected bike lanes (cycle track)
- 70’ *land gain (35’ each side)
- Significant trees saved
- 4’ buffer, 14’ sidewalk

Opportunities:

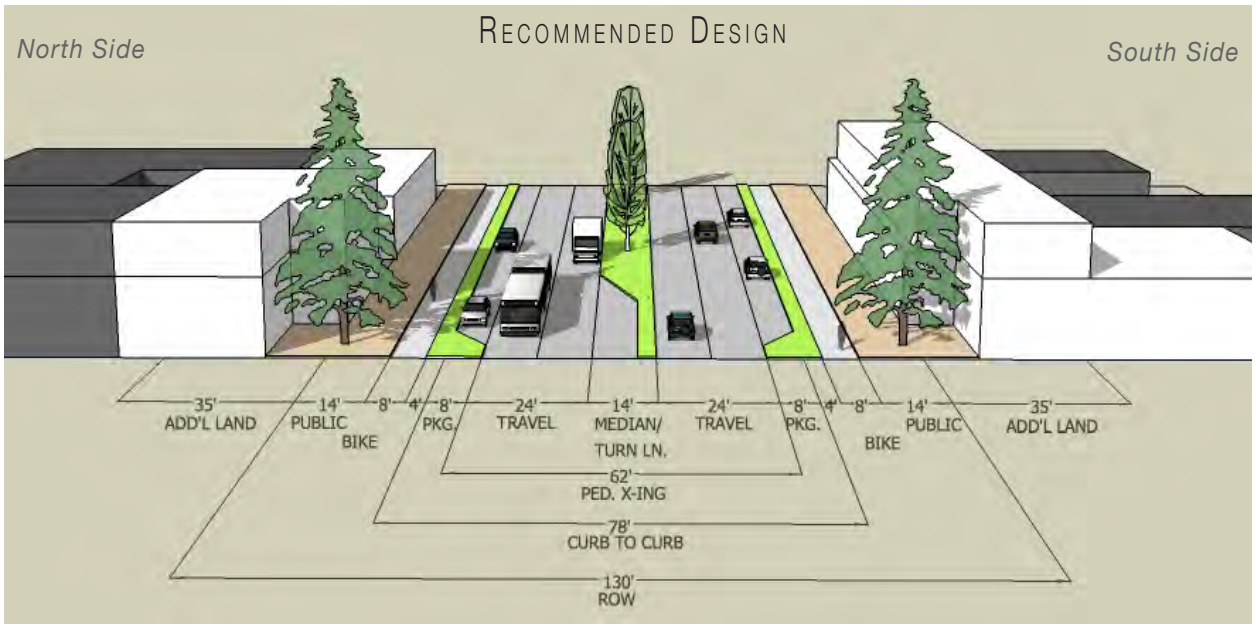
- Approximately 12.7 acres gained for redevelopment
- Keeps existing curb-to-curb dimension
- Easily phased
- Significant trees saved
- Median used for temporary snow storage
- Bikes and pedestrians protected from snow sludge/splashing

Constraints:

- May be difficult to parallel park with heavy traffic
- The Town (or management district) would be responsible for maintaining the bike path (rather than CalTrans)
- Need creative financing strategy to help pay for pedestrian upgrades

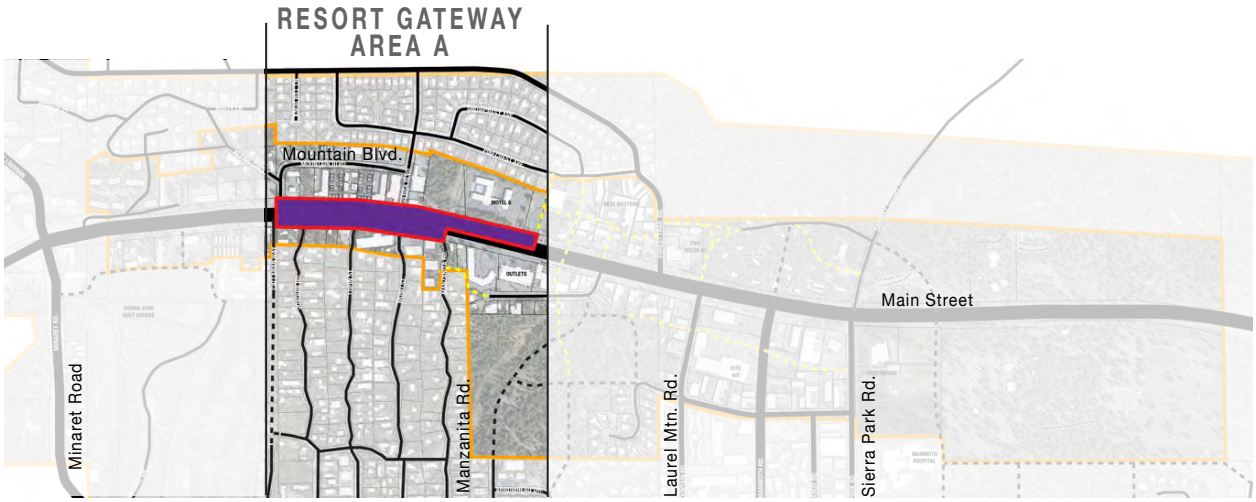
New buildings Existing buildings

**Land gain = land that could become available for redevelopment under special conditions (see Chapter 8.)*



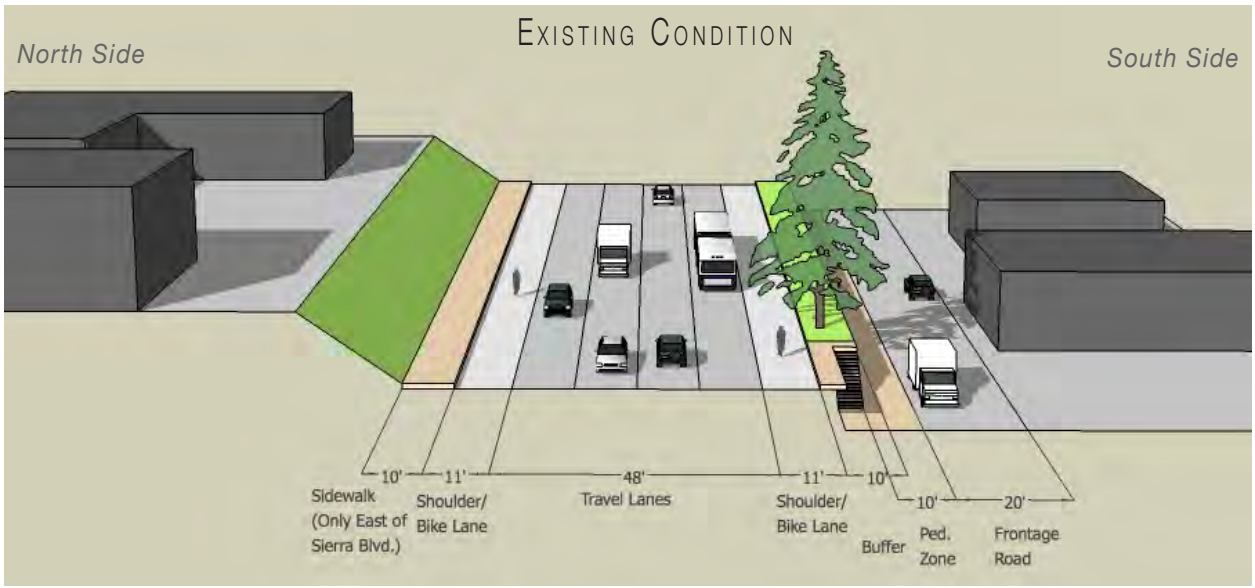
Resort Gateway Area A

This street design area includes the section of Main Street within the Resort Gateway character area between Manzanita Road and Mountain Boulevard, as illustrated below. This is where significant grade changes on either side of Main Street begin to occur.



EXISTING CONDITIONS IN RESORT GATEWAY AREA A

The Town has recently made pedestrian upgrades on the south side of Main Street in this area, including a new sidewalk on the frontage road level and stairs and ramps up to the street level to access bus stops (5' to 15' above the frontage road). The north side of Main Street includes a sidewalk/multi-use path from the Motel 6 property to the bus stop just west of Sierra Blvd. There is no pedestrian infrastructure on the north side of Main Street west of the bus stop. The existing street includes two travel lanes in each direction and a bike lane/shoulder on either side of the street. The existing continuous left turn lane ends west of Manzanita.



RECOMMENDED DESIGN FOR RESORT GATEWAY AREA A

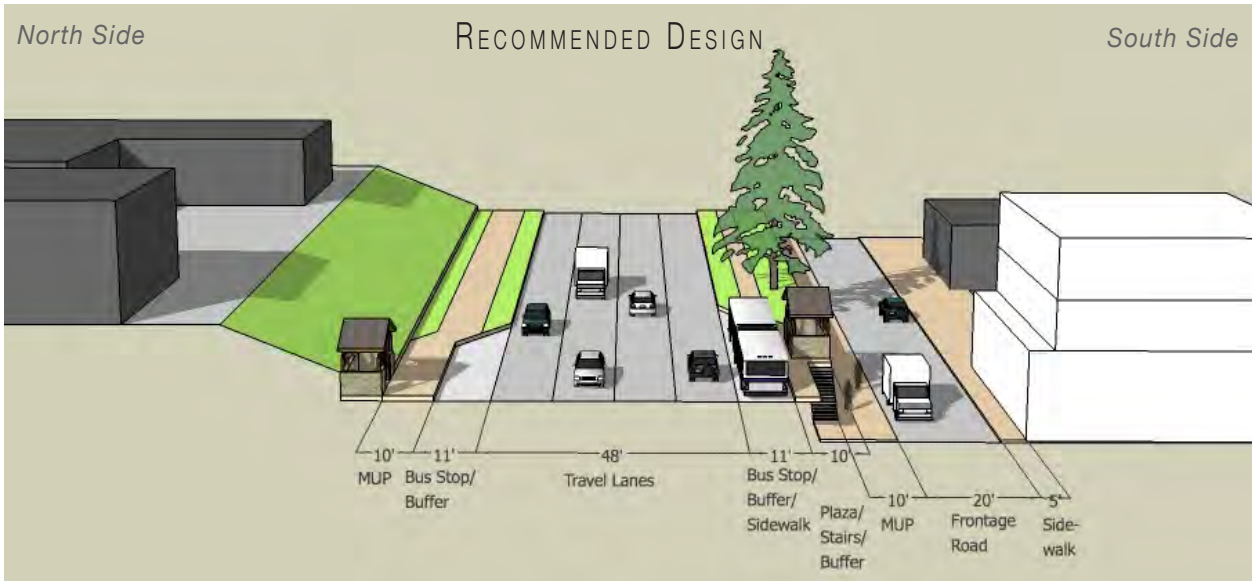
This street design area supports enhanced pedestrian, bicycle and transit features, as well as new development opportunities. However, because of the grade change and south side frontage road remaining in place, it may not see as much pedestrian activity as downtown. The design for this section of the street includes:

- Retaining recent improvements along the south side of Main Street
- New landscaping, sidewalk, and bus pullouts replace the existing bike lane/shoulder
- New bus shelters on the south and north (carved into the hillside) side of the street
- Conversion of the existing wide sidewalk at the south-side frontage road level into a multi-use path for pedestrians and bicycles (bicycles may also use the frontage road, which would be painted as a “sharrow”)
- New sidewalks in front of businesses along the existing frontage road
- Encouraging redevelopment to move up to the sidewalk edge along the frontage road to create a more pedestrian-friendly environment (If parking remains in front of buildings, landscape buffers could minimize the visual impact of cars)
- Possible conversion of the frontage road into a one-way travel lane with parallel parking adjacent to businesses
- Retaining the existing multi-use path east of Sierra Boulevard, in front of the Motel 6
- A new multi-use path to connect into the existing path in front of Motel 6

Key Features:

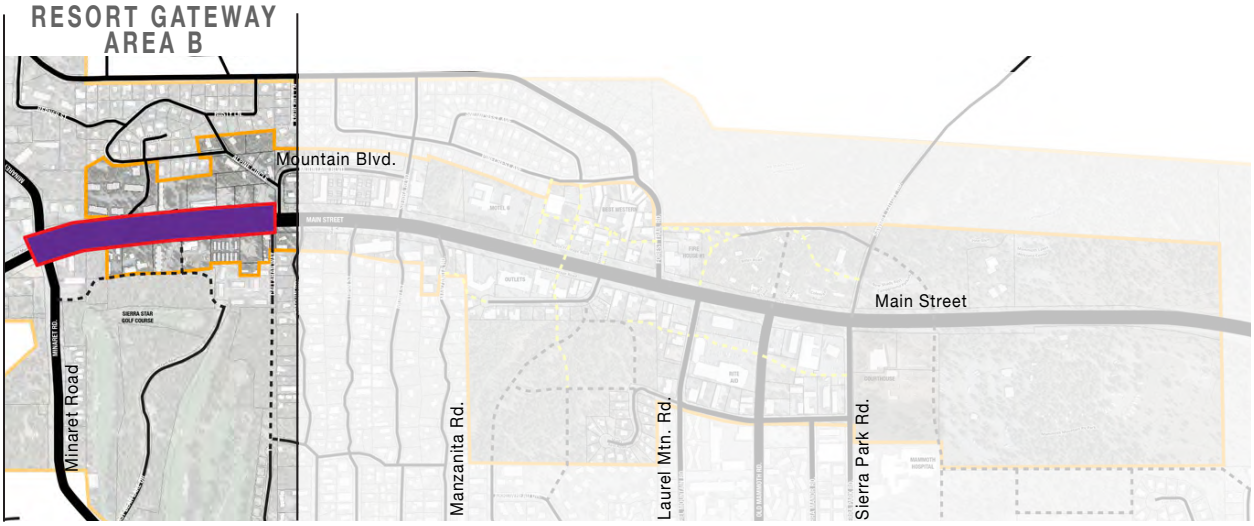
- 200’ right-of-way (48’ curb-to-curb)
- No on-street parking
- Mixed-use paths (peds/bikes)
- Significant trees saved
- Frontage Road kept on south side
- New transit stops/plazas

New buildings Existing buildings



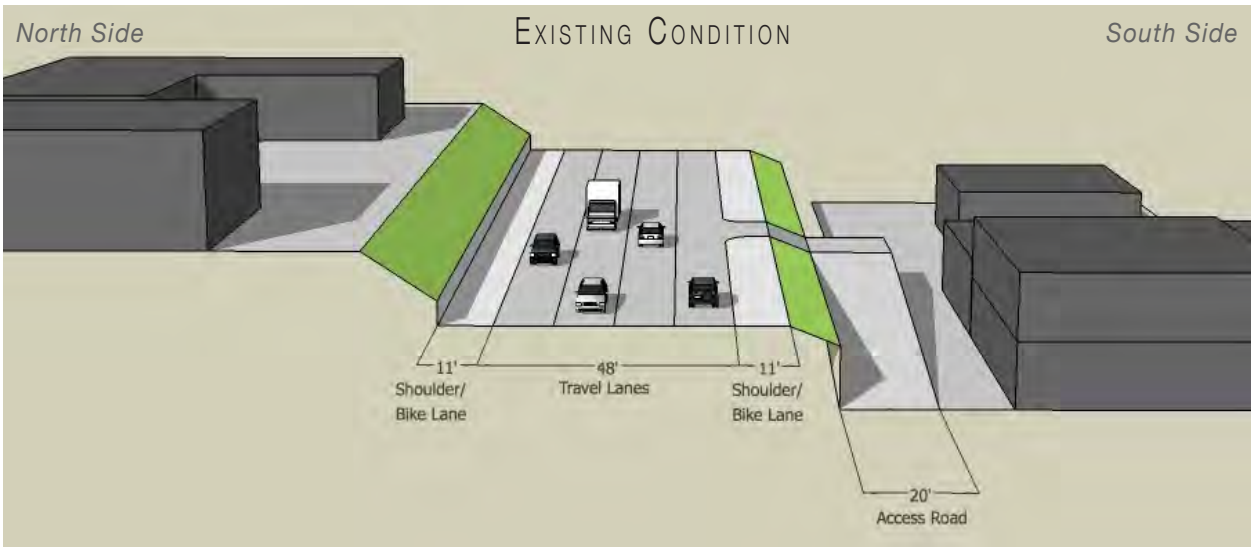
Resort Gateway Area B

This street design area includes the section of Main Street within the Resort Gateway character area between Mountain Boulevard and Minaret Road, as illustrated below.



EXISTING CONDITIONS IN RESORT GATEWAY AREA B

This area is currently automobile-oriented, with no sidewalks, and steep sloping hillsides that separate buildings from the street. A shoulder along the highway provides a bike lane and space for pedestrians. Individual driveways for each property provide access to buildings on the south side of Main Street. On the north side, Viewpoint Road traverses the hill to provide access.



