

Attachment 4

Volume 1

Project Narrative

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CONDITIONAL USE PERMIT AMENDED SUBMITTAL

OLD MAMMOTH PLACE

VOLUME ONE



May 27, 2016

PROJECT TEAM

Owner

Jim Demetriades
Metric Mammoth, LLC
269 South Beverly Drive Suite No. 576
Beverly Hills, California 90212

Development Management Services

Brent Truax
Sierra Nevada Resort
164 Old Mammoth Rd
Mammoth Lakes, CA 93546
Tel. (760) 934-2515

Architect

John Ashworth, AIA, LEED AP
Bull Stockwell Allen Architects
300 Montgomery Street, Suite 1135
San Francisco, California 94105
Tel. (415) 281-4720

Landscape Architecture

James Ingels
Royston Hanamoto Alley & Abey
323 Geary Street
Suite No. 602
San Francisco, California 94102 Tel. (415) 861-7900

Civil Engineering

Thomas Platz
Triad/Holmes Associates
P.O. Box 1570
Mammoth Lakes, California 93546 Tel. (760) 934-7588

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VOLUME ONE

DISCUSSION AND NARRATIVE

A. EXECUTIVE SUMMARY

The Old Mammoth Place Project is applying for an amendment to the project (District Zoning Amendment 09-001, Vesting Tentative Tract Map 09-003, Use Permit 09-003, Design Review 09-005, and Adjustment 09-004). The project was studied in the spring of 2015 and based upon the review there were modifications that need to be made to the residential portion to be in line with the demands of today's customers and to have a viable project. Old Mammoth Place is looking to slightly reduce the number of keyed residences while, adding approximately 120,000 square feet to the overall configuration. The overall design of Old Mammoth Place has maintained all of the components of the original design as described in the project narrative with total building footprint increasing 6%

Old Mammoth Place looks to build on the original concept of a mixed use project that was originally approved, wherein, the project will work with the town General Plan to achieve a more diversified economy, maintain a high level of design, encourage social interaction and community activity, improve safe and efficient movement of people, and "support development that contributes to destination resort visitation in Mammoth Lakes and encourage adequate and appropriate commercial services for residents and visitors".

A Concept Review was conducted on July 30, 2015 and suggestions were included as part of the process. **Commissioner Elizabeth Tenney** wrote a separate follow-up letter on the same day, making observations and comments about Old Mammoth Place being the only commissioner serving when the initial project was brought forth in 2005. Below is a portion of the comments made in her letter.

Commissioner Elizabeth Tenney: MY VIEW

HISTORY AND CONTEXT

"We have not had a major development project before the Commission since the recession."

"Despite having the best mountain, a sprawl-preventing urban growth boundary and being surrounded by spectacularly beautiful public land, many know we're looking at peer resorts with binoculars through the windshield when we should be seeing our competition in the rearview mirror."

"Old Mammoth Place (OMP) is second only to the Village as the key to achieving our 2007 General Plan vision of becoming "a premier year-round destination resort"

"Old Mammoth Place is a catalyst site. With important input from the Advisory Design Panel (ADP), OMP was not only a well-designed and significant project in February 2010; it had then and still has today the potential to be the catalyst that spurs other investment in Mammoth."

"Good example of catalyst sites in San Diego: Once Horton Plaza was completed and the convention center built at the other end of downtown, private investment rushed in to develop the area between."

"This project is unique because of its location in the geographic center of town. It will contribute not only varied and novel retail, much-needed conference space, amenities and attractive public gathering places but the critical mass required for 'feet first, transit second, cars last...', all needs that are reinforced throughout the North Old Mammoth Road District Special Study."

"The parcel is also unique because of its size (6.1 acres) and its nearly square shape. Carefully planned, such a parcel can accommodate additional height without buildings being overbearing or too urban."

HEIGHT

"In response to market research and demand, rather than building the originally approved straight hotel rooms, the applicant is requesting additional height to provide larger units of varied configuration. "... "

"The Westin at 94' on a knoll above the Village did not stir up similar controversy. ... to my recollection, few complaints on height. Outdoor lighting and glare was major concern there."

"-Because of the size and depth of the parcel, and height massed toward the center of the site, I think it's difficult for people to visualize the negligible impact of 10' of increased height for pedestrians. Vail Village successfully minimized visual impact of height on pedestrians by stepping higher floors back."

"The Planning Commission approved the applicant's 65' request in February 2010."

"Regarding 'village in the trees,' prior to Planning Commission's approval of the OMP proposal, a staff survey of mature trees on site revealed their average height was 65'. "

The projective narrative and attached plans will detail the requested changes and demonstrate that the requested amendment will keep all of the components of the original design and with the least amount of impact, allow the additional residential sizing needed for the project.

B. PROJECT NARRATIVE

Submittal History

Submitted: August 20, 2009
Revised: February 2, 2010
Amended: October 13, 2015
Revised: February 5, 2016
Revised: March, 23, 2016
Revised: April 8, 2016

Introduction

In late April 2009, a multi-disciplined planning team commenced a comprehensive site constraints and opportunities study of a 6.1 acre parcel located at the northwest corner of Old Mammoth Road and Sierra Nevada Road in the eastern Sierra resort community of Mammoth Lakes, California (the "Property"). The Property is subject to the Clearwater Specific Plan that was prepared and adopted by the Town of Mammoth Lakes for the site in anticipation of a new, mixed-use redevelopment that would re-energize the property into a vibrant four-season destination location for Mammoth locals and visitors alike. The Property's owner, Jim Demetriades of Metric Mammoth, LLC (the "Applicant"), engaged Sierra Nevada Resort and Bull Stockwell Allen, Architecture and Planning, to fully realize the site's potential and rethink the planning strategies employed to date.

The library of information derived from this site specific and contextual analysis has informed the programming and conceptual site and building design for the anticipated redevelopment. A collaborative design review process involving the Applicant, representatives of the Town's Community Development department and the Town's Advisory Design Panel (ADP) has resulted in project enhancements that further the planning objectives for the site. With its site sensitive design, innovative architecture and host of public amenities, Old Mammoth Place has the opportunity to define the heart of Mammoth Lake's downtown district. The following paragraphs outline this dramatically different project planning and design approach in greater detail.

Property Summary

Location Northwest corner of Old Mammoth Road and Sierra Nevada Road in Mammoth Lakes, CA

Parcel Size 6.1 acres

APN #(s): 35-230-05; 35-230-06; 35-230-07

Planning Area Clearwater Specific Plan ("CSP")

Land use and Zoning Designation Clearwater Specific Plan (CSP)

Existing improvements: Five older wood-framed one and two story buildings, three of which are currently utilized as a lodging property with the other two being historically utilized for restaurant uses.