RECOMMENDED DESIGN FOR RESORT GATEWAY AREA B

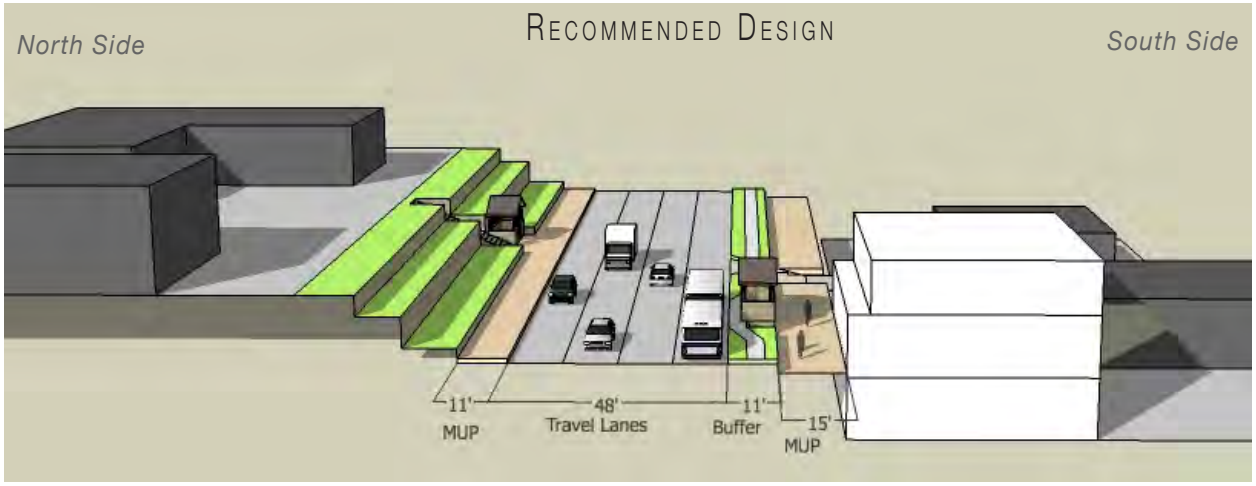
This street design area supports opportunities for additional resort and residential development while helping to create a continuous connection for pedestrians and bikes to travel the full length of Main Street. The design for this section of the street includes:

- Two auto travel lanes in each direction along Main Street
- Enhanced bus shelters (bus pull-out areas will not be provided due to topography)
- A multi-use path adjacent to the curb on the north side of Main Street (replaces existing shoulder area)
- A multi-use path approximately 11' from the curb on the south side of Main Street (slightly below street level) to connect into existing bike network along Main Street east of Mountain Boulevard and the Lakes Basin trail to the west
- A landscape buffer and sidewalk adjacent to the curb on the south side of Main Street (replaces existing shoulder area)
- Possible terracing of the north-side slope to create a more pedestrian-friendly environment and promote access to Main Street bus stops from uphill neighborhoods
- Opportunity for redevelopment to move closer to the street on the south side to activate the area and identify it as the western "gateway" to town

Key Features:

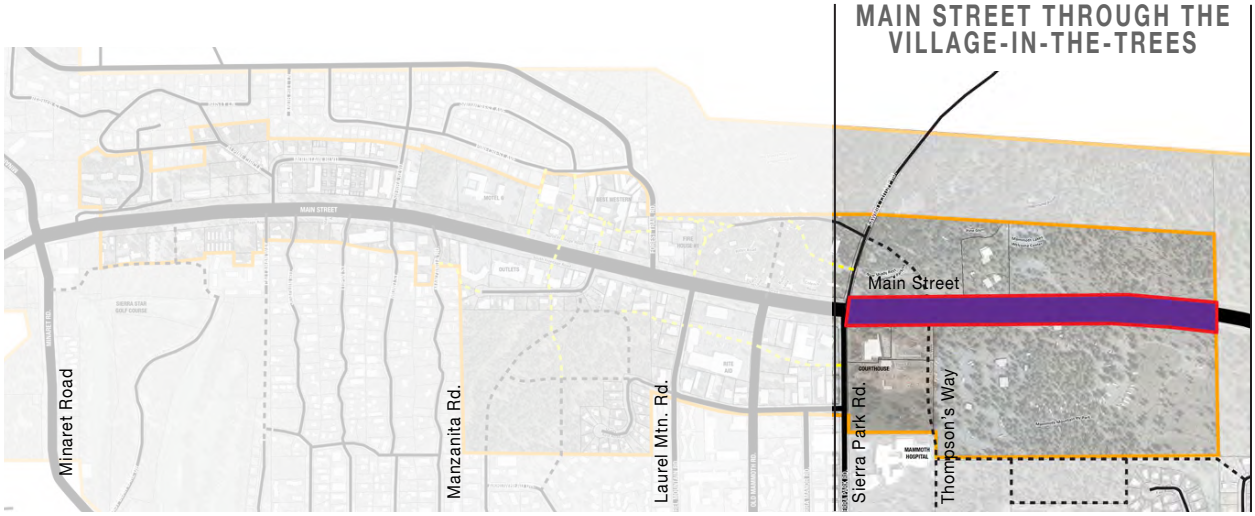
- 130'-140' right-of-way (48' curb-to-curb)
- No median
- No parking on-street
- Multi-use paths (peds./bikes)
- New transit shelters (no bus pull-outs)

New buildings Existing buildings



Main Street Through the Village-in-the-Trees

This street design area includes Main Street from the Mammoth Lakes Welcome Center to Sierra Park Road, as illustrated below.

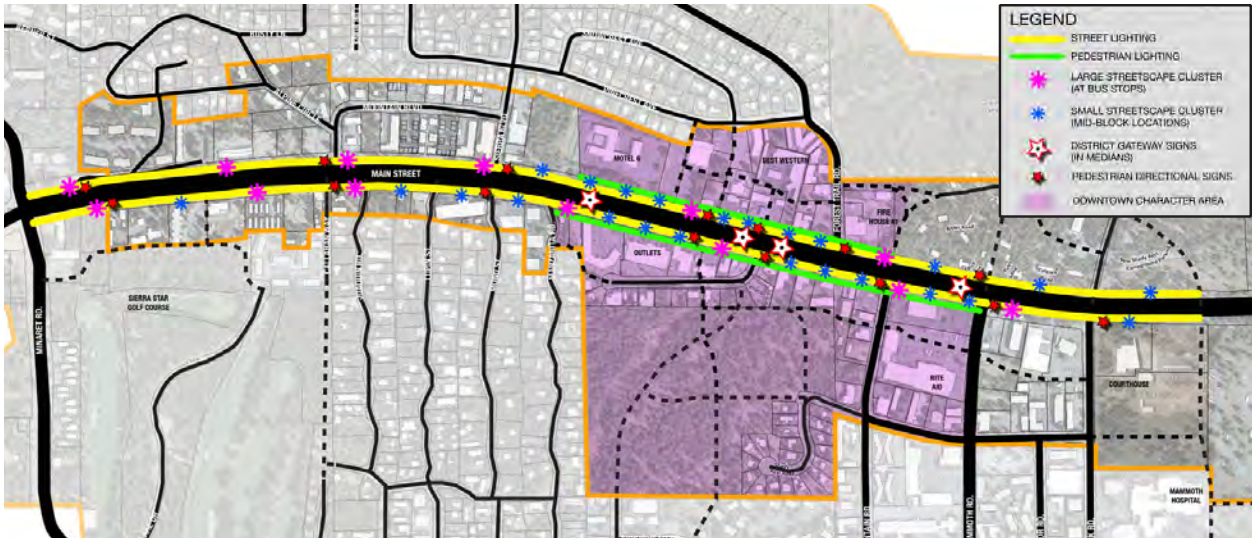


EXISTING CONDITIONS FOR MAIN STREET THROUGH THE VILLAGE-IN-THE-TREES (TO REMAIN)

This area of Main Street is part of the Village-in-the-Trees character area, and will remain in a more "natural" setting than the rest of Main Street. Therefore, the area does not need to change significanlty to promote the community vision for Main Street. The monument gateway located near Thompson's Way and the new courthouse are intended to be the grand entrance to Mammoth Lakes (and the Eastern Sierras.) In this area, Main Street will remain natural and rugged, highlighting the mountain experience with great views through breaks in the forest.

The easternmost part of Main Street should celebrate the rugged, mountainous atmosphere with exposed views of the mountains and forests.

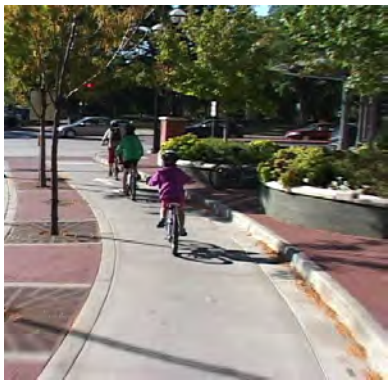
5 STREETSCAPE DESIGN



The design concept for streetscape elements along Main Street is grounded in the desire to unify and brand the entire corridor while giving focused treatment to the Downtown character area. Unified streetscape elements will help provide a beautiful, sustainable and inviting downtown core that reflects the unique character of the Mammoth Lakes community and natural landscape. The proposed streetscape also addresses the need for more consistent and accessible multi-modal connections within the downtown by including more amenities to support multi-modal travel such a continuous bicycle and pedestrian facilities with benches, planters, bike parking and public art. New pedestrian lighting and wayfinding signage will also help direct pedestrians and make them feel safe and comfortable walking the corridor. Enhanced transit plazas with bus shelters and other amenities will also help support bus service and draw more visitors downtown.

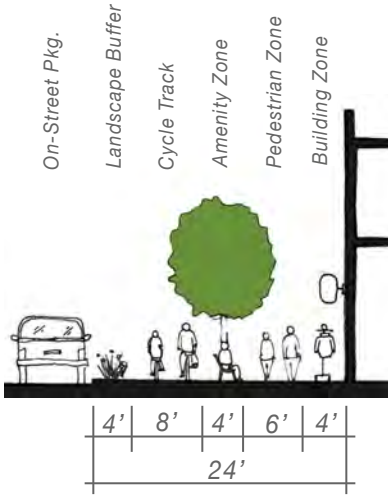
In this Chapter

Note: an expanded version of the Streetscape Plan map is available in Attachment F.



Cycle tracks are safe for all ages and bicyclist levels and skills.

The cycle track will be separated from auto traffic with a landscaped buffer.



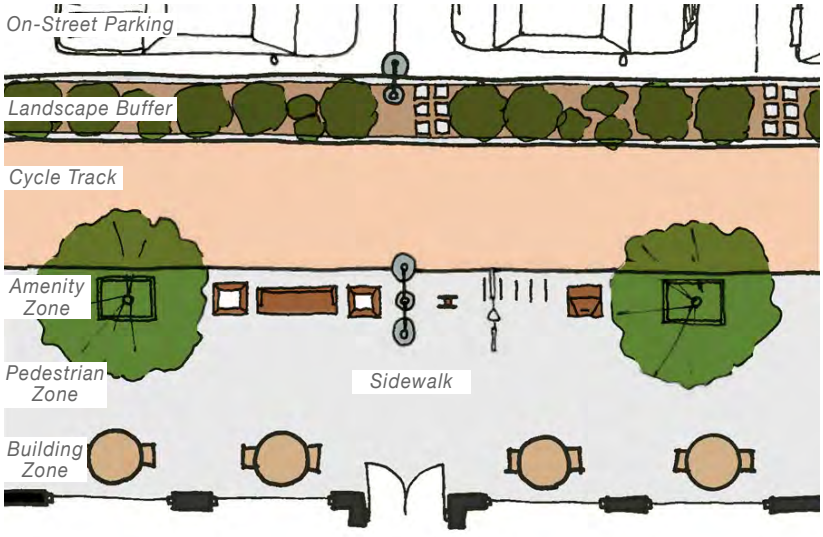
Separated bike and pedestrian facilities make each mode more safe, comfortable and enjoyable.

PEDESTRIAN & BIKE FACILITIES

Continuous pedestrian and bike facilities are provided along the entire corridor of Main Street, from Thompsons Way to Minaret Road.

Downtown

The Downtown character area includes wide sidewalks adjacent to new buildings with three zones: amenity zone, pedestrian zone and building zone. The building zone, adjacent to the building, is an area for outdoor cafe seating, sidewalk sales racks, planters, stoops and other amenities for the adjacent shops. The pedestrian zone is a 6-foot clear pathway to facilitate efficient pedestrian foot traffic. The amenity zone is an area for streetscape furnishings such as benches and bike racks and is also used as a buffer to the cycle track. The sidewalk is made of concrete with a pattern of scored 24-inch squares to create a pedestrian scale and rhythm, but still be durable enough to withstand harsh winter conditions. A one-way cycle track, or protected bike lane for bicyclists, runs parallel with the sidewalk. The cycle track is at the same level as the sidewalk, and is differentiated by using a terra cotta-colored concrete to match other existing multi-use paths. Next to the cycle track is a landscape buffer with native grasses, wildflowers and shrubs. Concrete pavers will be located in this area to provide access from parking to sidewalk.



Continuous pedestrian and bike facilities increase multi-modal travel.

Resort Gateway and Village in the Trees

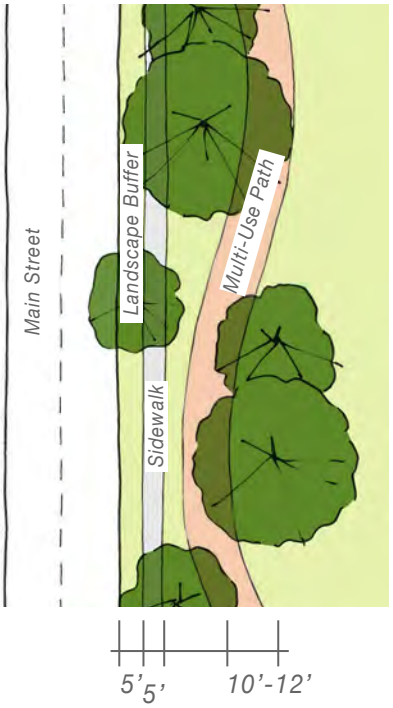
The Resort Gateway and Village in the Trees character areas should evoke a more natural mountain setting. Pedestrian and bike facilities mainly consist of a meandering 10 to 12-foot wide multi-use path where pedestrians and bicyclists travel together. These paths will connect into existing multi-use paths, such as the one in front of Motel 6 and the fire station and be of the same terra cotta-colored concrete. An optional sidewalk at street level may be appropriate, especially where access to transit stops is needed.

Crosswalks and Intersections

Crosswalks and intersections will be enhanced throughout the corridor to facilitate safer pedestrian crossing of Main Street. Enhanced crosswalks will be provided at all signalized intersections, which will be accented by using terra cotta colored concrete for visible differentiation. All crosswalks at street intersections will include curb extensions, or "bulb-outs," to increase pedestrian visibility and decrease pedestrian crossing time. Marked crosswalks with enhanced treatments will be provided at selected locations between signalized intersections. The enhanced treatments include:

- Rapid rectangular flashing beacons (RRFB) - pedestrian-activated LED lights warning autos to yield - at Laurel Mountain and Center Street.
- Pedestrian hybrid beacon (HAWK) - pedestrian-activated signal that acts as a hybrid between an auto signal and pedestrian signal - at Manzanita Road.
- Split pedestrian crossing - two-stage pedestrian crossing that increases awareness and visibility and includes a refuge area in the center of the street for added safety - at Manzanita Road.

For added bicyclist crossing safety, the cycle-track will transition to the street and bicyclists will cross in a marked path that is adjacent to the crosswalk. For more detailed information on crosswalks and intersections, refer to Attachment X: Roadway Concept and Transportation Analysis report.



Meandering MUPs provide a continuous shared path for pedestrians and bikes.

New MUPs should link in with the existing network and be of the same palette.

The cycle track will transition into the street at crosswalks for added safety.

FURNISHINGS & ART

Bronze powder coated aluminum benches will have a modern wooden-slat appearance.

Trash/recycling cans are bear-proof and designed with a custom laser cut graphic.

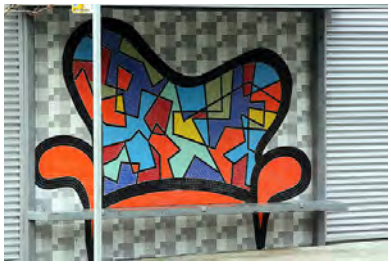
Bike racks will be fun and playful with laser-cut graphics.

Planters will also be made of bronze colored powder-coated aluminum.

The furnishings for Main Street were chosen based on their ability to withstand the climatic extremes that are present year-round in Mammoth Lakes, as well as their aesthetic appeal for a mountain resort downtown. Most streetscape furnishings are constructed of powder-coated aluminum of a bronze/brown color to match the Town's plans for corten steel signage downtown. The streetscape elements will appear in clusters throughout downtown. See following page for cluster design and locations.

Benches have a modern wood-slat appearance, constructed from powder-coated aluminum. Trash and recycling receptacles are bear-proof and include a custom laser cut graphic to be installed on the face of each unit. The background of the trash can could be painted "Mammoth blue" to also match the signage and wayfinding in downtown. Bike racks are vertical slabs that are powder-coated in the same color as the benches. Artistic cut outs in the slabs add to the uniqueness and branding of downtown. The Town or other organizations could hire local artists to design these cut out graphics. Planters are also made of bronze powder-coated aluminum to withstand the climate and are a tapered square shape.

Public art further enhances the downtown experience and should be integrated into the streetscapes palette for the Downtown character area. Design of such art installations should be left up to the individual artist, but local heritage and culture, as well as durability and maintenance of such elements, should be taken into consideration. The Town should hire local artists when feasible.



Public art along the corridor further enhances the downtown experience.

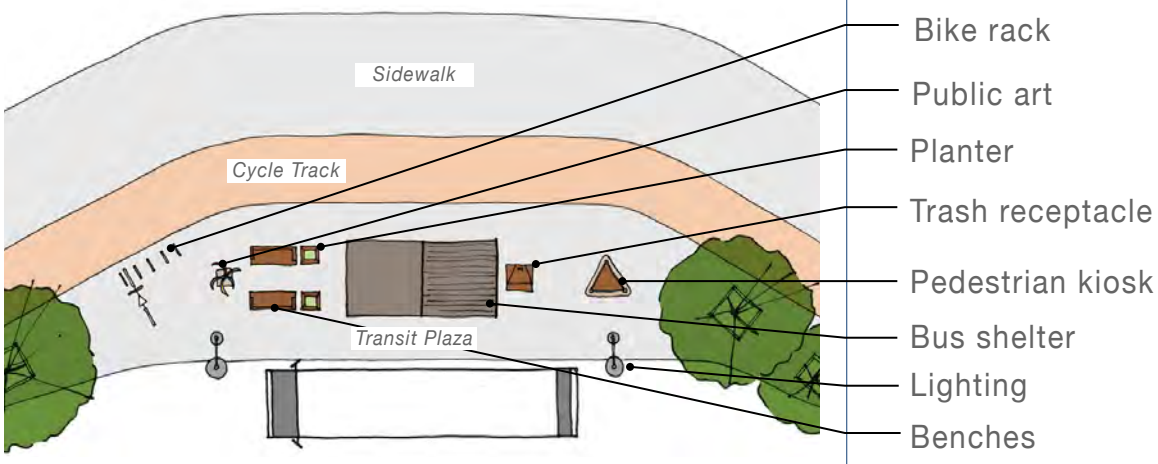
STREETSCAPE CLUSTERS

A streetscape cluster is an organization of the street furnishings and art, as described on the previous page. Generally, a cluster of benches, bike racks, planters, trash receptacles, etc. should be provided approximately every 100 feet in the Downtown character area. Outside the downtown core, streetscape clusters should be provided at every transit stop, or at least one cluster per block.

Transit Plaza Clusters

Bus stops along the corridor include enhanced shelters with benches, signage, planters and other amenities in a mini plaza-like setting. There are thirteen bus stops along the corridor and they are spaced approximately 600 to 1,200 feet apart (see map graphic at beginning of chapter for locations.) Each transit plaza streetscape clusters will include:

- Bus shelter (small or large design)
- Benches
- Trash/recycling receptacle
- Planter(s)
- Bike rack(s)
- Pedestrian signage
- Public art element



Transit plaza clusters occur throughout the corridor at enhanced bus stops along Main Street.

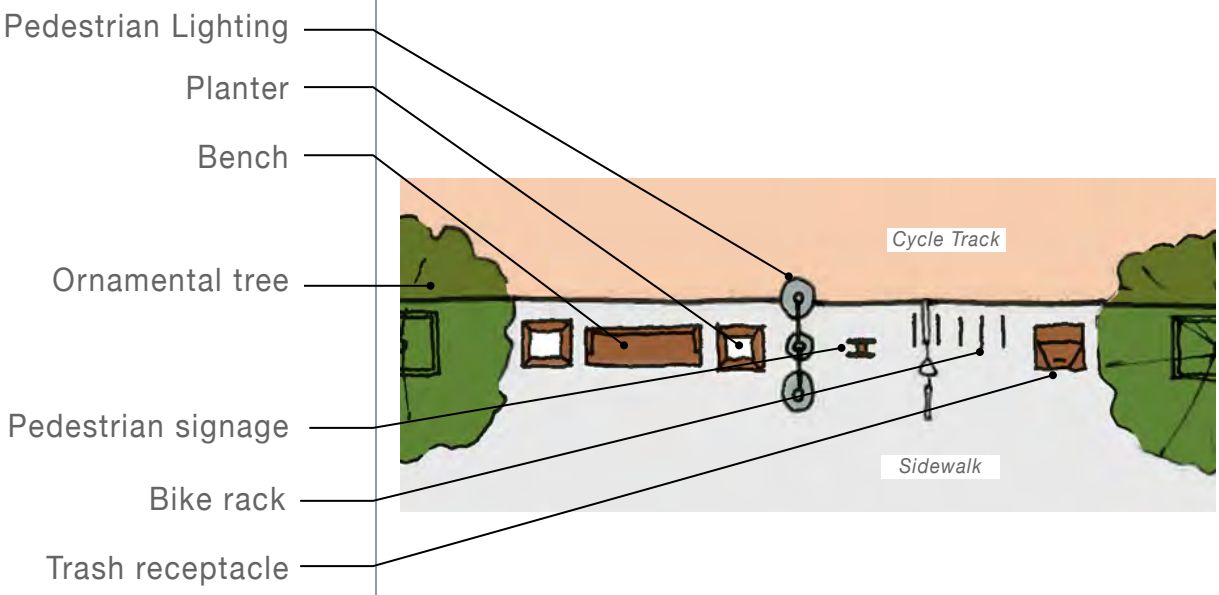
Smart Technology

Smart technology, such as phone apps or LED signs displaying bus stop times, is encouraged to allow users to interact with the system and better utilize the service.

Mid-Block Clusters

Other streetscape clusters should be provided within the Downtown character area at mid-block locations within the amenity zone of sidewalks. Outside the Downtown character area, clusters should occur at least once per block. Mid-block clusters are assembled in a linear fashion and include:

- Bench
- Trash/recycling receptacle
- Planter(s)
- Bike rack
- Pedestrian signage
- Pedestrian lighting



LIGHTING

Lighting is one of the most important methods for creating a sense of place within a streetscape environment. It enhances visibility, public safety and the overall attractiveness of a downtown. Mammoth Lakes has already established a palette for lighting which should be continued, but with more frequency, especially in the Downtown character area. New pedestrian-scaled lights are recommended to encourage a feet-first environment all hours of the day. Seasonal lighting, such as christmas lights in trees and on buildings, is also encouraged to further memorialize downtown.

This section recommends more lighting throughout the corridor to help establish the sense of place, specifically focusing on the Downtown character area to make it a true destination. As a mountain resort town, protection of the dark night skies is critical. Therefore, all pole lamps should point down to direct soft, glowing light onto pedestrian areas. Buildings in the downtown core should have large windows at the street level to promote a safe, well-lit and inviting pedestrian experience.

Street Lighting

Decorative street pole lights approximately 20-feet tall with down-facing lamps and banners facing the street, like the ones currently in place along Main Street, should be placed throughout the corridor at approximately 100 feet on center. Currently, Main Street street lighting is sufficiently spaced in the Downtown character area.

Street lights are lacking and need to be added in the Resort Gateway character area on the south side of Main Street from Mountain Boulevard to Minaret Road and on the north side from Sierra Boulevard to Minaret Road and in the Village in the Trees character area from Old Mammoth Road to Thompson's Way.

Banners should be changed periodically to announce special events to further enhance Main Street and attract visitors.

Existing street pole lights will remain and more will be added throughout the corridor.

Additional pedestrian-scale lighting will promote public safety andd help create a sense of place.

Pedestrian Lighting

Pedestrian lights are a smaller version of the decorative street pole light, approximately 15-feet in height. They include a horizontal pole for affixing banners or hanging flower baskets in the summer.

In the Downtown character area, these pole lights include double-sided lamps to illuminate the sidewalk and cycle track. They should be placed in the amenity zone of the sidewalk at approximately 35 feet on center. Outside the Downtown character area, these lights include one lamp and should be placed approximately 65 feet on center. Where the sidewalk or multi-use path are directly adjacent to the highway, standard street pole lamps may provide sufficient pedestrian lighting.

Landscape Lighting

Supplemental lights will be installed in landscaped areas such as medians, landscaped buffers, and other landscape beds throughout the Downtown character area. Lighting for these areas should use LED uplights to create glowing accents on boulders, shrubs and ornamental grasses.

Use LED lights to create glowing accents on boulders, shrubs and ornamental grasses.

All landscape and lighting should be warm, soft and glowing.

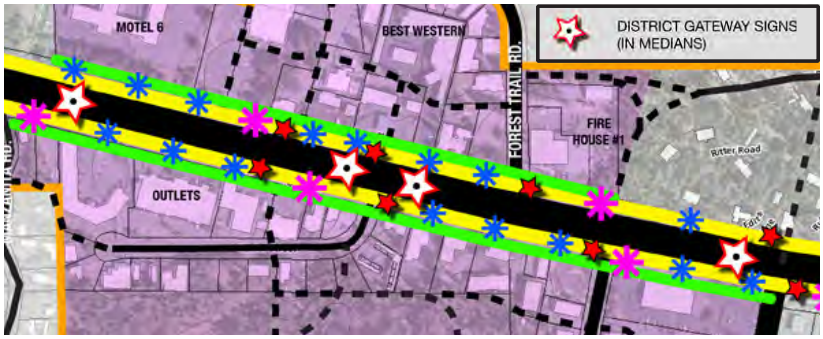
WAYFINDING SIGNAGE

Wayfinding signage is another critical element to inform and direct pedestrians and bicyclists. Although directional auto signage is important to help visitors find parking and attractions, this Plan focuses on pedestrian and gateway signs that will help realize the vision for a more active and feet-first Main Street.

All new signage should follow the existing Town of Mammoth Lakes Sign Package, which includes a palette of rough-cut stone, corten steel and gray, orange and "Mammoth blue" sign colors.

District Gateway Signs

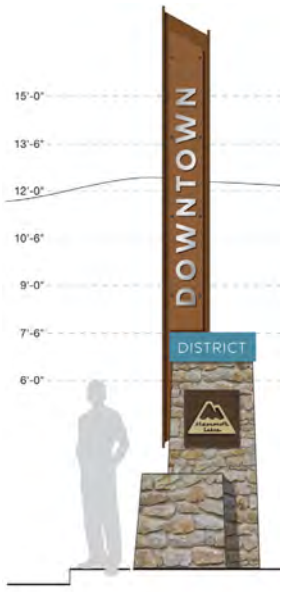
District gateway signs will be placed in the Downtown character area to highlight it as a major destination. These signs are approximately 17 feet tall and made of stone and corten steel with blue accents (see graphic to right.) These signs should be placed in the landscaped medians just west of Old Mammoth Road and just east of Manzanita Road as well as two additional signs at the intersection of Center Street (see graphic below for specific locations.)



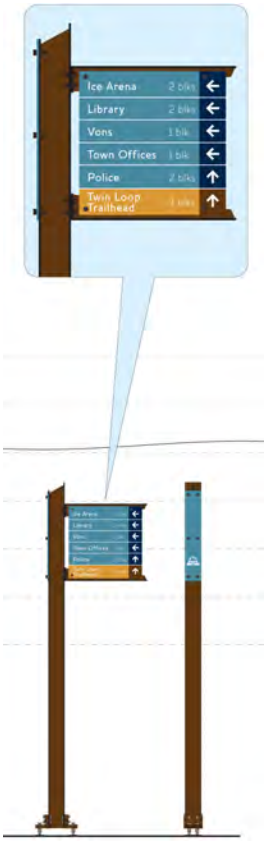
District Gateway signs should be placed in landscaped medians in the Downtown character area.

Pedestrian Directional Signs

Pedestrian directional signs tell pedestrians and bicyclists how far a certain destination is and in what direction they should travel to get there. They are designed to keep the pedestrian in motion (see graphic to right.) These signs should be placed throughout the corridor at intersections where they are highly visible and within an area where people can gather to clearly read them.



District gateway signs will make the downtown core stand out as a destination.

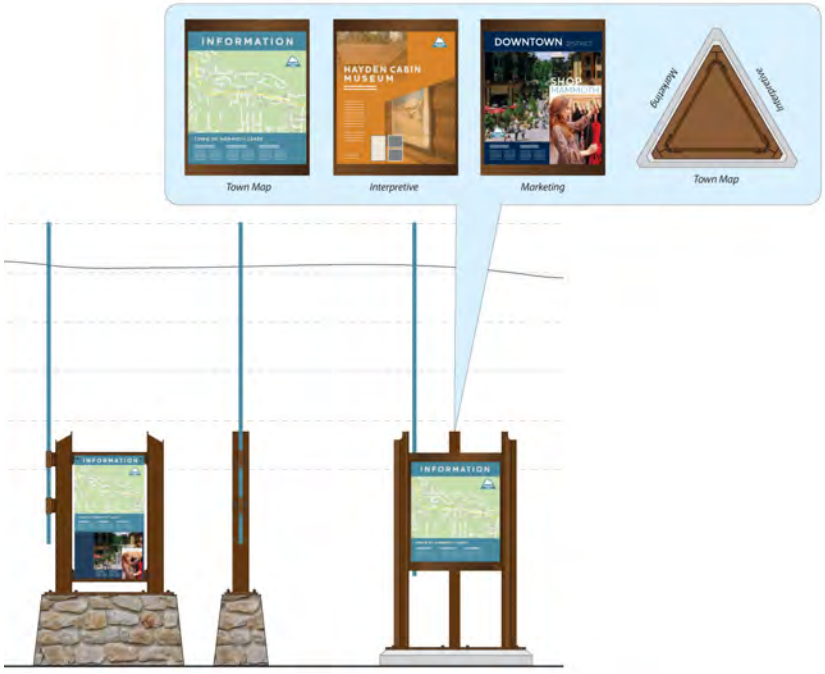


Pedestrian directional signs are designed to keep the pedestrian in motion.

Pedestrian Kiosks

Pedestrian kiosks are triangular-shaped, which provide three sides for displaying information. On one side is a Town map with a “you are here” icon to orient the reader. Another side includes an interpretive sign for highlighting a special destination or feature about Mammoth Lakes. The third side is for marketing, allowing downtown businesses to market themselves to draw in customers (see graphic below.)

These signs should be placed in highly visible and busy public spaces, such as major bus stops and parks and plazas.



Pedestrian kiosks are three-sided and include a map, an interpretive sign and a marketing sign.

Pedestrian interpretive signs are designed to directly engage the pedestrian.

Pedestrian Interpretive Signs

Pedestrian interpretive signs are small signs that tell the pedestrian about a specific destination or feature within downtown. This style of sign could also incorporate mobile application designs such as QR codes to direct visitors to a website with more information or to link in with social media that displays current information and events (see graphic to left.)

LANDSCAPES

As a mountain resort community often described as a 'Village in the Trees', the character of the Mammoth Lakes community is closely tied to the natural landscape. New landscaping should appear natural and organic to reflect the surrounding wilderness. Indigenous, low-water plants and trees will reduce maintenance and cut down on water usage.

Throughout the corridor, large lodgepole pines are a strong visual element that should be celebrated and preserved. Due to environmental conditions, the use of new large street trees is discouraged. However, new small ornamental deciduous trees would help promote a comfortable pedestrian environment, providing shade in the summer and sun in the winter.

Accent boulders will create a natural, mountain feel to the landscape and help define the medians edges.

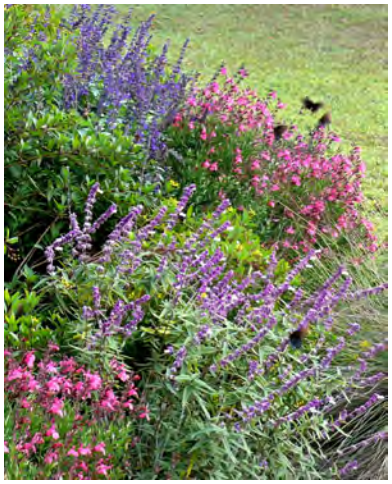
Native shrubs and grasses will add to the natural, organic feel of the landscape.

Medians

New landscaped medians are recommended in the center of Main Street in the downtown core from Sierra Park Road to Manzanita Road. Due to snow removal issues, these areas will be in the form of a swale so that curbs do not interfere with snow plowing and so that water can be retained within the median rather than flowing out into the street.

Due to the prohibitive costs and maintenance requirements needed for turf grass (during the 2013 spring season, thatching of the turf areas along Main Street exceeded $15,000,) the medians will contain shrub and ornamental planted beds accented with large boulders.

In addition to plants and boulders, the Town's district gateway signs will be placed in the medians to highlight the Downtown District and establish this area as a major destination.



Wildflowers will add color to the landscape and create a seasonal pattern.

Approved Plants

Shrubs

- Mountain Mahogany
- Redtwig Dogwood
- Shrubby Cinquefoil
- Mountain Spiraea
- Maidenhair Grass
- Dwarf Fountain Grass
- Blue Fescue Grass
- Feather Reed Grass

Spring Annuals

- Lupine
- Columbine

Groundcovers

- Wildflower/Native Seed Mixture

Landscape Buffers

The landscape buffer areas in the Downtown character area (between the street curb and cycle track) will consist of ornamental shrub beds of grasses and wildflower mixes. A short walkway of concrete or brick pavers should be placed at approximately 50 feet on center (or one per two parking spaces) to provide a pathway from the parking lane to the sidewalk and cycle track.

The landscape buffer outside of the downtown core is made of grass or other natural groundcover and existing trees should be kept wherever possible.

Planters and Hanging Baskets

Planters will be placed throughout the corridor in the streetscape cluster locations, as described previously. Hanging baskets will be placed in the Downtown character area on the pedestrian light poles. Because planters and hanging baskets are seasonal, they should include annuals, as well as colorful foliage such as sweet potato vines, to add a drama and excitement to the Downtown Mammoth Lakes landscape.

Annuals with a mixture of foliage will add drama and excitement to the downtown Mammoth Lakes landscape palette.

6 NEW DEVELOPMENT

This chapter highlights new development opportunities throughout the corridor. A few opportunity sites have been selected to test financial feasibility of certain hypothetical development programs for a variety of site types. Financial findings from the economic analysis of the opportunity sites are presented in this chapter. It is important to remember that the economic analyses, albeit not ideal, are "snapshots in time" and do not represent the future market. The immediate priority is to invest in a high quality, pedestrian-first environment in order to get the parameters in place for supporting the type of development that is desired. The public sector (Town and a potential downtown improvement organization) should also think about creating incentives to facilitate new development in downtown.

In this Chapter

Note: an expanded version of the New Development Concept map is available in Attachment F.

CORRIDOR-WIDE DEVELOPMENT OPPORTUNITIES

The following development concept illustratives and images show how redevelopment and infill could occur over time. Timing, site constraints, land ownership, orientation and existing building ages and conditions were taken into consideration when developing this vision. It is important to note that while this illustrated vision follows the principles of this Plan, it does not dictate exactly how Main Street will redevelop.

Resort Gateway Character Area

The Resort Gateway character area (from Minaret Road to Manzanita Road) should focus on land uses that already exist in this area, such as lodging and residential. This area includes site constraints due to topography and lots of significant trees. These elements should be celebrated and the architecture should respond to them. The architectural character should be typical of mountain resorts and focus on high-quality, natural building materials such as wood, metal and masonry/stone.

Although residential and lodging should be the main focus in this area, commercial uses such as restaurants, specialty boutique shops and offices should also be present to complement Main Street improvements. Where feasible, buildings should take advantage of the additional land when the new property line is established along Main Street and move closer to the street to help activate this part of the corridor.

New development in the Resort Gateway character area should be of high-quality, mountain resort character and appeal.

Wood, metal and masonry should be used.

Where feasible, locate a building closer to the sidewalk.

Resort-like architectural character should be encouraged.

Mixed use buildings, with retail on the ground floor and residential or lodging on upper floors is possible.

Although residential and lodging should be the main focus in this area, commercial uses are encouraged as well, especially along Main Street.

The maximum building height in this area is four stories.

Downtown Character Area

The Downtown character area (from Manzanita Road to Old Mammoth Road) should focus on higher intensity development, ideally in the form of mixed-use buildings with active uses on the ground floor such as restaurants and retail shops that attract tourists and residents alike and enhance the downtown experience. Buildings should orient to Main Street and take advantage of the Main Street public investments. New infrastructure such as a cycle track and wide sidewalks will encourage walking and biking and support a pedestrian-first environment. Cafe seating, benches, lighting, banners, bike parking, bus shelters and public art will further define the character of downtown.

No matter what the use, buildings should be urban in form. New buildings should be built to the sidewalk edge and include a variety of materials and architectural elements to engage the pedestrian. Building forms should be varied, both vertically and horizontally, to provide variety in mass and scale. Buildings should step back at upper floors to take advantage of solar access and make the building seem more pedestrian-scaled at the sidewalk. Horizontal variations along the ground floor are also beneficial to accent entries and significant portions of buildings and to create space for extra outdoor seating or display areas for sidewalk sales.