Site Constraints and Opportunities

The Property is bounded on three sides by public streets - to the west, Laurel Mountain Road; to the east, Old Mammoth Road; and to the south, Sierra Nevada Road. To the north, the Property abuts a mix of existing commercial and residential buildings. Current improvements on the property include five older commercial buildings. These one and two story wood framed buildings are distributed across the 6.1 acre site and separated by asphalt paved parking lots. Existing landscaping is minimal. Three of the buildings are operated as a lodging facility known as the Sierra Nevada Lodge. The other two existing buildings front Old Mammoth Road and are operated as restaurants.

Although the site “reads” flat, it does include a meaningful slope, with the high point of elevation 7,864 located along Laurel Mountain Road in the northwest corner of the site. From there, it slopes down to the east/southeast approximately twenty feet. The greatest change in slope across the site, east to west, occurs at the site’s northeast corner where the current change in grade approaches 8%. As part of the Clearwater Specific Plan, this is the proposed location of the connector road between Old Mammoth Road and Laurel Mountain Road.

The southern exposure of the Property provides outstanding solar orientation and reinforces the opportunities to employ passive solar principles to further the shared environmental stewardship objectives of the community and the project Applicant. Further, this outstanding solar exposure certainly informed the placement of the expansive outdoor public plazas and associated amenities envisioned for the redeveloped site. The site is afforded dramatic views of the Sherwin Mountains to the south and Lincoln Mountain to the west.

For downtown redevelopment, 6.1 acres constitutes a relatively large site capable of substantively furthering the long-term planning and design goals of the Town. The site occupies a strategic location along the important commercial district defined by Old Mammoth Road. Today, however, an array of older buildings and surface parking lots relegate the area to a suburban, automobile oriented typology that does not reinforce a sense of place or facilitate pedestrian activity. The Property represents an ideal candidate for redevelopment as it can become the new town center or social hub of Mammoth Lakes. Indeed, the redevelopment of the Property will serve as the catalyst for the long awaited revitalization of the downtown commercial core to the benefit of local residents and visitors to this eastern Sierra resort community. As such, the planning team identified the importance of creating a compelling and inviting streetscape along Old Mammoth Road and providing strong pedestrian connections to the surrounding neighborhood. This commitment to “feet first” design pervades the redevelopment concept for the Property. Based on input from the Town’s ADP, the site’s northeast corner was also identified as an important focal point of the project for both pedestrians and vehicles traveling south on Old Mammoth Road.

Conceptual Development Program

The comprehensive planning process focused on creating a vibrant and inviting pedestrian oriented town center dedicated to the entire community of Mammoth Lakes, including year-round locals, part-time residents and visitors to the area. As such, a tremendous amount of attention has been paid to the character and quality of the spaces between the buildings, with the overarching objective to define animated and sun-filled public spaces that are major attractors for locals and visitors alike.

The proposed public spaces are themselves “programmed” to promote varied uses including shopping and dining, relaxation, outdoor recreational activity, community events and flexible event and conference space. These public spaces are conceived as a series of “outdoor rooms” that are every bit as important as the architecture.

The mixed-use building program has five primary components that provide significant community benefits. They include a four-star branded full service hotel, state-of-the-art conference and banquet facilities, retail and food & beverage component oriented toward local tenancy, expansive outdoor public events plazas and related amenities. Additionally, parking requirements would be satisfied in a subterranean parking facility supplemented by a nominal on street parking component. This mix of complimentary uses would be housed in five buildings of varying sizes ranging in height from one to six stories as contemplated in the amended CSP.

In the aggregate, approximately 482,800 square feet of mixed-use building area encompassing Mammoth’s first full-service hotel, conference and banquet facilities, and commercial space will be distributed across the expansive 6.1 acre site in five buildings. The combined building footprint of 125,344 square feet encompasses only 48% the overall site area, leaving 52% as open space. This vast open space component includes expansive sidewalks along Old Mammoth Road and numerous sun filled public events plazas and associated amenities. The underground parking facility will encompass approximately 160,000 square feet or about 60% of the Property. This large parking structure will assure that the private car no longer dominates the site but is hidden from view.

As currently configured, the proposed development program for Old Mammoth Place includes a maximum 488 lodging rooms, 37,000 square feet of retail space and food & beverage venues, 14,500 square feet of state-of-the-art conference and banquet space, 5,500 square foot quality spa and wellness center, subterranean parking capacity for 613 cars, and expansive outdoor public events plazas and associated amenities. As noted, this program is contained within five buildings. Consistent with the Town’s Housing Ordinance, the developer is proposing to pay Housing Impact Mitigation Fees to satisfy the workforce housing requirements.

Conceptual Design: Inspiration, Direction and Intent

The design for Old Mammoth Place derives from a synthesis of factors that include the above referenced “feet first” use objectives and better pedestrian integration with the adjacent neighborhood. The proposed design underscores a contextual understanding of the characteristics of the Property, the creation of an inviting town center for the entire community, the primacy of the quality of the outdoor public spaces, the community related objective for the project to serve as a catalyst for the revitalization of the downtown commercial core, and an environmental approach to architecture. In summation, the key elements of this planning approach will:

- Reinforce the project's pedestrian integration into the adjacent neighborhood by breaking up the so-called *superblock* that extends from Sierra Nevada Road to Tavern Road by creating a new east/west public street that connects Laurel Mountain Road with Old Mammoth Road at the north side of the Property.
- Provide primary vehicular access to the site via *Old Mammoth Place*, a new east/west connector street that will eliminate any need for curb cuts along the balance of Old Mammoth Road which would be disruptive to the pedestrian flows along this important commercial street.
- Emphasize pedestrian connectivity by providing extra wide sidewalks along the Old Mammoth Road frontage, allowing for the creation of a vibrant streetscape with planting areas, outdoor café seating areas, signage, a dramatic northeast corner retail component and other amenities.
- Locate the various buildings to effectively define a strong streetscape along Old Mammoth Road and serve as appropriate backdrops to the various outdoor public spaces all of which are oriented to maximize their solar exposure.
- Employ a design strategy that avoids a “one size fits all” approach to outdoor public spaces by creating a series of differentiated but complimentary public spaces that will broaden the project's appeal to locals and visitors alike.
- Maintain, to the extent practical, the mature trees located on the Property, particularly those at the southeast corner of the site.
- Provide an array of amenities and related back-of-house functions that will serve to attract a four-star full service hotel operator to the Property to reinforce Old Mammoth Place's quality as a compelling year-round community and four season destination.
- Deliver a LEED certifiable project consistent with the shared environmental values of the Town of Mammoth Lakes and Metric Mammoth.