New development in the Downtown character area will be urban in form and support a pedestrian-first environment.

Building form should be varied, both vertically and horizontally, to engage the pedestrian and be aesthetically pleasing.

Mixed use buildings are ideal for this area of Main Street. They may be modest in scale.

Multi-story buildings should accent entries and other important building elements and include stepbacks at upper levels.

Buildings should engage the street and sidewalk.

Sidewalks should include areas for cafe seating, display areas and gathering while not disrupting pedestrian circulation.

The cycle track will help incentivize biking downtown and reduce parking demand in peak times.

Village in the Trees Character Area

The Village in the Trees character area (from Old Mammoth Road to Thompson's Way and including the Forest Service site) should focus on smaller-scale buildings in a forest-like setting. This area includes the proposed civic campus at the site of the new courthouse, and redevelopment of the Forest Service site. Open space and trees should be preserved where possible. Active open space uses such as ball fields and a playground could also be in this area.

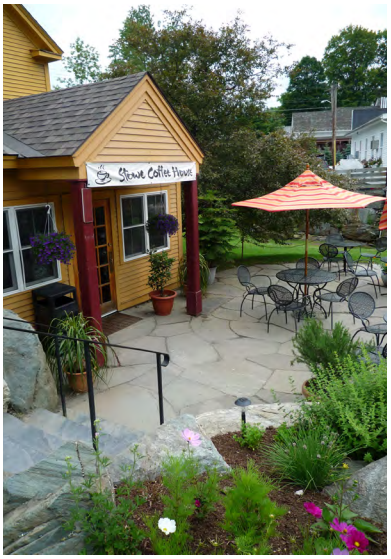
Buildings should orient to the street where possible along Main Street while preserving trees to portray the "village in the trees" character. More variations in setbacks, with respect to the street, are appropriate in this area to promote the image of buildings being nestled in the woods. Buildings should be smaller in scale, mainly one and two story buildings. Mixed use buildings are still encouraged along Main Street. Other uses, such as mixed-income residential and office space would also be ideal. The proposed civic campus would include city offices and other municipal space adjacent to the court house.

Mixed use buildings are still encouraged, especially along Main Street, but trees should be saved where possible.

Areas to sit and enjoy the natural, village-like character are encouraged.

Mixed-income residential and office uses are also encouraged.

Buildings should orient to Main Street but preserve the "village in the trees" character.



Smaller building elements and outdoor space add to the "village in the trees" character.

Opportunity Site Study Development

The hypothetical development programs were collaboratively developed by Winter & Co. and A. Plescia & Co. (lead consultant and sub-consultant for the Main Street Plan) with input from the Town of Mammoth Lakes staff, and Dyett & Bhatia (lead consultant for the Town's Commercial Zoning District development standards.)

OPPORTUNITY SITES

In an effort to test both the physical and financial feasibility of the recommendations from the Main Street Plan and new Downtown Commercial Zoning Code Update, three case study opportunity sites along Main Street were modeled. The sites test a variation in property size, location, orientation, and access. The hypothetical programs for each site was developed based on the type and extent of potential land uses and densities that may fit on the site per the new development standards, and the type of projects typically seen in Mammoth Lakes: hotel, commercial retail, mixed-use, and residential.

Each case study assumes that properties will redevelop utilizing the additional land made available through the transformation of Main Street and removal of frontage roads. Corridor-wide, the land gain from removing the frontage roads and implementing a new property line that is closer to Main Street sidewalk would be anywhere from 4,000 to 15,000 extra square feet of developable land per site! Economic analyses for both conditions - with and without additional land - was performed and can be found in Attachment C.

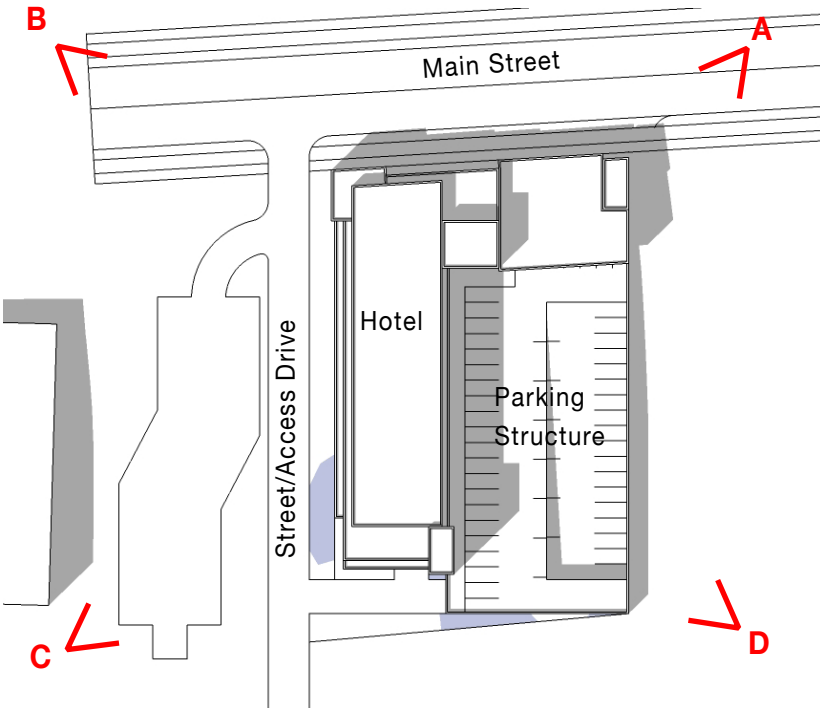
Site #1

SITE #1 - HOTEL W/ STRUCTURED PARKING

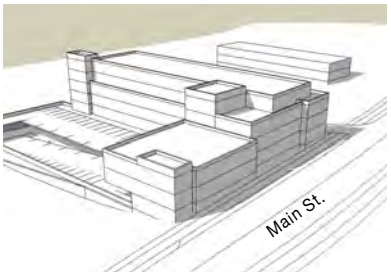
Site #1 sketch study is a 52,400 square feet site, or 1.2 acres. It includes a four-story hotel building with 120 rooms. Parking is provided on-site in an above grade structure attached to the building. Primary entrances would face Main Street and the street/access drive to the west.

Site #1 Program:

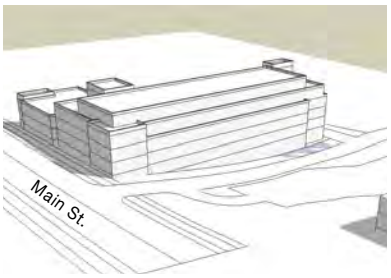
- Site Area - 52,400 Square Feet (1.2 Acre)
- Building Footprint - 22,000 Square Feet (42% of site area)
- Total Building Area - 90,000 Square Feet
- 120 Hotel Rooms (100 Rooms/Acre)
- 120 Parking Spaces (structured)



Site #1 - Plan View

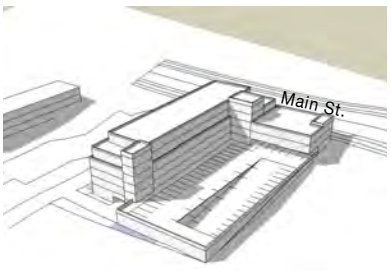


View A - from Northeast

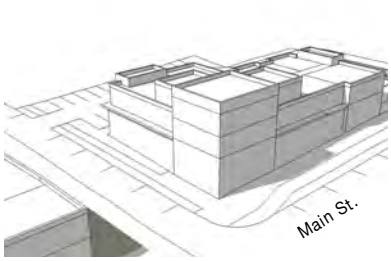


View B - from Northwest

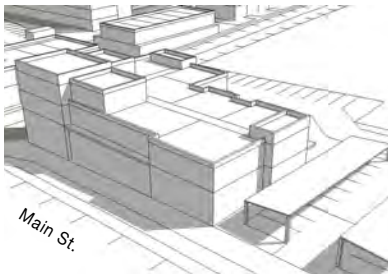
View C - from Southwest



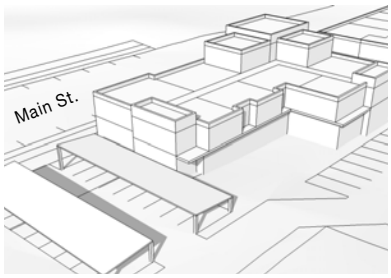
View D - from Southeast



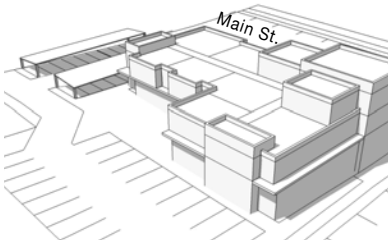
View A - from Northeast



View B - from Northwest



View C - from Southwest



View D - from Southeast

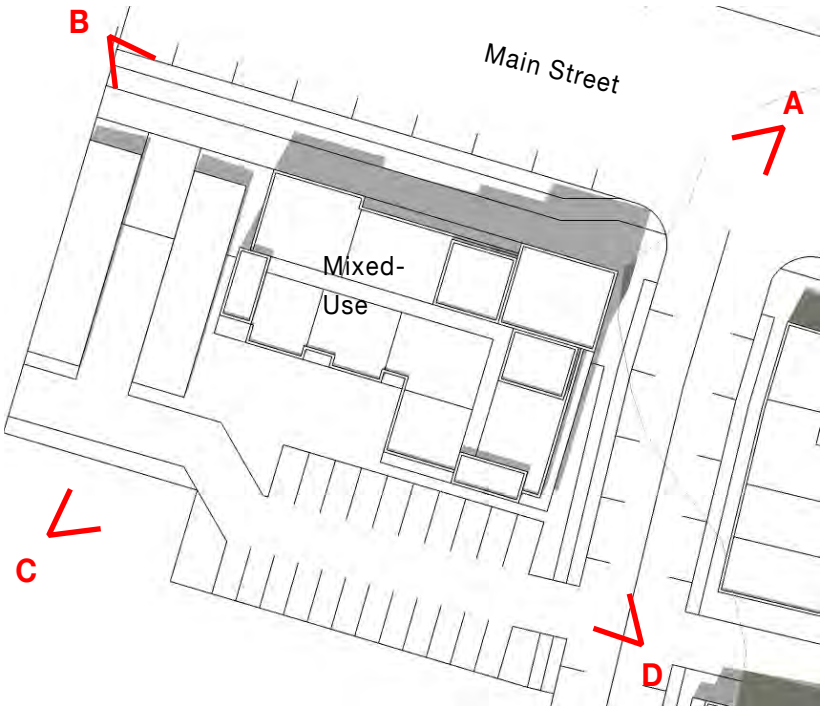
Site #2

SITE #2 - COMMERCIAL/RESIDENTIAL MIXED USE

Site #2 sketch study is a 29,800 square feet site, or 0.68 acres. It includes a two and a half-story building with ground floor retail and 10 multifamily rental housing units on the top floor. 40 parking spaces are provided on-site, as well as an additional 13 on-street parking adjacent to the building. Storefront entries would face Main Street and secondary entries would face the parking lot.

Site #2 Program:

- Site Area - 29,800 Square Feet (0.68 Acre)
- Building Footprint - 9,600 Square Feet (32% of site area)
- Total Building Area - 20,300 Square Feet
- 9,600 Square Feet of Retail
- 10 Residential Units (rental apartments)
- 53 Parking Spaces (40 surface on-site, 13 on-street)



Site #2 - Plan View

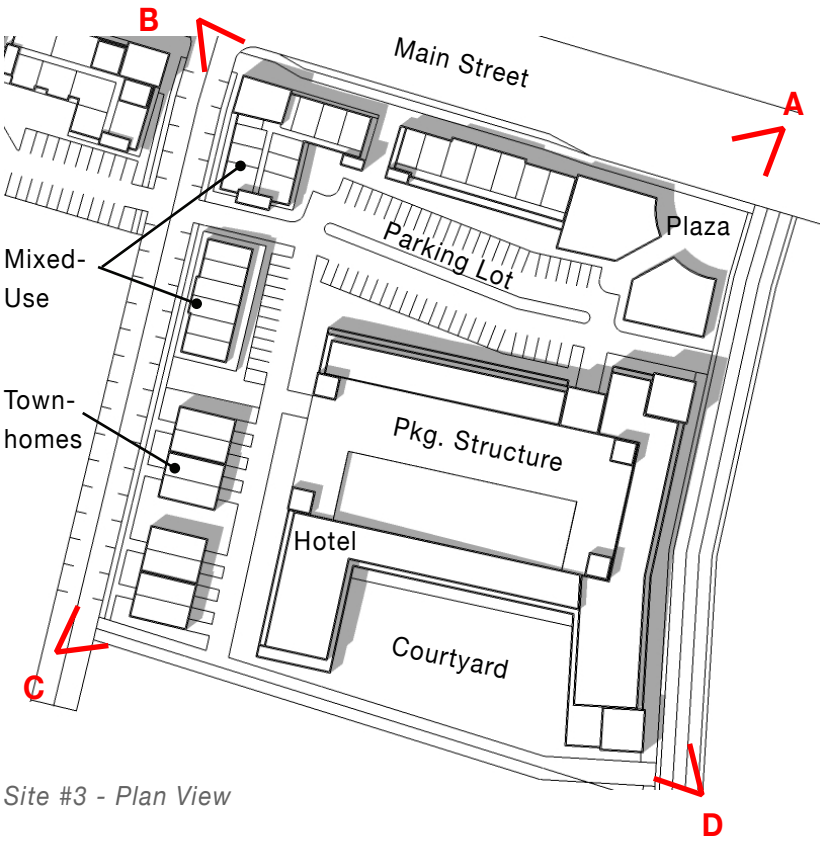
Site #3

SITE #3 - COMMERCIAL, HOTEL AND RESIDENTIAL

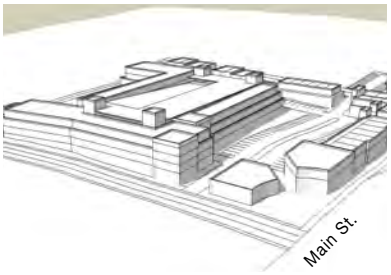
Site #3 sketch study is a 220,300 square feet site, or 5 Acres. It includes a four-story hotel with 300 rooms, 28,500 square feet of commercial retail space, and 28 for-sale residential units. Most of the site parking is provided in an above-grade structure with 4 decks (1 of which is proposed for public parking district) and additional surface parking and on-street parking. Parking is screened from the street with active uses. A small plaza is located at an intersection with Main Street to provide pedestrian access into the site.

Site #3 Program:

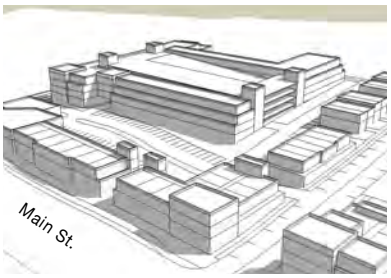
- Site Area - 220,300 Square Feet (5 Acre)
- Total Building Area - 217,750 Square Feet
- 28,500 Square Feet of Retail
- 28 Residential Units (ownership)
- 300 Room Hotel
- 564 Parking Spaces (475 above-grade structure, 60 surface lot, and 29 on-street)



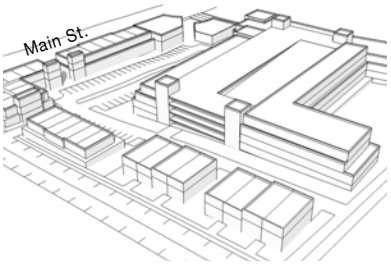
Site #3 - Plan View



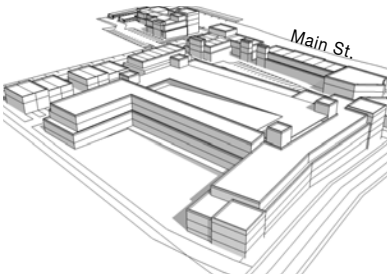
View A - from Northeast



View B - from Northwest



View C - from Southwest



View D - from Southeast

Development costs and operating expenses are higher in Mammoth Lakes due to geographic location and climatic conditions.

Low lease rates for commercial retail space, due in part by the recession, results in lower projected project values.

Lower annual average hotel occupancy rates drive project values down.

FINANCIAL FINDINGS

General Findings

The previous sketch case studies were generated in order to test the viability of different development scenarios. It is important to note that the future market cannot be predicted and therefore the sketch studies and financial analyses were performed as if they were to be built in 2013. Unfortunately, the Town (as of 2013) has been experiencing financial hardship and is still feeling the negative effects of a lingering national recession. There is still strong hope for future redevelopment and investment for Mammoth Lakes, however the economic analysis of case study site hypothetical development programs indicate the following concerns:

HIGH DEVELOPMENT COSTS

The extent of estimated total development costs are very high due to:

- Geographic location - additional costs for materials and labor.
- Climatic conditions - additional structural capacity for snow loads.
- Development impact and permitting fees
- Proposed use of structured parking (above grade or below-grade).

LOW PROJECT VALUES

The estimated project (market) values are low generally due to the lingering effects of the recent real estate market recession which results in:

- Lower existing/near-term projected lease rates for commercial retail space and multiple-family residential rental housing.
- Lower existing/near-term projected sale prices for for-sale residential.
- Lower annual average hotel occupancy rates.

HIGH OPERATING EXPENSES

In addition, estimated project values are effected by the higher annual operating expenses/costs in Mammoth Lakes due in part to its climatic conditions (e.g. snow removal and storage) and labor costs.

DEVELOPMENT COSTS EXCEED PROJECT VALUE

The estimated total development costs of case study sites are projected to exceed the respective estimated net project values. A primary reason for this result is the inability of current estimated market-rate rents for commercial and multiple-family residential, hotel average daily room rates, and sale prices for ownership housing to fully offset the estimated total development costs of the hypothetical development.

RETURN ON EQUITY LOWER THAN EXPECTED

The amount of estimated available net cash flow beyond operating expenses and required debt service payments is projected to be very limited particularly in the early years of project operations. The estimated range for return-on-equity for the case study site development programs is projected to be substantially less than the assumed targeted figure for an acceptable return-on-equity to a developer/investor of 15% to 18%. Acceptable return-on-equity investment levels may potentially be achieved in the long-term if there is an escalation in values resulting from increased commercial and residential rents and residential sale prices over time.

General Conclusions

CERTAIN LAND USES FARE BETTER

Commercial retail lease space and for-sale residential units show a proportionately less estimated net project value than the other land uses analyzed. This is due in part because of:

- The less expensive type of lower density development.
- The lower estimated development cost associated with the type of on-site parking (surface, tuck-under, individual garage) provided for the hypothetical development programs for these two types of land uses.

CONVENTIONAL HOTEL USES INDICATE SHORTFALL

Conventional hotel use shows a significant negative estimated net project value which is due primarily to:

- Lower net operating income because of the low levels of projected annual average occupancy rates.
- The estimated development cost associated with the type of on-site parking (above-grade or below-grade structured) provided for the hypothetical development programs for this type of land use.

MULTI-FAMILY USES INDICATE SHORTFALL

Multi-family rental housing use also shows a significant negative estimated project value which is primarily due to:

- Marginal estimated monthly rents.
- The extent of the estimated total development cost related to vertical building construction type.

Structured parking, especially underground parking, will be hard to do in the short-term due to its high cost in relation to low R.O.I projections.

Tuck-under parking, as opposed to structured parking, will increase economic productivity of a site.

ADDITIONAL LAND FROM NEW R.O.W. ONLY SOMEWHAT POSITIVE

The concept of enlarging the subject case study development sites by gaining existing ROW held by the frontage roads had only a somewhat positive effect on economic value of certain hypothetical development programs. For sites #1 and #3, the additional program increased the economic potential of the site, but also increased parking demands thereby forcing the need for structured parking on-site, which negated any increased economic value because of the high cost for that type of parking.

INCREASING ECONOMIC PRODUCTIVITY

Further analysis of the case study site development programs should be focused on approaches to increase the economic productivity of case study development sites possibly through increased allowed building heights, increased allowable density, reduced on-site parking with provision of some parking required through joint-use/shared parking facilities strategically located along the Main Street corridor. In the early years of the planned Main Street corridor revitalization development programs will need to focus on providing required on-site parking by means of surface or tuck-under (under structure) parking.

7 PROJECT COST & FUNDING

Reconfiguring Main Street into the desired street section(s) and adding other recommended public improvements along the corridor will take a great deal of time and money to complete. The Town of Mammoth Lakes needs to work diligently with both Caltrans and private property owners to promote the overall vision of Main Street. Strategic partnerships must be formed in order to successfully implement this project - it cannot be done solely by the Town or any other entity - it requires collaboration and cooperation.

Creative funding solutions should be evaluated and executed as soon as possible so the project can move forward without becoming an overwhelming financial burden. Funding the improvements for Main Street will require multiple funding tools and participation from the public and private sectors will be necessary in order to share the costs *and* the benefits. It is key to remember:

- There is no “silver bullet” or single source of funding that can do everything.
- It is necessary to explore a menu of options to generate the revenue that will allow many to share in the costs and rewards of the investments made.
- Specific components of the Plan must be matched to the funding tools that are available (e.g. some tools can fund capital improvements while others can fund long-term maintenance.)
- A public/private sector partnered approach will be essential to sustainably fund the Plan recommendations.

In this Chapter

OVERALL PROJECT COST

This chapter highlights the overall estimated cost to implement the proposed improvements for the corridor. The overall cost of implementing the Main Street recommendations is currently estimated at approximately $18 Million. The fee estimate is broken into the following overall components:

Preliminary Site Work & Preparation	$340,000.00
Caltrans Property	$2,345,908.31
Town of Mammoth Lakes Property	$5,240,368.39
Private Property	$2,796,391.40
Other Public Improvements	$5,800,000.00
10% Contingency	$1,652,266.81
TOTAL PROJECT COST	**$18,174,934.91**

Other Project Cost Considerations

SOFT COSTS

It is important to note that these are hard cost preliminary estimates for the entire corridor transformation. Soft costs, such as administrative, engineering, design, legal and financing fees will need to be accounted for. As a general rule-of-thumb, for large projects such as this, adding approximately 15-20% of the total fee is a good estimate for these costs, or an additional $2.7 to $3.6 Million dollars.

OPERATIONS AND MAINTENANCE

Another important cost to take into consideration are long-term operations and maintenance. This would include:

- hauling of snow that Caltrans plows from the roadway
- removal of snow from sidewalks and cycle tracks
- general sidewalk maintenance
- landscaping (plant and tree maintenance, irrigation control, planting flowers, general upkeep)
- trash removal

The best way to provide maintenance over a corridor is through an assessment district. As a precedent, the Old Mammoth Road maintenance district utilizes $180,000/year (just over $13/linear foot) to maintain itself and includes: sidewalk snow removal, general sidewalk cleaning and maintenance and basic landscaping. Main Street maintenance will be much more detailed.

The assessment district would fund staff and equipment to do this ongoing work either by contracting out the work or by directly hiring staff and purchasing the equipment needed. It may be more cost effective to hire staff and buy the equipment so that hourly rates by a contractor aren't charged. Another factor, if hiring staff directly, is how they are employed: through the Town or a non-profit. If employed through the Town, costs would be higher for employees due to pensions and other benefits. but equipment costs might be recouped if they are able to use existing Town equipment to do the work. If hired through a non-profit, staffing costs might be a bit lower, but equipment costs would be higher. Regardless, as an initial estimate, the maintenance district would need about $320,000-350,000/year to sustain itself.

Description of Tasks

PRELIMINARY SITE WORK & PREPARATION

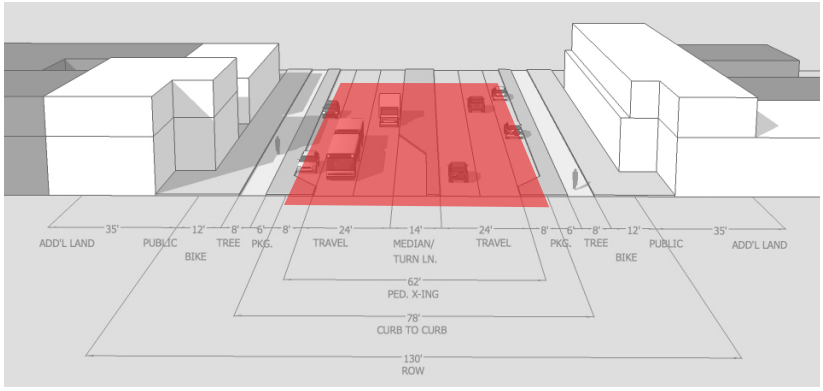
Preliminary site work consists of surveying Main Street and verifying existing utility locations (depth, etc.) This step should occur as soon as possible, as it will lead to detailed engineering drawings to start the Main Street project.

Preparation consists of mobilization, demobilization and clean up; stormwater management (e.g. construction should occur in summer months to minimize environmental runoff issues); and traffic control, or measures to safely direct traffic while construction is underway.

CALTRANS PROPERTY (CURB TO CURB)

The preferred section for Main Street suggests keeping the curb-to-curb dimension throughout the corridor, which Caltrans owns and maintains. Doing so will save time and money.

Construction within the curb-to-curb dimension will consist of installing landscaped medians (from Sierra Park Road to Manzanita Road,) putting down new asphalt and traffic and lane markings, adding new traffic signals and pedestrian signals, and installing new bus pull-outs.

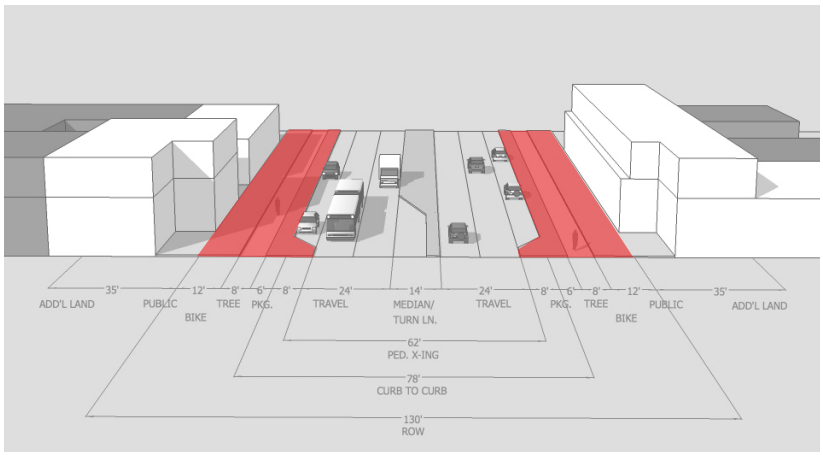


Caltrans property

Caltrans property includes everything from curb to curb of Main Street

TOWN OF MAMMOTH LAKES PROPERTY (CURB TO NEW PROPERTY LINE)

This section of the corridor is where the major transformation from an auto-centric street to a pedestrian-first environment will occur. The preferred street section suggests 26 feet from curb to new property line. This area includes a landscaped buffer, cycle track, sidewalk. New streetscaping, signage and lighting will also be included throughout the corridor to enhance the experience and appearance of Main Street, as well as enhanced bus shelters. Strategic planning will be necessary to phase Main Street appropriately while at the same time assuring continuous progress. The Town will need to work in partnership with Main Street stakeholders to promote the vision of Main Street and educate them on the success that private businesses can experience from significant public works projects such as this.

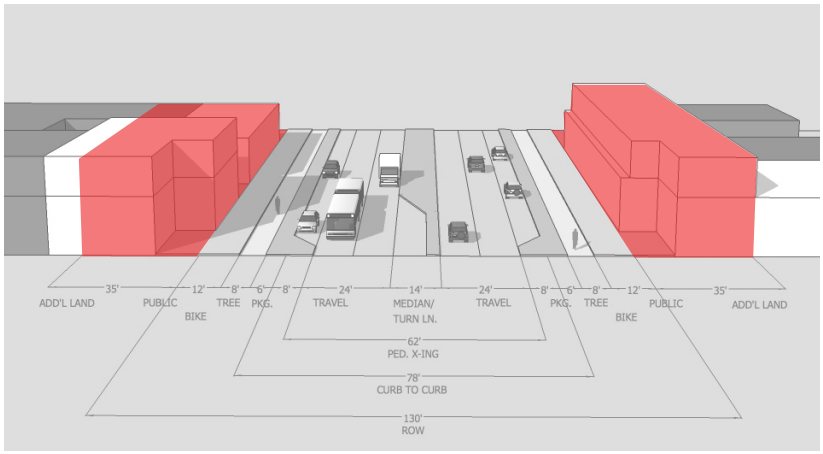


Town of Mammoth Lakes property

Town of Mammoth Lakes property includes 26 feet on either side of the curb of Main Street (where new property line will be established.)

PRIVATE PROPERTY

This section of the corridor consists of the remainder of Main Street right-of-way, from the new property line at back of sidewalk to the old property line. The major cost for this section of the corridor will be relocating existing underground utilities that are currently located under the frontage roads in certain areas. Other costs in this location will consist of demolishing the frontage roads, which will be undertaken by the private property owner when they choose to redevelop with new building(s) or public benefit open space.



Private property

Private property includes everything between the newly established property line and the old property line.

OTHER PUBLIC IMPROVEMENTS

Other public improvements that work in tandem with the Main Street corridor project include a new civic park or plaza (shown in front of the Post Office) and public parking (perhaps in the form of a “parking district”.) These improvements will further enhance the experience of a new Main Street corridor and the success of businesses along Main Street, but are not required for the project to be viable and successful.

The following page includes a breakdown of the entire corridor’s preliminary engineers cost estimates.

MAMMOTH LAKES MAIN STREET PLAN PRELIMINARY ENGINEERS COST ESTIMATE			
	Description	*Reference Code	Total Costs
	Preliminary Site Work & Preparation		$$
1	**PRELIMINARY SITE WORK & PREPARATION** (Mobilization/Demobilization, Stormwater Management, Construction Surveying, Utility Verification, Traffic Control, etc.)	1, 2, 3, 4, 5, 45	$340,000.00
	Total Preliminary Site Work & Preparation		**$340,000.00**
	Caltrans Property (curb to curb)		$$
2	**MEDIANS** (Install median curb, new top soil and landscaping)	21, 22, 26	$383,919.00
3	**ROADWAY** (Adjust manholes, aggregate base, grind and overlay, new curbs, striping, curb paint, thermoplastic stop bars and crosswalk markings, etc.)	6, 9, 13, 27, 37, 38, 39, 40	$999,099.31
4	**TRAFFIC SIGNALS** (at Forest Trail and Shady Rest Road (new street))	15	$600,000.00
5	**PEDESTRIAN SIGNALS** (at Laurel Mountain (RRBF), Center Street (RRBF), and Manzanita (HAWK))	16	$190,000.00
6	**BUS PULL-OUTS** (remove existing PCC roll curb and install new PCC bus stop section)	10, 17	$172,890.00
	Total Caltrans Property Site Work		**$2,345,908.31**
	Town of Mammoth Lakes Property (curb to NEW property line)		$$
7	**CURB CUTS** (install driveway aprons)	25	$70,610.00
8	**REMOVE TREES** (limited, as needed)	11	$91,500.00
9	**MASS GRADING** (limited, as needed)	12	$551,148.89
10	**STORM DRAIN INFRASTRUCTURE IMPROVEMENTS** (pipe, manholes, inlets, etc.)	14	$420,000.00
11	**LANDSCAPE BUFFER** (between curb and cycle track)	23	$456,024.00
12	**LIGHTING** (install new lights and electric meter pedestal)	33, 36	$491,000.00
13	**CYCLE TRACK** - Install PCC cycle track, concrete pavers, and thermoplastic bike lane symbols	29, 30, 41	$462,942.00
14	**SIDEWALK** - Install PCC Sidewalk (brushed finish) and pedestrian ramps with truncated domes	28, 32	$1,135,999.50
15	**SITE FURNISHINGS** - Install Site Furnishings (benches, trash receptacles, bike racks, ect)	24	$400,000.00
16	**INSTALL BUS SHELTERS** - Install Bus Stop Shelters (2-Large, 12-Small)	18, 19	$150,000.00
17	**RETAINING WALLS** - 5' High Masonry Block Retaining wall	7	$695,000.00
18	**MIXED USE PATHS** - Install PCC MUP	31	$316,144.00
	Total Curb to Property Line Work		**$5,240,368.39**
	Private Property		$$
18	**DEMO EXISTING FRONTAGE ROADS** - Remove Existing Plantmix Bituminous Pavement and Agg Base to a Depth of 10" (TOML)	8	$46,391.40
19	**RELOCATE UTILITIES** - Relocate Existing Underground Verizon Fiber Optic and Edison 33kV underground power	34, 35	$2,750,000.00
	Total Private Property Work		**$2,796,391.40**
	Other Public Improvements		$$
21	**CIVIC PARK/PLAZA** - build out of park in front of Post Office and public restroom building	20, 44	$1,000,000.00
22	**PUBLIC PARKING** - Install 1 public parking garage (150 stalls) and 1 surface parking lot (100 stalls)	42, 43	$4,800,000.00
	Total Other Public Improvements		**$5,800,000.00**
	Totals		**$16,522,668.10**
24	Contract Contingency (+/-10%)	46	$1,652,266.81
	****TOTAL CORRIDOR PRELIMINARY ENGINEERS ESTIMATE**		**$18,174,934.91** *PROJECT TOTAL*

* ***Reference Code*** *- Refer to Attachment X Preliminary Engineers Estimate spreadsheet with line item costs for each individual element, including quantities and unit costs*

** ***Total Corridor Preliminary EngineersEstimate*** *- excludes "soft costs" such as administrative, engineering, design, legal and financing fees and operation and maintenance costs.*

Refer to Attachment D for a full preliminary engineer's estimate spreadsheet and explanation of associated costs.

RECOMMENDED TOOLS

A full menu of funding tools which could be applied to the project have been analzyed to offer guidance for future implementation. Some tools are better utilized for capital improvements, while others are better utilized for long-term maintenance and management. Still others provide an organized way for the private sector to work together collectively to utilize their own funds.

On the following pages, potential tools are analyzed and explanations are given in order to prioritize and determine what tools are best suited for each need. Existing funding tools currently in place in Mammoth Lakes were also examined and full details are available in the Attachment E.

The following chart demonstrates the types of funding that may be required for this project, the potential sources of funding worth exploring, and which are appropriate for each need. The funding sources for different components of the project are unique. For example, public realm infrastructure funds might be, in some cases, one-shot funding (e.g. grants) whereas long-term maintenance and management funds need to be reliable and sustainable over time. Private sector participation (i.e. redevelopment and new development) is also an important part of the overall package, because ultimately the long-term success of the project is dependent on it. The types of funding and their potential sources are listed below. An explanation of each potential source is explained on the following pages as well. They have been prioritized based on how long they each take to initiate and how likely they are to occur. The phasing coincides with the phases for implementation found in the Chapter 8.

		TYPES OF FUNDING REQUIRED		
		Public Realm Infrastructure	Maintenance and Management	Private Sector Participation
POTENTIAL SOURCES OF FUNDING	Benefit Assessment District/ Mello Roos Community Facilities District (CFD)		X	
	Bonds	X		
	Community Development Corporation	X		X
	Development Impact Fees (DIF)			X
	Existing funding sources	X	X	
	Grants	X		
	Infrastructure Financing District	X		
	Parking District/Authority		X	
	Property-Based Improvement District (PBID)		X	
	Right-of-Way Incentive Program (frontage roads)			X

An explanation of each funding tool is provided on the following pages.

Explanation and Prioritization

QUICK WIN FUNDING SOURCES (1-2 YEARS POST-PLAN ADOPTION)

Bonds
Local governments can issue municipal bonds, including special taxing districts. These bonds may be the general obligations of the issuer or secured by specific revenues. Bonding capacity is limited by the accessibility to future revenues from either existing or special taxes and assessments and is limited by the ratings of the bonding entity.

The Economic Planning Systems (EPS) financial analysis study (2011) for Mammoth Lakes noted potential capacity to bond against existing tax revenues. It is also possible to tap into existing special taxing districts, such as the TBID.

Grants
State, Federal and other grants will be key to funding certain components of the project. Specifically, grants are most likely to be obtained for projects that upgrade alternative transportation modes. Transit stops, bike facilities and parking, multi-use paths and signalized pedestrian crossings are examples of facilities that state and federal grants could help fund. See Appendix for a full list of federal and state applicable grant funding sources.