- Develop an environmentally sensitive architectural vernacular that departs from the repetitive and mostly uninspiring design solutions associated with earlier generation lodging properties within the community.
- Design a project that takes into account snow country design issues.
- Result in a compelling, iconic, and marketable project that differentiates the Property from other offerings in the community

These objectives have served to inform the character of the development program and shaped the resultant conceptual land and building plan for Old Mammoth Place. The primary question posed by the project team at the outset was:

How do we create a compelling destination for visitors and locals alike that serves to make the project the de facto town center and that will also serve as a catalyst for the long awaited revitalization of the downtown commercial core?

The vehicles to achieve this significant end were found in some of the renowned festival marketplaces and public spaces in North America. Specifically, the inspirational models for Old Mammoth Place include vibrant mountain “main streets” as well as the famed Pike’s Place Market in Seattle; Granville Island in Vancouver, British Columbia; Faneuil Hall and Quincy Marketplace in Boston; and the redeveloped Union Square and Ferry Building in San Francisco. The manner in which these models reflect themselves in the development program is referenced below where several prominent project components are defined in more detail.

Outdoor Public Spaces and Amenities

As already noted, there has been a tremendous focus on the quality of the open space between the buildings consistent with the overarching objective to create animated and inviting public spaces at Old Mammoth Place that provide community wide use and enjoyment opportunities. In lieu of developing one large events plaza, the idea emerged to create a variety of distinctive outdoor spaces, each with a different scale and character, with some more active and others more contemplative. The land plan defines four primary outdoor public spaces and one indoor marketplace area.

The project's larger outdoor spaces are integrated within the building development. These are threaded together by the pleasant and animating sounds of cascading water, as a river runs through the heart of the project flowing from its "headwaters" at the hotel in a southeasterly direction toward the corner of Old Mammoth Road and Sierra Nevada Road. This dramatic water element will flow year round.

RIVER TERRACE

The "headwaters" of the river are located in the "River Terrace" which is dominated by a sculptural water feature and the expansive hotel pool terrace. The pool area, which provides an important hotel amenity, will enjoy outstanding solar orientation given this terrace is framed on its south side by only a two-story restaurant building, which is located in a five-story designated zone pursuant to the CSP.

MARKET COMMONS

The river flows southerly from the River Terrace toward an iconic one story restaurant building on the south side of the site adjacent to Sierra Nevada Road. The river runs along and defines the western edge of the "Market Commons", which is the public terrace just outside the enclosed festival marketplace. This plaza would be the venue for the large seasonal Christmas tree and is sized to accommodate a variety of events including farmers' markets and craft fairs.

Grove

The River continues on its sculptural course and completes its journey across the site as it flows toward a pond at the Grove located near the southeast corner of the site. Distinct from the hardscaping of the Market Commons, the Grove takes on a much more natural and contemplative character taking its cues from the adjacent stand of mature evergreens.

OLD MAMMOTH SQUARE (Multi-Function Area)

Across the river from the Market Commons is "Old Mammoth Square", this is the largest of the outdoor public spaces. The model for this large plaza is the renovated Union Square in San Francisco, whose recent "face lift" has reenergized this aging icon and become hugely popular with locals and tourists alike. Located on the southern periphery of the site, Old Mammoth Square enjoys outstanding southern exposure and Sherwin views. Grassy amphitheater style steps will provide abundant outdoor Lounging/seating opportunities. The square's prominent location and amenities were designed to be

“good neighbors” to the existing residential developments located across Sierra Nevada Road. The project's primary buildings are pushed to the north thereby increasing open space and reducing

building mass along Sierra Nevada. As at Union Square, the generous proportions of Old Mammoth Square allow for a number of concurrent activities. This active outdoor space will host classic car shows, and musical and cultural events such as the venerable Mammoth Jazz Jubilee. Two restaurants will flank the plaza with their outdoor café style seating defining its edges.

THE FESTIVAL MARKETPLACE

The enclosed Festival Marketplace at Old Mammoth Place will feature a dramatic, sky lit central hall that will encompass a variety of unique retail shops as well as themed food and beverage market stalls. This Festival Marketplace model focuses on occupancy by local shop and restaurant owners as opposed to corporate product offerings operated by non- locally owned businesses. This strategy does not eschew national chains because they are incapable of delivering quality products and services, but because they simply do not fit the definition of locally owned business. This local focus and the smaller size of the retail shops will additionally encourage affordable occupancy for local entrepreneurs. The design team envisions retail spaces as small as 200 square feet in order to realize the important objective of delivering economic and social value to the community. Convenient pedestrian access to the Festival Marketplace is assured as there are north and south entrances off of Old Mammoth Road as well as a mid-block “Paseo.” At the northeast corner of the site, the market steps down in mass toward Old Mammoth Road creating a dramatic focal point for pedestrians and vehicles arriving from the north. The underground parking garage additionally opens directly to the shops and restaurants located along Old Mammoth Road. There are also pedestrian entrances to the market off of the “Market Commons” via “Old Mammoth Square” and from the proposed hotel and the sidewalks along Old Mammoth Place. This pedestrian circulation pattern assures that all retail presentations enjoy good visibility and all commercial shops are easily accessible as there are no pedestrian “dead ends”. Marketplace signage, akin to the Ferry Building and the famed Pike’s Place Market will further animate the market and lend local personality and color to the festival market at Old Mammoth Place.

Old Mammoth Road Streetscape

The revitalization of the Old Mammoth Road commercial corridor is largely dependent on the success by which a vibrant and pedestrian friendly streetscape is developed on the strategically located Property. As such, careful attention has been paid to designing this aspect of the project.

The streetscape will be significantly redefined and be appropriately recaptured by the pedestrian realm utilizing several design solutions.

As noted above, the “superblock” that runs between Sierra Nevada Road and Tavern Road will be broken up by the installation of a new east/west public road, Old Mammoth Place, along the north property line. This connector road mitigates the need for any vehicular curb cuts along the entire remaining Old Mammoth Road frontage providing the benefit of convenient and safe pedestrian circulation as all vehicles will enter the property from this new roadway. As previously noted a dramatic retail component defines the site’s northeast corner and provides a building mass that steps up from two stories toward the market hall.