Development Impact Fees
Development impact fees (DIFs) are fees put in place by the Town to mitigate impacts on public facilities. The Mammoth Lakes Town Council has chosen to temporarily waive DIF fees for small residential construction, new commercial projects and remodels. While this was a positive strategy during the economic downturn, a new strategy is needed as things recover. Reasonable DIFs are good practice, and their funds should be considered for reinvesting in the public realm. It is recommended that DIFs be reinstituted and the money generated be invested back into the project for a set period of time. In this way, developers see that a portion of the expense is going into improving the area directly surrounding their investment.

Existing Funding Sources

The Town of Mammoth Lakes currently has several existing special tax measures in place that fund improvements and special services in the community. These measures have been voted on and approved by taxpayers for special purposes. The following list demonstrates how they could be utilized in funding components of this project:

- Existing Tax Measures

MEASURE	PURPOSE	POTENTIAL USE FOR THIS PROJECT
A	General fund tax money with the suggestion its spent on tourism and housing.	Components of the tourism-serving work, including signage and wayfinding, activation, and placemaking; other portions of the fund could go towards more diversified housing in the core of Mammoth Lakes.
R	To fund the creation of additional and/or improvement of existing recreation opportunities, including parks, trails and recreation. Funds planning, construction, operation, maintenance programming and administration.	Could help fund public plazas and green spaces, trails and any other recreation-based facilities considered.
U	To fund the planning, construction, operation, maintenance, programming and administration of facilities and projects for mobility, recreation, arts and culture.	Could potentially be utilized to enhance and improve pedestrian right-of-ways and enhancements, public art and public realm improvements, and cultural programming and activation.
T	General tax with a suggestion of expense on transit.	To fund improved transit including improved transit stops and enhanced transit service.

- Tourism Business Improvement District

The TBID, or Tourism Business Improvement District, was established in 2013 and utilizes the Property and Business Improvement District Law of 1994. The TBID was approved on July 24, 2013 and is set to provide an estimated $4.7 million per year for the next 5 years to the Mammoth Lakes Tourism Association. Lodging facilities, retailers, restaurants, and the ski resort will all pay an assessment. The TBID business plan states that the fees are to be spent on sales, marketing and public relations for Mammoth Lakes as well as covering the air service subsidy, however there is flexibility in the use of the dollars and other certain appropriate uses may qualify.

- Other Existing Funding Sources

Finally, monies currently being spent on maintenance, snow removal and other maintenance-based services by the Town, Caltrans, and other agencies, organizations or private property owners, should be explored to see how they might be leveraged into a more effective overall program for Main Street.

SHORT-TERM FUNDING SOURCES (2-4 YEARS POST-PLAN ADOPTION)

Community Development Corporation

Community Development Corporations are not-for-profit entities that allow for multiple investors to participate in acquiring sites, preparing them for redevelopment and even in some cases developing properties in challenging redevelopment areas. CDC funds can also be utilized to help incentivize business creation. Creation of a CDC would likely take about a year to develop a Board of Directors and establish 501c3 status.

They can be funded in a variety of ways, but generally get their resources from:

- **Business/corporate donations**, who may get a tax incentive in return.
- **Banks** that are required to give a portion of their revenues back to the community.
- **Investors** looking for a tax incentive and/or a community benefit from their work.
- **Donors** who are interested in the needs of the community.
- The **City, County and other governmental entities**, through actual cash infusions or incentives to assist with redevelopment.
- **Grants** - local, national and federal.

Among the benefits of CDCs is their 501c3 tax-exempt organizational status, meaning the public sector can easily contribute and that grant dollars are easier to access. Other benefits include:

- They are **community-based entities** that bring together the public and private sectors to explore positive physical, economic, and community development projects.
- They **leverage a diversity of funds** (general fund dollars, grants, fees, private investment, bank contributions, donations, etc.).
- The are **extremely flexible** and able to fund diverse projects (with both for-profits and non-profits) because they are non-governmental.

Infrastructure Financing District
Infrastructure Financing Districts (IFDs) collect incremental revenue from a project or area and allow it to be invested into community-benefitting improvements. Creation of an IFD would likely take about a year to establish. A few key points about IFDs:

- They are **funded through incremental property tax revenue** from the Town and affect taxing entities on properties within the district.
- The **monies must be used to finance public improvements and facilities** of community-wide interest.
- The term of the IFD is up to **40 years**, and they may bond for up to 30.
- Establishment of an IFD **requires a 2/3 vote of either registered voters OR property owners** in the district.

IFDs are set to become a powerful new tool in California, as the municipal sector looks towards innovative ways to fund infrastructure and important public facilities.

Parking District/Authority
A parking district essentially collects parking revenues and assigns them to an authority or body separate from the Town. That authority is then responsible for managing existing parking and building/developing new parking to support growth in an area. Parking districts can also fund the development of supporting assets and amenities such as street furniture, lighting, etc. The revenue coming into the district may be generated from paid parking fees (e.g. meters, garages) as well as via in-lieu parking fees from developers as a way to support the development of consolidated, centralized parking. Establishment of a parking district/authority would likely take about two years in order to conduct all necessary negotiations.

Parking can be a significant motivator or detractor to development. Mammoth Lakes has a reputation for tough parking requirements and a lack of centralized, convenient parking. Many communities have utilized parking districts/authorities to implement better parking management and customer service, and to create parking policies that are more economic development focused.

MEDIUM-TERM FUNDING SOURCES (4-6 YEARS POST-PLAN ADOPTION)

Property-Based Improvement District
PBIDs are a quasi-governmental entity that is a public-private partnership between government and the private sector to foster the growth of commercial districts. PBIDs allow property owners within a defined area to collectively fund enhanced services or improvements within a district's boundaries via an additional tax or fee. Property owners create a business plan for the improvements they'd like to see, work to gain the support of others in the district, and undertake a petition process to create the district. Once established, the additional levy becomes mandatory for all within the boundaries. Funding is generated for a PBID through a special assessment on properties within the defined area. This special assessment is collected into a dedicated fund that is used to provide a variety of enhancements that improve the public space. Once created, those who pay the assessment govern BID funds and services. Legislation is necessary to permit the creation of BIDs. While government must legally establish the PBID, private sector stakeholders determine all choices about district boundaries, assessment rates, budget, and service delivery. The yearly operating budgets of PBIDs can range from a few thousand dollars to tens of millions of dollars.

Some qualities of PBIDs that are important to note include:

- The process to establish a PBID happens via a petition of property owners in the PBID area. Once the appropriate petition thresholds are met, the creation of the PBID must then go to Town Council, who holds a public hearing on the matter and then must, as a Council, officially vote to form the PBID and establish a creation ordinance. In California, PBID creation is also subject to a Prop 218 vote.
- Per PBID legislation, the property owners in a district are the ratepayers. Once a PBID is created, the levy is placed on the property owner's tax bill and collected in this way. The PBID assessment is mandatory once charged, and the PBID body has the power to place a lien on property if the PBID assessment is not paid.
- Because PBIDs are considered a quasi-governmental entity, and because the local government is involved in the formal creation of the PBID, they also have some influence in the governance of the PBID. When the PBID is established, a Board is also appointed to oversee the funds. The names of those involved must go to Town Council for approval.
- California PBID legislation allows for an initial PBID term of 5 years, but allows for a renewal of up to 10 years.

There are 200+ PBIDs across California and more than 1,500 across the United States. They are nimble and effective tools that allow places to focus on more sustainable and well-managed approaches to maintenance, management, small infrastructure development, economic development and marketing.

Right-of-Way Incentive Program

The Right-of-Way (ROW) Incentive Program refers to the transfer of additional ROW land along Main Street from the Town to private property owners as part of the disposition and removal of the Frontage Roads. This transfer may or may not be made monetarily. This is something that the Main Street stakeholder group (explained in the following chapter) and the Town staff can work together to initiate.

If the Town chooses to sell the land to the property owners, it should be at a very reasonable price (below market rate) as an incentive to the property owners to take advantage of the opportunity. The funds generated from the land sales could then be guaranteed to be used for future upgrades along the corridor which would benefit their specific properties, or perhaps used as in-lieu fees for additional parking that would be provided by the Town in the form of a "parking district" so the property owners do not have to incur additional parking on-site.

If the transaction is made "by-right," then the Town should establish a set of guidelines and/or standards as to what the property owner can do with the additional space in the short, medium and long-terms. For example, parking should be restricted, and active uses, either in the form of a building, patio, cafe seating, plaza, etc. should be required.

8 IMPLEMENTATION & PHASING

The following chapter recommends a process for implementation and phasing of the Main Street corridor, which is divided into 5 sections:

- Ongoing Actions
- Quick Wins
- Short Term Actions
- Medium Term Actions, and
- Long Term Actions

The entire process could take as little as ten years. However, circumstances may arise to either shorten or lengthen this process. The Town must be the champion of this Plan and continue to implement recommendations as time and money allows.

The removal of frontage roads is a major change for Main Street. This will likely happen in phases, based on when properties decide to redevelop. This chapter explains how the frontage roads can be phased over time, allowing redevelopment to occur as the market demands and property owners feel comfortable.

Parking is a key element to supporting successful redevelopment downtown. Public parking strategies should be explored to offset development costs associated with on-site parking requirements. This chapter recommends parking strategies to explore, as well as strategic location criteria for them.

In this Chapter

IMPLEMENTATION AND PHASING

Ongoing Actions

Ongoing actions consist of recommendations for the Town of Mammoth Lakes to champion, in conjunction with area property owners and stakeholders and Caltrans. This phase will be continuous and should begin immediately by engaging stakeholders, and together, promoting the vision for Main Street. Exploring recommended and existing funding sources and setting in motion a plan of action for establishing them will be fundamental to the future success of the Main Street corridor. The Town should also enter into an agreement with Caltrans on the responsibilities, both logistically and financially, for the recommended improvements.

Any improvements made along Main Street, by the Town, Caltrans or private property owners, should follow the recommendations and spirit of this Plan. The Town should also continue to encourage activity along Main Street, perhaps through festivals, parades, farmer's markets and other community gatherings to strengthen the heritage and culture of Mammoth Lakes and to further establish Main Street as the heart of the town.

The spreadsheets on the following pages list implementation actions per phase in an itemized format with associated costs. The reference code column is referencing the detailed Preliminary Engineers Estimate which can be found in Attachment D.

Mammoth Lakes Main Street Implementation and Phasing Schedule

Winter & Company
Last Updated September 24, 2013

	Action Item	Description	Cost	Reference Code	Responsibility
O	**On-Going Actions**				
O.1	**Engage Stakeholders / Main Street Coalition**	Meet with business and property owners, developers and other community stakeholders regularly to promote the vision for Main Street and its redevelopment potential. It would be beneficial to establish a "Main Street Coalition" of invested stakeholders, perhaps as a 501c6 at first (could turn into a PBID in the future,) to help promote the vision in the form of a partnership.	-	N/A	TOML
O.2	**Establish Ongoing Funding Sources**	Benefit Assessment District (Snow management); Infrastructure Financing District (Public infrastructure); Property-Based Improvement District (landscape/public realm maintenance and management, small infrastructure improvements, economic development, marketing); Parking District (public parking)	-	N/A	TOML, Property owners
O.3	**Utilize Existing Funding Sources**	Establish how the Town might leverage existing funding from Measures A, R, U, and T for Main Street projects (infrastructure, streetscaping, median gateway monuments, etc.)	-	N/A	TOML
O.4	**Research and Apply for Grants**	Constantly research and apply for Federal and State Grants that might apply to capital improvement projects, transit funding, etc.	-	N/A	TOML, CALTRANS
O.5	**Establish Agreement with Caltrans**	Establish an agreement between Caltrans and the Town for implementing recommendations for Main Street (partnership)	-	N/A	TOML, CALTRANS
O.6	**Implement Main Street Plan**	Refer to this Plan in conjunction with other regulatory documents as redevelopment occurs in order to determine the desired approach to site and building development and to foster public-private sector relations.	-	N/A	TOML, Property owners
O.7	**Encourage Activity along Main Street**	Encourage festivals, farmer's markets, and other public gatherings to occur along Main Street. Promote activities with banners on existing light poles!	-	N/A	TOML

Quick Wins

Quick wins refer to short-term actions that beget long-term change. These efforts could begin immediately and be completed within 1 to 2 years, and are estimated to cost approximately $910,000. This phase would act as a catalyst for other future improvements. As listed in the spreadsheet below, this phase of recommendations includes:

- Installing landscaped medians to beautify the corridor.
- Installing a new traffic signal and pedestrian signals at key locations to help better facilitate Main Street traffic and pedestrian safety.
- Installing new signs that inform and direct the public to provide a more comprehensive streetscaping approach along the corridor.

This phase would also consist of establishing funding sources to pay for future phases. The Town should explore taking advantage of existing funding sources such as tax measures A, R, U and T, or securing some funds from the established TBID. The Town should also look at reinstituting Development Impact Fees and using those funds to pay for area improvements. City-wide bonds could be discussed, as well as applying for various state and federal grants.

The Town should also work with corridor property owners to establish an assessment district to start paying for snow removal, which is one of the main concerns for Main Street, both from property owners and residents. In the short-term, the district would pay to haul away the snow that Caltrans and the Town plows from Main Street and the Frontage Roads. In the long-term, the district could also help pay for maintenance of new sidewalks and landscaping, as well as snow removal.

Mammoth Lakes Main Street Implementation and Phasing Schedule

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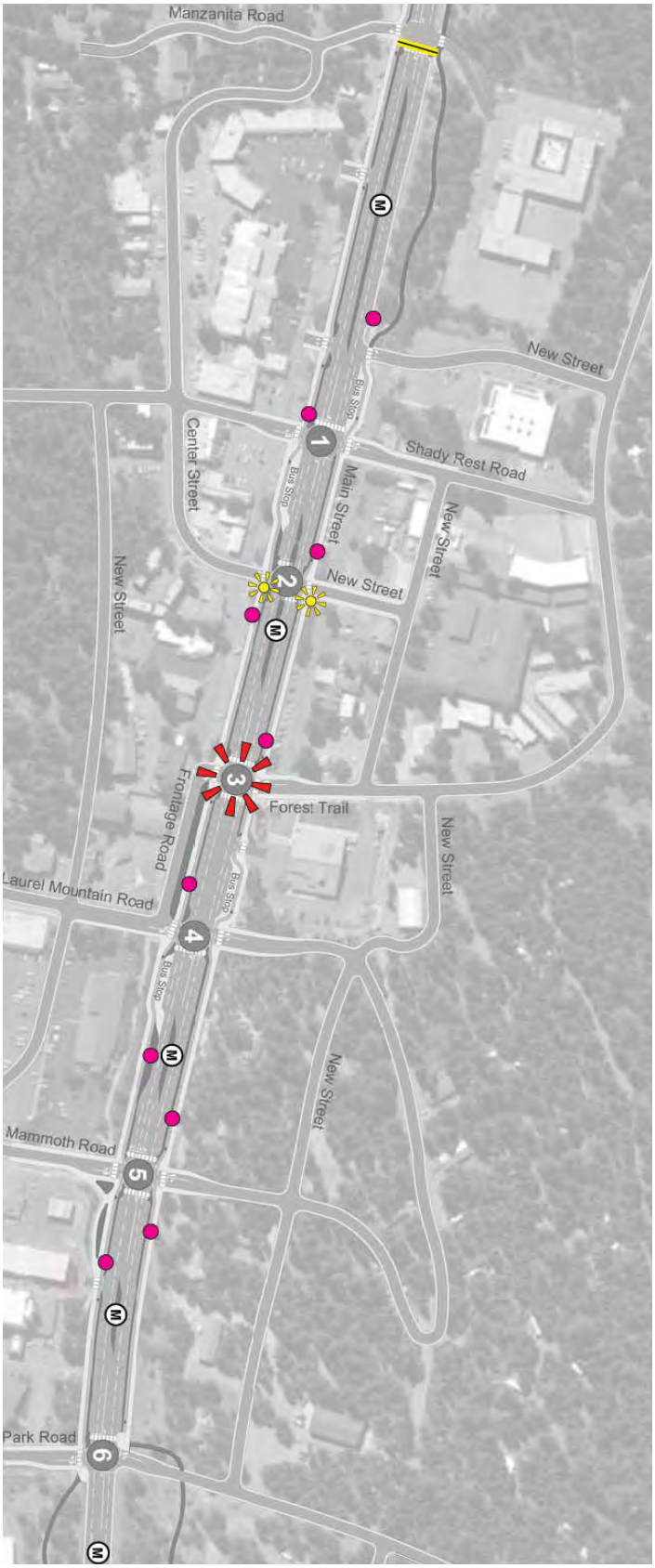
	Action Item	Description	Cost	Reference Code	Responsibility
Q	**Quick Wins (1-2 years after Plan approval)**				
	MAIN STREET SECTION 1 (Thompsons Way to Manzanita Road)				
	Quick Win Funding Sources				
Q.1	**Implement new or utilize/revamp existing funding sources**	Bonds, Grants, Development Impact Fees (DIF), Existing Tax Measures, TBID	-	N/A	TOML, CALTRANS, Property Owners
Q.2	**Establish assessment district**	Establish an initial assessment district for snow removal/hauling from Caltrans ROW.	-	N/A	Property Owners
	Preliminary Site Work & Preparation				
Q.3	**Construction surveying & utility verification**	Construction Surveying, Utility Verification	**$56,000**	3, 5	TOML, CALTRANS
	Caltrans Property (curb to curb)				
Q.4	**Install landscaped medians**	Install depressed curb, new top soil and landscaping. Refer to engineering recommendations for landscaped median locations (do not interfere with future access needs.)	**$384,000**	21, 22, 26	CALTRANS
Q.5	**Install new traffic signal**	Install new traffic signal at Forest Trail Road	**$300,000**	15	CALTRANS
Q.6	**Install new pedestrian signals**	Install new pedestrian signals at Center Street (RRBF) and Manzanita Road (HAWK)	**$170,000**	16	CALTRANS
Q.7	**Install new signage**	Throughout corridor as needed (refer to Streetscapes chapter for placement criteria)	-	N/A	TOML
Q	**Quick Wins Total Cost**		**$910,000**		

QUICK WINS DIAGRAM

LEGEND

- Landscaped Medians
- New Traffic Signal
- New Pedestrian Signal Rapid Rectangular Flashing Beacons (RRFB)
- New Pedestrian Signal Pedestrian Hybrid Beacon (HAWK)
- New Signs (locations are approximate - see Streetscapes chapter for criteria)



Short-Term Actions

Short-term actions consist of projects being completed within 2 to 4 years after Plan adoption. This phase would focus on Section 1 of Main Street (Thompsons Way to Manzanita Road.) It would include:

- Reconstructing Main Street with new asphalt, paint and markings.
- Installing bus pull-outs, transit plazas and new bus shelters to encourage transit ridership.
- Installing a landscaped buffer and future cycle track (which would operate as a sidewalk in the interim) to encourage pedestrians to travel along Main Street.
- Installing streetscaping elements, such as benches, bike racks and trash receptacles, to visually enhance the corridor and provide amenities for pedestrians and bicyclists.
- Installing public parking to help incentivize new development along Main Street.

Funding sources that should be explored and initiated in this phase consist of a Community Development Corporation (CDC), Infrastructure Financing District (IFD), and a Parking District.

This phase is estimated to cost approximately $6.9 Million. The highest expense in this phase is public parking in the form of a parking structure (estimated to hold 150 spaces). If the Town were to partner with a private developer to build a structure, some costs may be able to be recouped from shared expenses. Otherwise, if the timing is not right for a structure in 2 to 4 years, the Town could purchase the land and provide a surface parking lot that could become a parking structure in the future.

Mammoth Lakes Main Street Implementation and Phasing Schedule

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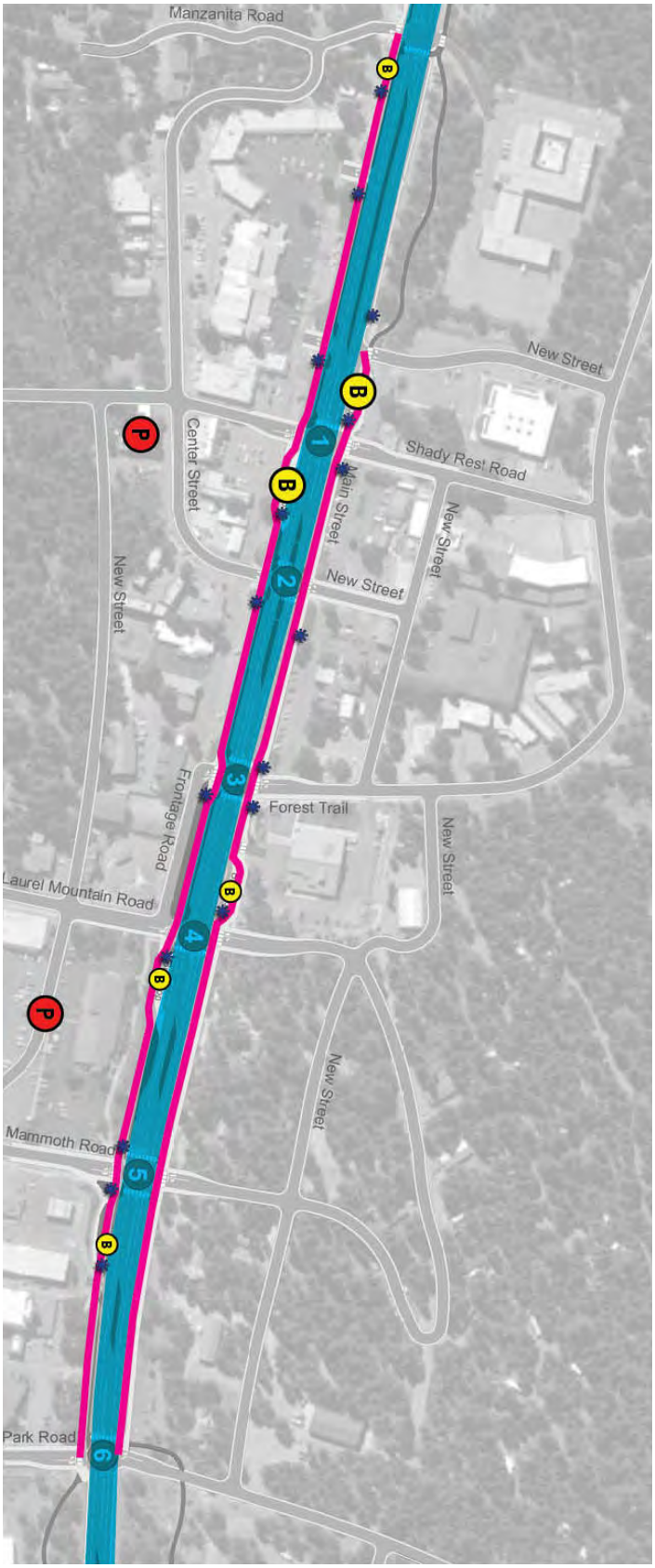
	Action Item	Description	Cost	Reference Code	Responsibility
S	**Short-Term Actions (2-4 years after Plan approval)** **MAIN STREET SECTION 1 (Thompsons Way to Manzanita Road)**				
	Short Term Funding Sources				
S.1	**Implement new or utilize/revamp existing funding sources**	Community Development Corporation (CDC), Infrastructure Financing District (IFD), Parking District,	-	N/A	TOML, Property owners
	Preliminary Site Work & Preparation				
S.2	**Site work & preparation (Section 1)**	Mobilization, demobilization & clean up; stormwater management; saw-cut existing roadway; traffic control (estimated for 1/2 corridor - Sierra Park to Manzanita)	**$182,000**	1, 2, 4, 45	TOML, CALTRANS
	Caltrans Property (curb to curb)				
S.3	**Reconstruct Main Street (Section 1)**	Adjust manholes, aggregate base, grind and overlay, new curbs, striping, curb paint, thermoplastic stop bars and crosswalk markings (Sierra Park to Manzanita only)	**$406,000**	6, 9, 13, 27, 37, 38, 39, 40	CALTRANS
S.4	**Install bus pull-outs**	Remove existing PCC roll curb and gutter, install new bus stop sections	**$113,000**	10, 17	CALTRANS
	TOML Property (curb to new property line)				
S.5	**Install landscape buffer and cycle track (Section 1)**	Install concrete pavers at cycle track, PCC cycle track and landscape buffer (remove trees as necessary). Cycle track to be used as sidewalk in interim.	**$730,000**	11, 23, 29, 30	TOML
S.6	**Grading**	Grading, as needed	**$366,000**	12	TOML
S.7	**Install Streetscaping**	Install site furnishings (approx. 1/2 total - benches, trash receptacles, bike racks, etc.)	**$200,000**	24	TOML
S.8	**Install curb cuts**	Install PCC commercial driveway apron	**$35,000**	25	TOML, CALTRANS
S.9	**Install bus shelters**	Install bus shelters	**$70,000**	18, 19	TOML
	Other Public Improvements				
S.10	**Parking**	Public Parking Lot and Structure	**$4,800,000**	43	TOML
S	**Short-Term Actions Total Cost**		**$6,902,000**		

SHORT-TERM ACTIONS DIAGRAM

LEGEND

- Reconstruct Main Street (curb to curb)
- Install bus pull-outs, transit plazas and bus shelters
- Install landscape buffer and future cycle track
- Install streetscape clusters (locations are approximate - see Streetscapes chapter for location criteria)
- Install public parking



Medium-Term Actions

Medium-term actions include projects being completed within 4 to 6 years of Plan adoption. This phase would finish out Section 1 of Main Street improvements and is estimated to cost around $5.6 Million. Suggested actions include:

- Installing a new traffic signal and pedestrian signal.
- Installing streetscaping elements, such as benches, bike racks and trash receptacles and lighting fixtures to enhance the pedestrian experience.
- Demolishing frontage roads and relocating utilities, as needed, in order for future redevelopment to be built closer to Main Street.
- Installing sidewalk adjacent to cycle track, whereas bikes at this phase will move onto the cycle track, thus allowing for on-street parallel parking adjacent to the curb on either side of Main Street.
- Installing a Civic Park/Plaza and public restroom to facilitate community gatherings along Main Street.
- Installing a new neighborhood streets to enhance the circulation network in Downtown Mammoth Lakes.

Funding sources to be explored in this phase consist of a Property-Based Improvement District and the Right-of-Way Incentive Program.

It is important to note that line items occurring on future private property should only occur once the ROW Incentive Program has been initiated, so that after construction, this area becomes either new development (as initiated by the property owners) or open space for public benefit (as initiated by the Town.)

Mammoth Lakes Main Street Implementation and Phasing Schedule

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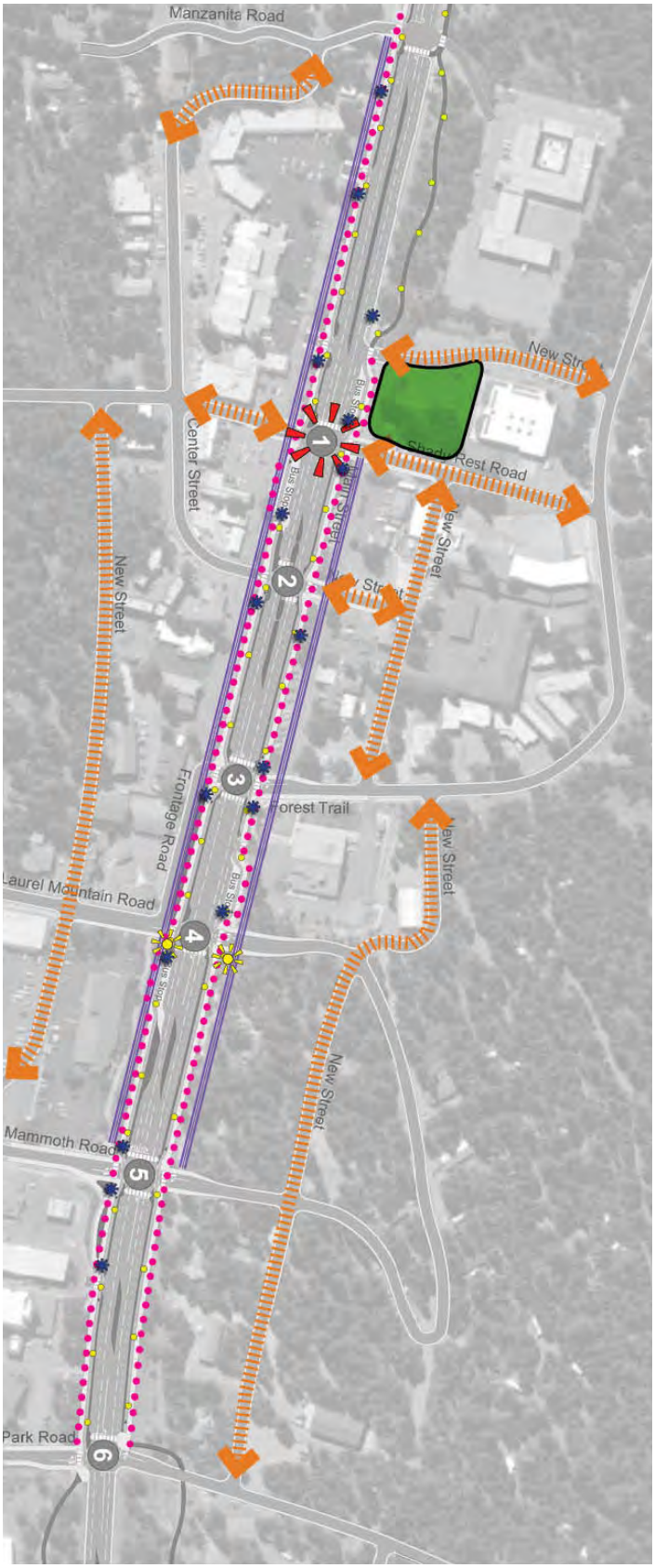
	Action Item	Description	Cost	Reference Code	Responsibility
M	**Medium-Term Actions (4-6 years after Plan approval)** **MAIN STREET SECTION 1 (Thompsons Way to Manzanita Road)**				
	Short Term Funding Sources				
M.1	**Implement new or utilize/revamp existing funding sources**	Property-Based Improvement District (PBID), ROW Incentive Program	-	N/A	TOML, Property owners
	Caltrans Property (curb to curb)				
M.2	**Install new traffic signal**	Install new traffic signal at new street (Shady Rest Road)	**$300,000**	15	CALTRANS
M.3	**Install new pedestrian signal**	Install new pedestrian signal at Laurel Mountain Road (RRBF)	**$20,000**	16	CALTRANS
	TOML Property (curb to new property line)				
M.4	**Install Streetscaping**	Install site furnishings (approx. 1/2 total - benches, trash receptacles, bike racks, etc.)	**$200,000**	24	TOML
M.5	**Install Lighting**	Install new decorative street lights and electric meter pedestal	**$331,000**	33, 36	TOML
M.6	**Install sidewalk (turn over cycle track to bikes and allow on-street parallel parking adjacent to curb)**	Install PCC sidewalk (brushed finish), install pedestrian ramps with truncated domes, install thermoplastic bike lane symbol pavement marking in cycle track	**$886,000**	28, 32, 41	TOML, Property owners
	Future Private Property				
M.7	**Demolish Frontage Roads**	Remove Exist. Plantmix Bituminous Pavement and Agg. Base to Depth of 10"	**$19,000**	8	TOML, Property Owners
M.8	**Relocate Utilities**	Install storm drain infrastructure improvements (pipe, manholes, inlets, etc.), relocate existing underground Verizon fiber optic, relocate existing Edison 33kV underground power	**$2,870,000**	14, 34, 35	TOML, Property owners
	Other Public Improvements				
M.9	**Civic Park/Plaza**	Park/plaza (shown at Post Office), public restroom	**$1,000,000**	20, 44	TOML
M.10	**New Streets**	Construct new local connector street	-	N/A	TOML
M	**Medium-Term Actions Total Cost**		**$5,626,000**		

MEDIUM-TERM ACTIONS DIAGRAM

LEGEND

- Utility work (install and relocate lines)
- Install sidewalk (adjacent to cycle track)
- Install streetscape clusters (locations are approximate - see Streetscapes chapter for location criteria)
- Install pedestrian-scaled lighting
- Install civic park/plaza
- Install new neighborhood streets and street-like drives
- New traffic signal
- New pedestrian signal Rapid Rectangular Flashing Beacons (RRFB)



Long-Term Actions

Long-term actions generally consist of projects to be completed within 6 to 10 years of Plan adoption. They include the build-out of the corridor, or Section 2, from Manzanita Road to Minaret Road, and is estimated to cost around $3.1 Million. Suggested actions include:

- Reconstructing Main Street with new asphalt, paint and markings.
- Installing transit plazas and new bus shelters to encourage transit ridership.
- Installing a landscaped buffer and mixed use path along the north side of Main Street from Manzanita to Mountain Boulevard and the south side of Main Street from Mountain Boulevard to Minaret Road.
- Installing a sidewalk at street level along the north side of Main Street from Mountain Boulevard to Minaret Road and the south side of Main Street from Manzanita to Minaret Road.
- Installing new street lights along Section 3 of Main Street to match the rest of the corridor.
- Site grading and retaining walls, as necessary, to facilitate a smooth transition between Main Street and the access to future buildings.
- Installing storm drain infrastructure improvements.

Main Street construction has been broken into two phases in order to allow funding to be secured over time to pay for the improvements. If it is more appealling to construct the entire corridor at once for design and construction efficiency, then perhaps a city-wide bond issue is a more appropriate avenue for funding the majority of street improvements.

Mammoth Lakes Main Street Implementation and Phasing Schedule

Winter & Company
Last Updated September 24, 2013

	Action Item	Description	Cost	Reference Code	Responsibility
L	**Long-Term Actions (6-10 years after Plan approval)** **MAIN STREET SECTION 2 (Manzanita Road to Minaret Road)**				
	Preliminary Site Work & Preparation				
L.1	**Site work & preparation**	Mobilization, demobilization & clean up; stormwater mangement; saw-cut existing roadway; traffic control	**$182,000**	2, 3	TOML, CALTRANS
	Caltrans Property (curb to curb)				
L.2	**Reconstruct Main Street (Section 2)**	Adjust manholes, aggregate base, grind and overlay, new curbs, striping, curb paint, thermoplastic stop bars and crosswalk markings (Manzanita Road to Minaret Road)	**$593,500**	6, 9, 13, 27, 37, 38, 39, 40	CALTRANS
L.3	**Install bus pull-outs**	Remove existing PCC roll curb and gutter, install new bus stop sections	**$60,000**	10, 17	CALTRANS
	TOML Property (curb to new property line)				
L.4	**Install curb cuts**	Install PCC commercial driveway apron	**$35,500**	25	TOML, CALTRANS
L.5	**Install bus shelters**	Install bus shelters	**$80,000**	19	TOML
L.6	**Install landscape buffer and mixed use paths (Section 2)**	Install mixed use paths and landscape buffer (remove trees as necessary).	**$590,000**	11, 23, 31	TOML
L.7	**Install sidewalks**	Install PCC sidewalk (brushed finish), install pedestrian ramps with truncated domes	**$259,000**	28, 32	TOML
L.8	**Install retaining wall**	5' high masonry block retaining wall	**$695,000**	7	TOML
L.9	**Install Lighting**	Install new decorative street lights	**$160,000**	33	TOML
	Future Private Property				
L.10	**Mass Grading**	Reconfigure grade, as needed	**$185,000**	12	TOML
L.11	**Utility Improvements**	Install storm drain infrastructure improvements (pipe, manholes, inlets, etc.)	**$300,000**	14	TOML
L	**Long-Term Actions Total Cost**		**$3,140,000**		

LONG-TERM ACTIONS DIAGRAM

LEGEND

- Reconstruct Main Street (curb to curb)
- Install bus pull-outs (where possible,) transit plazas and bus shelters
- Install landscape buffer and future multi-use path
- Install sidewalk (adjacent to cycle track)
- Install streetscape clusters (locations are approximate - see Streetscapes chapter for location criteria)
- Install new lighting

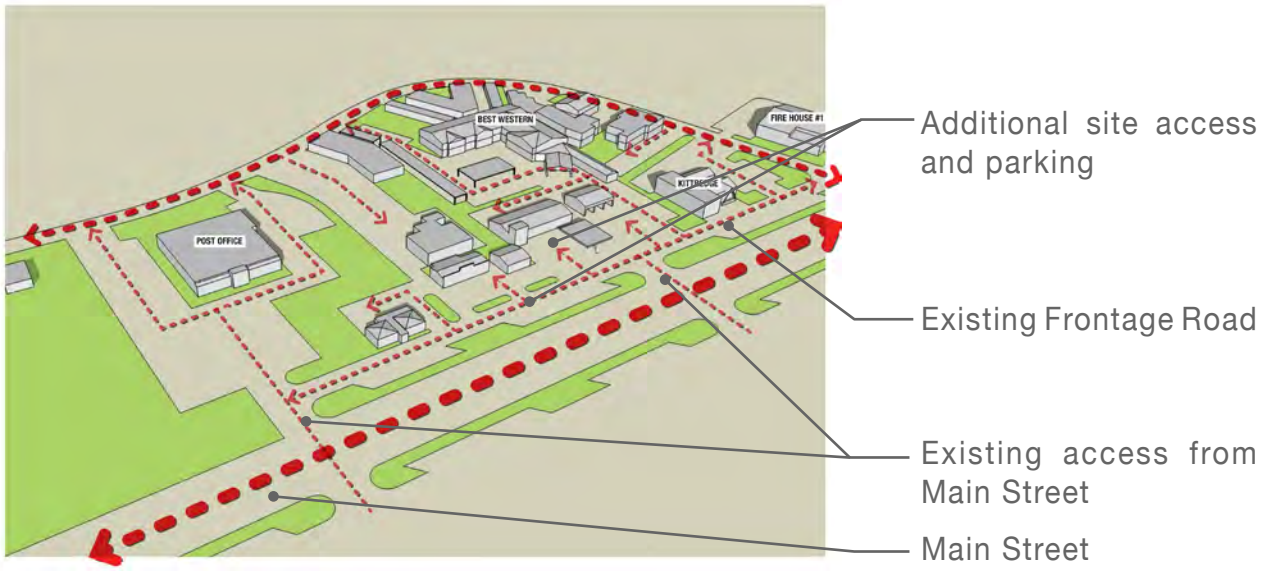
PHASING OF FRONTAGE ROADS

Ideally, property owners would take advantage of extra land and participate in the ROW incentive program all at once, especially in the downtown core. Realistically, however, this may not happen. Some properties may choose to take advantage of the extra land and redevelop right away, maybe even in the short-term time period. Others, however, may wait. Either way, it shouldn't preclude new redevelopment from happening.