On the south end of the site the Grove, which is dominated by the stand of mature trees and the pond provides a welcoming pedestrian portal into and through the Property. In between the Grove and new east/west connector road, the Old Mammoth Road streetscape is defined by expansive sidewalks and a mixed-use building. This building is sensitively modulated and articulated to provide the necessary visual variety so as to avoid bland repetition of form. The ground floor of the building will contain a mix of themed retail and food & beverage establishments. The extra wide sidewalks (i.e. up to 32 feet) and arcades in front of these shops and restaurants will provide ample room for outdoor café seating, planting areas, casual window shopping, signage, and other pedestrian scaled elements. Behind the ground floor commercial space is the parking garage, which will provide at-grade access directly to Old Mammoth Road. Two floors of lodging units located above the active sidewalk will serve to better define the Old Mammoth Road corridor.

The Hotel

Located in the center of the site is the hotel, out from which emanates a wing that defines the Laurel Mountain Road streetscape. Consistent with the overall traffic circulation strategy for the project, the hotel's welcoming porte-cochere utilizes the new east/west connector roadway as the primary vehicular access point into the project. The hotel entry will be located midblock on Old Mammoth Place, directly across from Cascade Park. Access to the underground parking for both hotel guests and the general public is also located in this general location. Both will enter Old Mammoth Place with a right-hand turning movement as they proceed south on Old Mammoth Road away from Main Street.

Entering Mammoth's first full service four star branded hotel, the dramatic and contemporary character of this five story building is quickly revealed. Unlike the typical lodging property in Mammoth, this hotel features an atrium lobby that soars four stories and is capped by a large skylight that floods the space with natural light. The dramatic views of the sky overhead are complimented by those through the lobby across River Terrace south to the Sherwin Mountains beyond. In addition to the signature lobby and expansive pool terrace, this full service hotel provides a high quality spa and wellness center approximating 5,500 square feet. Further, the hotel/public amenity offering includes a state-of-the-art conference and banquet facility that approximates 14,500 square feet. The 2-story volume ballroom totals about 6,275 square feet and is divisible into three separate event rooms to provide the utmost in market flexibility. Further, there is over 3,400 square feet of pre-function space to assure the utility of this conference component.

The quality of the spa and other public amenities within the hotel, coupled with its immediate adjacency to the lively Festival Marketplace, Old Mammoth Road streetscape, and animated public plazas and associated amenities combine to render the hotel at Old Mammoth Place as the lodging destination of choice in this eastern Sierra resort community.

Architectural Concept and Vernacular

Discussions with the Town of Mammoth Lakes and the ADP have confirmed several fundamental design tenets that are deemed important to the community that have guided the project team's development of an architectural vernacular for Old Mammoth Place. The Town has expressed a strong desire for a signature building architecture that is authentic and appropriate to the rugged character of this eastern Sierra resort community. Strong and durable are words used to reinforce this objective of buildings that are rooted in the hardscrabble mountain environment of Mammoth.

The building colors and textures should reflect the local mountain environment. Further, the Town has expressed a clear desire for the ensemble of buildings at Old Mammoth Place to be compositionally strong.

In considering its architectural options in this context, the project team focused on creating an architecture that was firmly rooted in the character and traditions of Mammoth which led to the foundational questions, "What really defines Mammoth?" and "What do people think of when Mammoth is mentioned?" Heavy timber, snow and the majestic pine covered granite peaks. This image of the mountain peaks, at a global scale, and of the pine cone at a more detailed level became the catalyst for developing a compelling contemporary mountain architecture grounded in the natural history of Mammoth, as well as a signature architecture that "belongs no place else."

Holding a pine cone in our hands, we all know that it has a rough outer skin which is very articulated with its scalloped projections revealing a smoother inner core. The architecture at Old Mammoth Place is modeled on the simple beauty of the pine cone in conjunction with heavy timber and glass accents. The abstraction of these elemental objects underpins the design approach. In looking at the composition of the site plan, the notion evolved to have buildings recall the architecture of the mountains. Specifically, the buildings on the periphery of the site would have very articulated and faceted facades sheathed in a natural color palette of shingles, heavy timber, and rusticated metal.

This scalloped effect on the exterior walls would introduce much visual interest as reinforced by the more pronounced shadow pattern on the wall plane. As with the pine cone and its internal "nut," the center of the site would have an architecture that is more smooth and refined. With its granite, timber and channel glass accents, the hotel architecture draws on recent advances in architectural design where translucency and energy efficiency can work together with traditional rustic elements. Framed in granite and timber, we envision that the hotel's exterior will echo the mountain environment.

In combination, the metaphors of pine cones and the surrounding granite mountain peaks have guided the architecture of Old Mammoth Place. The development team believes deeply that a unique and inspired architectural solution will further define the success of Old Mammoth Place and reinforce its importance in creating a compelling and memorable sense of place within Mammoth Lakes.

C. WORKFORCE HOUSING

The project seeks to provide payment in lieu of providing onsite workforce housing per the town's housing ordinance.

VOLUME ONE
AMENDMENTS

A. SUMMARY OF PROJECT AMENDMENTS

Drawing amendments show the potential addition of residential rooms to the existing Old Mammoth Place entitlement through a carefully studied increase in floor area and height. The overall character, architectural style, and planning of the project will remain. The materials described in the 02/02/10 planning submittal documents should be referred to. Drawings show that this additional space can be accommodated within the design without detrimental effect to views, daylight, or overall visual mass where compared to the original design.

The additional residential areas are shown hatched in plan and can be summarized as follows:

FIRST FLOOR

Length of Old Mammoth Road block increased; Unit added to end of Laurel Mountain Road block.

SECOND FLOOR

Unit depth increased along Old Mammoth Place; Units added over double-height conference pre-function space; length of Old Mammoth Road increased; Unit added to end of Laurel Mountain Road block; Area added to end of eastern wing of hotel.

THIRD FLOOR

Unit depth increased along Old Mammoth Place; Loft units over Old Mammoth Road block enlarged; Unit added to end of Laurel Mountain Road block; Area added to end of eastern wing of hotel.

FOURTH FLOOR

Unit depth increased along Old Mammoth Place; Additional floor of residential units added above Laurel Mountain Road buildings; Area added to end of eastern wing of hotel.

FIFTH FLOOR

Additional floor added to Old Mammoth Place block; Unit depth increased on three sides; Area added to end of eastern wing of hotel.

SIXTH FLOOR

Space increased to sixth floor.

Amenity spaces such as restaurant facilities, retail and market space, and outdoor public features, will largely remain at the same areas and status on the site. Changes to the internal areas of the Hotel remain as possible considerations as the program of this space is more carefully honed.

B. HEIGHT INCREASE RATIONALE

Project Entitlement Objectives

The property owner, Mammoth Metric, LLC is committed to moving forward with this application to the Town of Mammoth Lakes for a Conditional Use Permit and tentative tract map approval for Old Mammoth Place in reconfigured form. In spirit and substance, the overarching goal is to create a viable, well designed project that will assist Mammoth Lakes in reinforcing its downtown as a vibrant and economically sustainable destination for tourists and locals alike.

The Clearwater Specific Plan, including the amendments tied to the current entitlements for the project, no longer allow for the site's redevelopment. The economy has changed since the originally proposal making an amenity rich, relatively low scale development over parking extremely difficult to pencil. In that interim, the Town has reconsidered height limits within its commercial core, while maintaining the objective of being a town within the trees. The town has moved away from a wedding cake approach to setbacks in favor of more variety in height in conjunction with setbacks, creating a richer, more varied rooflines as they intersect the sky.

It is important to recall, the original Clear Water Specific Plan contemplated buildings up to 65'-0" in height; the market currently demands creating more spacious units and an appropriate density relative to the investment. In our proposed submittal, the requested higher portions of the building, located at the center of the site, are outside of public view from the sidewalk level; thereby mitigating their potential impacts. Without this increase, we believe the current 55'-0" height limits are likely to inhibit the successful realization of the community vision for the Old Mammoth Site. Those objectives include a pedestrian friendly development, a series of destination based public spaces, an animated Town Center based on a visionary mixed use development and a large number of additional warm beds on behalf of the community.

For Old Mammoth Place to substantively address both the Town's and the market's needs, this project application will necessitate amendments to the Clearwater Specific Plan for building height.

With these approved amendments, Old Mammoth Place can serve as a new centerpiece for the Town of Mammoth Lakes. The project will allow for the successful evolution of Mammoth's Commercial core become a vibrant, successful, and sustainable visitor-oriented retail, entertainment, and lodging district."

Project Design: Building Height

The revised building design is taller than that previously approved in order to accommodate larger units demanded by today's hospitality market in addition to achieving the communal function and commercial space necessary for economically sustainable lodging operations.

It is important to note, however that the Ownership and design team have carefully considered the location and visual impact of the requested increase. Along Old Mammoth Road, for example, the project retains the 35'-0" building height. The proposed increased height along Laurel Mountain Road, at 45'-0" is consistent with what is now otherwise allowed in the Town's commercial core. The maximum proposed height is located at the center of the site in a manner that is largely mitigated by the smaller, surrounding buildings. The design team's view analysis indicates that view planes taken from the sidewalk level and across the street of the project are largely governed by the foreground structures. The design includes significant stepping and modulation of scale in order to create an artful design assembly of related parts and pieces. The design vocabulary and the proposed mountain friendly building materials and colors have already been carefully vetted by the Town in order to further break down scale and mass and serve the town's design objectives

In summary, we believe the increase in height is justified for a number of reasons:

- The current resort hospitality market is demanding larger, more luxurious accommodations;
- The additional area is required to justify the project's significant proposed open spaces and public amenities from an economic perspective;
- The proposed design revision maintains a 35'-0" height along Old Mammoth Road;
- The additional height along Laurel Mountain has allowed the designers to create more variety in building height consistent with other commercial core land planning, rather than a singular 35'-0" high datum, the current design features eave heights ranging from 25'-0" to 45'-0", and thereby eliminating the previous design's "wedding cake" step back;
- The current design skillfully mitigates the visual impact of the additional height and massing through various, step backs, handsome architectural treatment, well positioned public open spaces and placing the additional height at the center of the site;
- View Plane analysis documents the limited visual impacts of the proposed 65'-0" height.
- The proposed 65'-0" height maximum is consistent with the original analysis of the site and with the Planning Commission's original recommendations to Town Council.
- The location of the building's additional height and massing has very minimal additional shadow impacts given its placement on the site; on Laurel Mountain road, these new impacts are consistent with what is now allowed for the development of adjacent parcels.

The development team submits that the redesigned Old Mammoth Place represents a creative and inspired architectural solution that will allow Mammoth Lake's commercial center to realize its place making potential.

C. SCHEDULE OF AREAS

Residential

	02/02/10 Design	2016 redesign
Parking Level	0	0
First Floor	16,493	25,423
Second Floor	54,790	75,302
Third Floor	56,131	72,922
Fourth Floor	36,710	63,435
Fifth Floor	26,631	40,063
Sixth Floor	0	30,811
Net Residential Area:	190,755	307,956

Overall

Estimated Number of Keys	471 ^{ab}	460 ^b
Maximum number of bedrooms	488	488
Parking Spaces provided	619	613
Building Footprint (coverage) ^c	111,735 (42%)	125,344 (48%)
Retail Space	21,250	20,880
Restaurant	17,360	16,328
Hotel Common Spaces	13,850	16,278
Conference Space	9,580	14,351
Spa	4,500	5,473
BOH, Circulation, Storage, Mechanical, etc. (not including parking)	105,625	101,497
Net Building Area: (not including parking)	362,920	482,763
Parking	160,000	151,697

NOTES:

a 405 SF average

b Single hotel room units

c 70% allowed as per Clearwater Specific Plan 4/21/10

VOLUME ONE
APPENDIX

We have provided a summary of the total square footage of the various components, including support space, of the proposed Old Mammoth Place in the following table, followed by a breakdown and description of the lodging and residential units.

Summary of Facilities	
Type	Square Feet
Condominium/Hotel Rooms	323,400
Restaurant (Indoor & Outdoor)	18,279
Spa & Wellness Center/Fitness Room	4,500
Meeting & Event Space	9,580
Retail Space	20,665
Back of House	28,390
Circulation/Public Space	62,188
Community Amenity/Skate Rink	9,111
Subterranean Parking (619 spaces)	152,125
Source: bull stockwell allen	

Vehicular ingress and egress to the subterranean parking garage will be located along Old Mammoth Place, the road which borders the subject site to the north. The hotel guest experience begins with the porte-cochere, featuring full valet service. Guests are then transported into the lobby featuring double-story ceilings and comfortable sitting areas.

Condominium Suites/Guestrooms

The first component of the subject property is for-sale condominiums with a rental program. Designed as condominiums, the guestroom units are outfitted as full residential units. There are 343 condominium suites located on floors one through six of the subject property. These 343 one-, two-, and three-bedroom units are offered turn-key furnished, and at the time of sale, a purchaser can opt to enter into a rental program. A person can also elect not to enter into this program. Participants who opt into the rental program at the time of purchase are always given priority in sale of the room nights through the hotel. All of the condominium suites at the proposed hotel are anticipated to contain amenities and features consistent with a high quality, four-star hotel and offer scenic views of the surrounding mountains.