Circulation and access for redeveloping properties will need to be in the back of the property, as that is where parking will be located. It is therefore important to think about how the frontage road could be phased from its existing location in front of properties, to the back. The following illustrations show how this is possible:

EXISTING CONDITIONS

- Frontage road present.
- Individual access for each property.
- Buildings back from Main Street with parking in front.

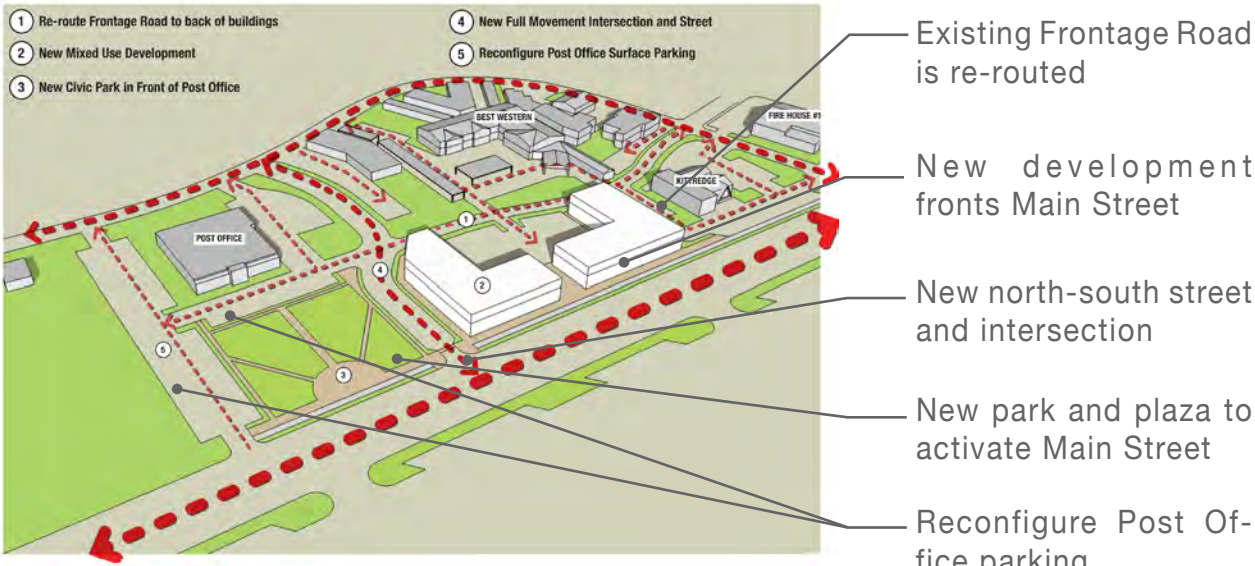


Existing Conditions - frontage road is located in front of properties, adjacent to Main Street

Note: This particular area of Main Street is used for illustrative purposes only. This Plan does not suggest this is how redevelopment on these properties will or should occur.

PHASE 1

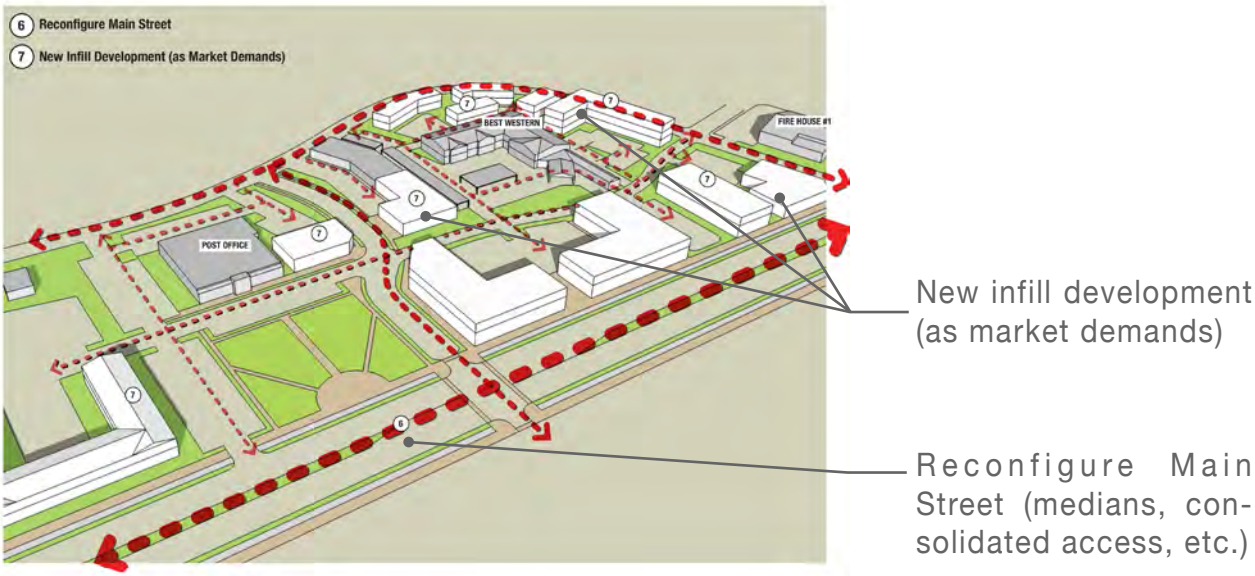
- Two adjacent properties redevelop up to the street with parking behind.
- New Civic Park/Plaza.
- New north/south street connection.



Phase 1 - frontage road partially moves behind properties

PHASE 2

- Other properties redevelop.
- Frontage road is gone.
- Access along Main Street is consolidated.



Phase 2 - frontage road moves entirely behind properties

PARKING STRATEGIES

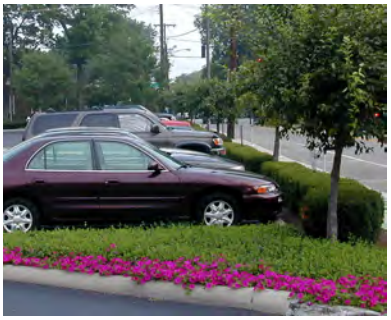
The Town, as part of the Downtown Commercial Zoning Code Update, has substantially reduced on-site parking requirements and introduced parking strategies such as shared parking (allowing adjacent properties with opposite peak operating hours to share parking spaces) and in-lieu fees (allowing developers to pay the Town to provide parking elsewhere.) This Plan recommends exploring a couple more options to better organize public parking within downtown in order to support redevelopment along the corridor.

District Parking

A parking district is an authority that provides centralized public parking in locations that allow for a variety of users. Parking districts are funded through parking revenues and in-lieu fees and are responsible for building and maintaining surface lots or garages which are strategically located to benefit the largest amount of businesses. They incentivize a "park once" strategy, where users are encouraged to park once and walk (or ride the bus) from the parking lot to their destination(s). For this reason, they must be conveniently located and the walk to and from must be pleasant. Implementing a parking district in downtown would help to incentivize more intense development by allowing developers to pay "in lieu" fees to the Town instead of providing the space on-site, thus providing more area for development. Another option is for a developer to partner with the Town (or financing district) to provide parking together. Often, this partnered approach saves both parties time and money. Design and construction costs can be shared rather than each one taking it on alone. When the parking structure is built, certain spaces are dedicated to the adjacent land uses only, and others are available as "public." Another long-term solution to funding a parking district would be to initiate on-street parking meters, especially along Main Street where the fee for convenience could be well argued.

Underground parking is the most expensive, ranging from $30-$40k per space.

Parking structures are the mid-range option and can be nicely designed with land uses wrapping them so they contribute to the urban fabric.

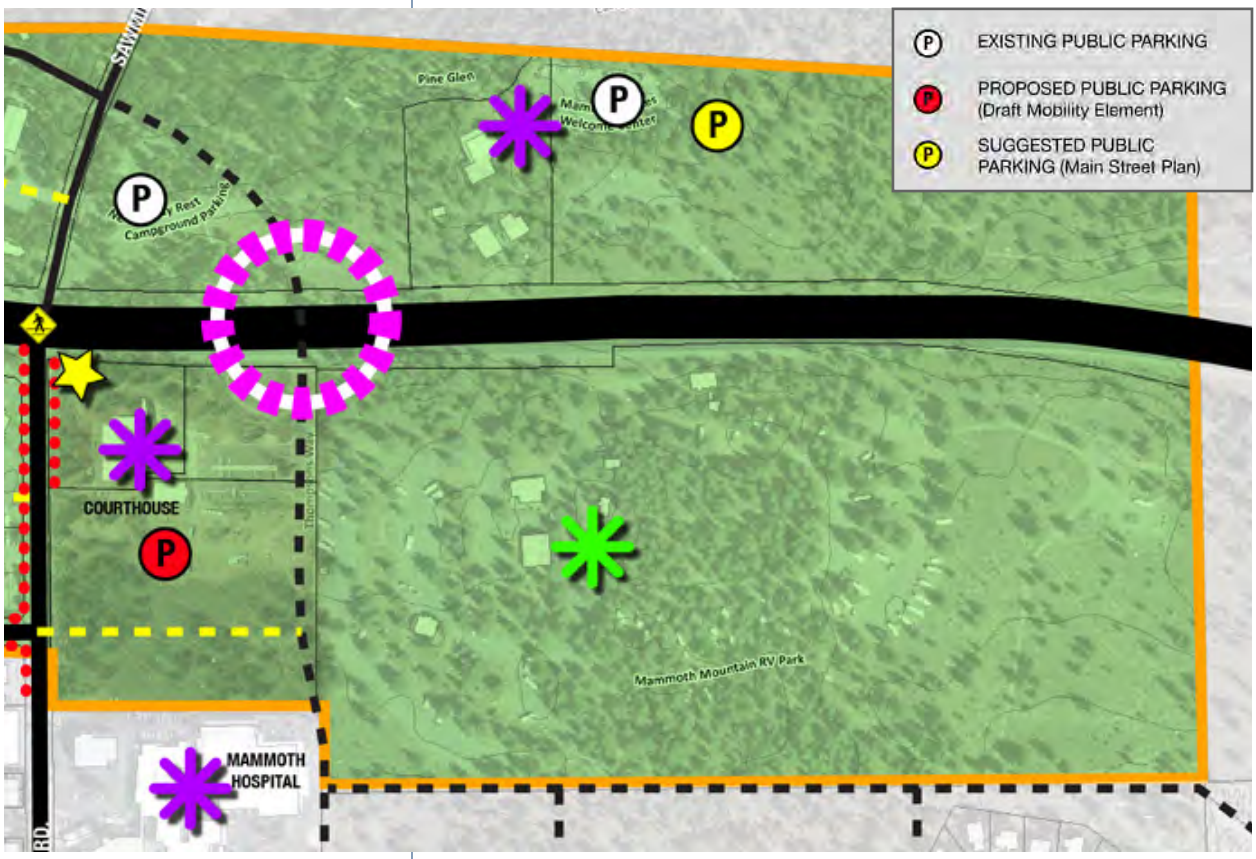


Surface parking lots are the least expensive option.

For Mammoth Lakes, there could be a few different types of district parking lots.

- **Park and Ride Lots** - These lots would be used by transit users, most likely to ride to and from the mountain. The locations of these lots must be near a transit stop and ideally on the east side of downtown, but need not be a walkable downtown environment. These lots would indirectly support more intense development by bringing people ***through*** downtown via transit, with numerous chances to support downtown businesses (without having to park) on their way to and from parking.
- **Valet Lots** - These lots would be used by visitors who drive to Mammoth Lakes, but will not need a car during their visit due to efficient transit service and walk-ability of Downtown. These lots could be the same as the Park and Ride lots, but instead of the driver parking there and taking transit, the cars would be valeted from the visitor's hotel.

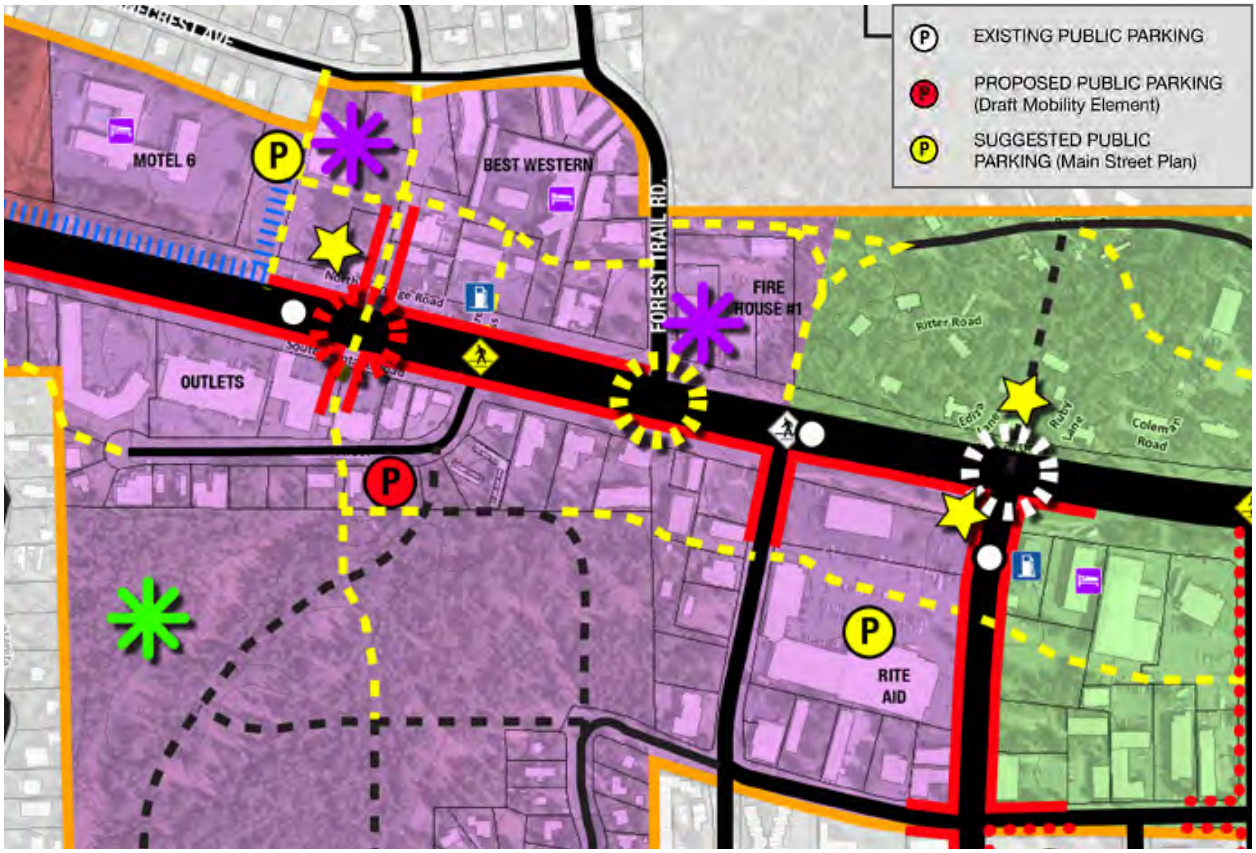
Location Criteria - Park and Ride and Valet lots should be located on the eastern edge of Town when possible so that visitors are directed *through* Downtown as pedestrians, before arriving at their car. By doing this, it will reduce the amount of parking needed in the downtown, assuming that these options are clearly explained and convenient.



Locate Park and Ride and Valet lots away from Downtown, preferably at the eastern edge of Downtown so visitors become pedestrians while downtown.

- **Park and Walk Lots** - These lots would be used by visitors and residents for shopping and dining, or short trips downtown. These lots will directly support more intense development by freeing up more land that would have otherwise been taken up by required on-site parking spots.

Location Criteria - Park and Walk lots should be conveniently located throughout Downtown where there is enough intensity of development to support the need and where the walk to and from will be pleasant. These lots should be visible from Main Street where possible, or otherwise clearly marked with wayfinding signs along Main Street to direct people to them effortlessly. Ideally, Park and Walk lots should be located within 250' of Main Street.



Locate Park and Walk lots in the Downtown core, preferably no more than 250' from Main Street. They should be visible or the entrances should be easily navigable.

Count On-Street Parking Toward Site Requirements

Allowing on-street parking to be counted toward a site's (non-residential) parking requirements is a simple way to free up more land for development. Especially once properties along Main Street redevelop to front the street, on-street parking spaces will be seen as "convenience" parking and will likely fill up before the off-street parking spaces. Therefore, they should be allowed to count toward a site's required parking.

Overall Concept Plan for Mammoth Lakes Main Street Corridor
**For illustrative purposes only.*