The condominiums range from 700 square feet for a one-bedroom unit to 1,500 square feet for a three-bedroom unit. A unique feature of the condominiums is that they are adaptable to owner usage. The various room types will be designed with multiple lock-off capabilities to maximize use configurations. Most condominiums are divisible into a suite and depending on the number of bedrooms in the original unit, zero to two lock-off bedrooms that turn into independent hotel rooms. Each has its own entry, bathroom, and amenities. Therefore, an owner can utilize part of his or her unit, while reverting the remainder back to the hotel to sell as part of its room supply. We note that 56 of the two-bedroom units will not include lock-offs. The resulting combination is that the subject has 343 condominium units, divisible into 343 suites and 117 lock-off units. The following table presents a breakdown into each category size and total number of lock-offs.

PROPOSED IMPROVEMENTS DESCRIPTION

INTRODUCTION

It is our understanding that the 6.1-acre site, including the existing Sierra Nevada Resort & Spa, as well as the Rafters, Red Lantern, and Jimmy’s Taverna restaurants, is to be redeveloped into a premier leisure and hospitality destination featuring a six-story, 343-unit branded, condominium hotel with several food and beverage outlets, approximately 20,665 square feet of retail space contained within a marketplace setting, a full-service spa, indoor and outdoor meeting and event space, ski-in and ski-out capabilities, and other ancillary facilities. Based on project plans, the proposed project, named “Old Mammoth Place,” is to be developed as a community asset tailored to meet the demands of the Town of Mammoth Lakes and the larger Mono County in general.

PROJECT OVERVIEW

The core of the development will feature a condominium hotel containing 343 for-sale condominium suites, all of which can be placed back into a rental program. The project is envisioned to include a dynamic mix of hotel, restaurant, entertainment, and retail components, which will include: approximately 20,665 square feet of retail space within a marketplace setting; approximately 10,000 square feet of indoor meeting and event space; a world-class spa; three food and beverage outlets; and a variety of other recreational features, such as an outdoor skating rink that can be converted in a performance amphitheater, ample outdoor spaces, and entertainment. In addition to the condominium hotel and retail components of the development, the development will be attractively landscaped with numerous water features that enhance the surrounding mountain setting.

It is the developer’s expectation that the overall development and its multiple components will serve as a yet-unmet sense of place in the Downtown core of the Town, as well as a population destination for not only tourists seeking a unique local experience, but also for residents of Mammoth Lakes, Mono County, and the surrounding areas. The development is planned to improve the pedestrian experience along Old Mammoth Road, utilize the spaces to bolster the project in a synergistic manner, creating a vibrant atmosphere and attracting visitors with its lively retail opportunities and dining options.

Layout

The development consists of a six-story structure that includes a subterranean parking structure, public facilities and amenities at the ground floor level, and condominium suites on the first to sixth levels of the structure. There will be condominium suites spread out throughout the development; however, the subject property’s public facilities, such as the meeting space and restaurants, will be located on the ground floor of the U-shaped structure situated in the middle of the subject site. The retail portion of the development will enjoy direct frontage to the east along Old Mammoth Road.

Proposed Old Mammoth Place Condominium Suites					
Type	Description	Size	Units	Lock-Offs	Total
One-Bedroom	One suite	700	186	0	186
Two-Bedroom	One suite with one lock-off	1,200	85	85	170
Two-Bedroom	One suite with no lock-offs	1,200	56	0	56
Three-Bedroom	One suite with two lock-offs	1,500	16	32	48
Total Number of Units			343	117	460
Source: PKF Consulting USA					

Standard guest units will offer either king-size beds or two queen beds. Given the intended positioning of the subject hotel, we anticipate that the guestrooms, living areas, kitchens, and accompanying bathrooms will be stylishly designed. We recommend that the guestrooms contain a remote controlled, 40” or larger flat-screen television with premium cable channels and an on-command movie system, fully-equipped kitchen wireless high speed internet access, an ample-sized work desk and ergonomic chair, two or three telephones with dual lines and voicemail options, coffee maker, hair dryer, iron and ironing board, modern chic faceted bathrooms, contemporary furnishings, and other amenities consistent with a high quality, four-star condominium hotel. This large residential room product will attract families and larger parties, resulting in more occupants per unit, as well as greater demand for food and beverage services and spa operations.

Food and Beverage

The subject hotel is anticipated to feature a collection of attractive, high-quality food and beverage outlets. The overall development will include two full-service, three-meal restaurants, one of which will be connected to the hotel structure, the other which will be a stand-alone restaurant towards the southeast corner of the subject site. Outdoor seating areas will be available during warmer months, allowing guests an al fresco dining experience while enjoying the scenic surroundings. The subject is also anticipated to house a bar and lounge in the lobby. The lobby and bar area should include ample seating and offer tea, cocktails, after dinner drinks, and snacks, allowing guests and locals to relax after enjoying a day of recreational activities or sightseeing. Back of house areas will accommodate all food and beverage services, including the subject’s room service, poolside services, banqueting operations, as well as various social functions. With these various food and beverage outlets, the subject will be competitively positioned within the Mammoth Lakes market area to offer unique, high-energy food and beverage options.

Meeting Space

The subject will provide ample meeting and event space to accommodate functions for groups. According to design plans, the proposed hotel will offer approximately 9,580 square feet of indoor meeting and event space on the ground floor of the building. The subject will also offer a variety of outdoor patios and terraces, ideal venues in the summer months. All available meeting space should be equipped with wireless internet access, independently controlled lighting, and a good quality sound system.

Spa and Fitness Center

Encompassing approximately 4,500 square feet, the spa at the subject property will be one of the only full-service spas in Mammoth Lakes. The spa facility should be divided into multiple distinct spaces, including multiple treatment rooms, a fitness center, and a well-stocked retail outlet. The fitness center should be modern and include cardiovascular and strength equipment, as well as core and balance kits.

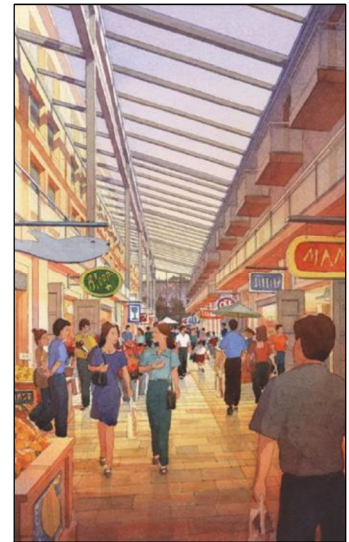
Guest Services and Amenities

Other facilities and amenities at the proposed subject property should also include high-speed wireless Internet access in all public areas and guestrooms, a ski concierge team to assist guests with ski and snowboard rentals or the purchasing of lift tickets, shuttle services, as well as traditional concierge and valet laundry services. A 152,125-square-foot subterranean parking garage containing 619 spaces will provide parking to the overall development. Furthermore, the development will be able to accommodate large buses for tour groups traveling through the Tioga Pass or for large events and groups visiting Mammoth.

The subject will feature an outdoor heated pool and whirlpool in the landscaped courtyard at the core of the development. Poolside food and beverage services should be offered through the courtyard and poolside when seasonally appropriate.

Marketplace

The subject property will feature 20,665 square feet of third-party leased retail space in the eastern portion of the development facing Old Mammoth Road. Collectively referred to as the “Marketplace,” this retail space is envisioned as an open market area featuring dozens of small stalls, shops, and restaurants with an open walkway and communal seating for patrons. The Marketplace is intended as a gathering of local farmers, artisan producers, and independently owned and operated food businesses, showcasing the local regional producers. This leased retail space is included in the subject’s facilities program and will function as an amenity to hotel guests, and serve as a community gather place for local residents. In addition to the food and beverage outlets operated by the subject hotel, there will be several small food and beverage outlets located within the Marketplace that will serve the guests of the hotels and local residents.



Based on conversations with the developer, we are of the understanding that the 20,665 square feet of retail space will be occupied by a multiple tenants in two tier levels ranging from as small as 300 square feet to larger stalls ranging from 600 to 3,669 square feet. The sum of the large retail spaces will total 13,620 square feet, and the small retail spaces will total 7,045 square feet. The breakdown of the retail spaces has been allocated in this table.

Proposed Old Mammoth Place Marketplace Retail	
Space Type	Square Feet
Large Retail	13,620
Small Spaces	7,045
TOTAL	20,665

Brand Affiliation

The subject condominium hotel will be primarily competing on the local level with five hotels, some of which are also condominium hotels, located in the Town of Mammoth Lakes. These properties are a mix of branded and independent full-service properties that are all considered to be mature and of average to very good quality. To appropriately position the subject within the competitive market, the hotel's overall quality level should be at or above the competitive properties. Based on conversations with the developer, it is our understanding that the proposed subject hotel is envisioned as a branded condominium hotel. It is assumed that the subject will be brand managed and marketed sufficiently through its management company's distribution system.

Compliance with the Americans with Disabilities Act (ADA)

In 1990, the United States Congress enacted the Americans with Disabilities Act (ADA), which required that buildings be made fully accessible to disabled persons. We understand that a portion of the guest rooms are specially designed for disabled persons, while the parking facilities provide an adequate number of spaces designated for the disabled. We anticipate that the subject will be in compliance.

Conclusion

The proposed Old Mammoth Place development is located at the doorstep of the Town of Mammoth Lakes and Mammoth Lakes ski networks in one of the most pristine ski destinations in North America. The subject facility will be positioned as a high quality, branded four-star resort. Specifically, the subject property contains 343 condominium suites with 117 lock-off units, 9,580 square feet of indoor meeting and event space, a 4,500 square foot spa, and is centrally located in the Downtown area of Town. With oversized, residentially appointed units, an abundance of suites, the only meeting space and spa facilities in town, and direct access to the slopes of Mammoth Mountain, the subject property is anticipated to be the finest lodging property in Town.

Overall, the subject will offer a well-designed, functional layout of guestrooms and support areas, with a good location off Main Street and Old Mammoth Road. The proposed high-quality, four-star, full-service hotel is appropriate and well-suited to the marketplace. Further, the subject is well located relative to area's leisure demand generators. This neighborhood provides dining, retail, and entertainment activities that appeal to the primary demand segment. The excellent visibility and good accessibility from Main Street and Old Mammoth Road further benefit the subject. Overall, we are of the opinion that the subject site is a very good location for a full-service, condominium hotel. Our market projections assume these abovementioned facilities, amenities, and services will be included.

Concept Review Feedback

A Concept Review Application for the amendment to the Old Mammoth Place Project was reviewed by the Community & Economic Development Department as well as the Planning and Economic Development Commission at a public workshop on July 30, 2015.

In italics below is the feedback from this workshop. Responses to the feedback were requested, and are included after each line item.

CONCEPT REVIEW 15-001

1. The Commission expressed that allowing building heights of up to 45 feet along Laurel Mountain Road could be reasonable as long as this additional height is used to provide for variation and articulation (i.e., not a 45-foot tall building face along the entirety of Laurel Mountain Road). Consider that the Old Mammoth Road (OMR) Zone across Laurel Mountain Road allows up to 60% of a building face along a street to be 45 feet and requires a 10-foot step back from the maximum building face.

Design Response

The building height varies from 2 stories up to 4 stories at the street and then steps back. Forty percent of the building is at 4 stories, which is less than the maximum 60% in the OMR zone across the street. Please see the Laurel Road Elevation on sheet A3.2.

2. The Commission expressed that allowing building heights of up to 55 feet along Old Mammoth Place could be reasonable as long as variation and articulation are provided, similar to the comments regarding buildings along Laurel Mountain Road, above.

Design Response

The original designed building height (from the 2010 submittal) was preserved. Additional areas step back from view with setbacks. Please see the *Old Mammoth Place Elevation* on sheet A3.2, and the *Relative Height Sight Section* on space HA.7.

3. Commission Chair Brown expressed concern with a 65-foot building height because the Town Council reduced the allowable height in the Clearwater Specific Plan (CSP) from 65 feet to 55 feet during CSP adoption in 2009. It may be productive to hold a joint Commission and Council workshop after a formal application is submitted to obtain feedback from the current Councilmembers regarding the proposed height increases.

Response

Meeting to be scheduled after the formal application is submitted.

4. The importance of achieving a great entry statement at the northeast corner of the site was emphasized. The approved entry was refined with input from the Advisory Design Panel (ADP). Concern was raised regarding adding a second floor in this area and a reduced entrance width at the Paseo.

Design Response

The Northwest corner is anchored by a great entry statement. The design of sloping roofs supported by tree columns within the thirty-five foot height limit is preserved while adding the needed space for residential units. Please see the perspective drawing of Northeast corner on sheet 14 and the elevations of Old Mammoth Road and Old Mammoth Place on sheets A3.1 and A3.2.

5. There was concern that the additional residential units added along Old Mammoth Road would impact light access into the Market Hall. Ensure that a welcoming atmosphere is still provided in the Market Hall.

Design Response

Previously added volume has been scaled back to fit with the original design intent. The Festival Marketplace retains its dramatic sky lit central hall with smaller shops targeted at local entrepreneurs. Please see drawings of the Market Hall Section on sheet 19.

6. There was concern raised regarding the decks along the north façade of the building facing Old Mammoth Place. Consider snow and ice management when designing these decks.

Design Response

All decks on the North façade are covered to mitigate snow build up. Paths and drive aisle on site will incorporate snowmelt technology.

7. Tom Moody, Sierra Park Villas, raised concerns about the restaurant loading area located off of Sierra Nevada Road. Consider looking at alternatives to relocate this loading area without negatively impacting project design and functionality. Also consider other strategies, such as operational standards, that could minimize impacts on neighbors.

Design Response

Strategies such as scheduling deliveries to avoid certain times of day and other operational measures are possibilities for operational standards.

8. The Commission was supportive of eliminating the on-site workforce housing units and applying the current Housing Ordinance to the project. The current Housing Ordinance would require the payment of a housing fee per hotel room (hotel key).

Design Response

Please see the *Request for Workforce Housing* in Volume One of this application for a summary of the workforce housing plan.

9. *Identify where Community Center and Supervised Day Care (Sheet A2.10, #22) is located or clarify if modified.*

Design Response

The Community Center and Supervised Day Care are located on the corner of Laurel Mountain Road and Sierra Nevada Road. Please see the *First Floor Plan* on sheet A2.1.

10. *Since staff costs incurred on this application review have exceeded your \$2,500 deposit, we will provide an invoice for the remaining balance. This outstanding balance will be required to be paid before the Town begins processing a formal application.*

Response

We are awaiting an invoice from the town, and are in email communication with the Planning Division regarding its processing.

FORMAL APPLICATION

11. *The formal application for this amendment will require an application for a District Zoning Amendment, Tentative Tract Map, Use Permit, and Design Review.*

Response

Requested documentation included.

12. *The level of CEQA analysis required will be determined once a formal application is submitted. The additional information provided at time of a formal submittal is necessary to adequately assess the level of CEQA analysis required (e.g., shade/shadow analysis, height and public views analysis, 3Dsimulations/flyaround, etc.).*

Design Response

For shadow analysis, please see comparative views on the *Shadow Study* on sheet A1.2. Also included are relative height sight sections along the streets where the design was modified. Appurtenances remain out of view from the street.

13. *The applicant should provide view simulations along Laurel Mountain Road, Old Mammoth Place, Old Mammoth Road, and Sierra Nevada Road. Simulations should also be provided looking across the site from Sierra Nevada Road (i.e., across Old Mammoth Square) and from the corner of Sierra Nevada Road and Old Mammoth Road (i.e., through The Grove, Market Commons, etc.).*

Response

Please see views provided.

14. *Please provide a summary of the market study prepared by PKF Consulting with the formal application submittal. This will be important to justify the need for larger units and increase in building height and footprint.*

Response

Please see Market Study provided in appendix.

15. Please provide statements regarding the project's conformance to General Plan Vision of a "village in the trees" and Policies C.2.E, C.2.J, and C.2.V. The North Old Mammoth Road District Special Study notes that tree heights in the area are 45 feet to 75 feet tall on average with some specimens reaching over 100 feet (page 26).

Response

Please see descriptions contained in the Project Narrative and Executive Summary in Volume one of this application.

16. The CSP includes specific provisions related to the Community Benefits and Incentive Zoning (CBIZ)

Policy and vests development impact fees (DIF), public art requirements, and workforce housing requirements as of November 4, 2009. The Town recently rescinded the CBIZ Policy and reduced DIF, public art, and workforce housing requirements. Consider evaluating whether you wish to include the deletion of the CBIZ sections in the CSP as part of your formal application.

Response

Please see *Request for Workforce Housing* provided in volume one of this application.

17. Consider contacting Mammoth Lakes Fire Protection District Fire Marshal, Thom Heller, to discuss Fire Code requirements, particularly related to increasing building height to 65 feet. Mr. Heller can be reached at (760) 934-2300 or thom@mlfd.ca.gov.

Response

Discussions with Thom Heller are ongoing.

18. To help streamline your formal application review, please provide a written response to all items listed in this close out letter with your formal application packet.

Response

Responses Included above.

Clearwater Specific Plan Amendment (DZA 15-002) Feedback & Response

The February application for the Old Mammoth Place Project was reviewed during February and March by the Planning Division, the Engineering Services Division, the Mammoth Lakes Fire Protection District, and the Mammoth Community Water District.

In italics below is the feedback from this submittal. Responses to the feedback were requested, and are included after each line item.

PLANNING DIVISION COMMENTS

1. Please provide a redlined version of the Clearwater Specific Plan with the proposed amendments. The most recent version of the CSP, dated April 21, 2010 is included as an email attachment

Design Response

The requested document is included in this submittal.

2. Please provide justification for the proposed CSP amendments related to height.

Design Response

In the current real estate market, the sale of units is dependent upon offering larger units of varied configuration. The added height in the center has the lowest impact on the project. As shown in our *relative height sight sections*, much of the height is not visible from the street.

3. Please provide a detailed summary of the project. The summary should detail the exact changes bring requested to the approved project. The summary should include at minimum: a. Total Number of Keys; b. total number of rooms (density); size and number of proposed hotel rooms and suites, including an updated unit plans (Volume 2, sheet A4.01); d. total retail, restaurant, conference/meeting, spa/wellness, and hotel common spaces(s); e. total parking garage area; f. total parking spaces for vehicles, bicycles, and bus's.

Design Response

		2010	2016
a.	Keys	471 (estimate)	460 (estimate)
b.	Density	488 (max)	488 (max)
c.	Size & Number of hotel rooms and suites	Exact units and counts will vary with final design, for typical units, see previous submittal sheet A4.01	Exact units and counts will vary with final design, for typical units, see 400 series sheets in submittal.
d.	Retail	21,250	20,0880
	Restaurant	17,360	16,328
	Conference / Meeting	9,580	14,527
	Spa / Wellness	4,500	5,473
	Hotel Common Space	13,850	16,278
e.	Parking Garage Area	149,094	151,697
f.	Parking Spaces	619 max	611 max (please see calculations below)
g.	Condominium / hotel bicycle storage	120 shown on plan (Max required 98 spaces. Please see calculations below.)	152 shown on plan (Max required 98 spaces. Please see calculations below)
h.	Busses	2	2

4. Please ensure consistency throughout volume(s) 1 and 2. There are inconsistencies throughout the current submittals with regards to room counts, parking spaces, square footages, buildings to remain or be demolished, on-site amenities, etc.

Design Response

The submittal has been reviewed and appropriate clarifications made.

5. The CSP allows a base density of 40 rooms per acre and a maximum density of 80 rooms per acre pursuant the Community Benefits and Incentive Zoning(CBIZ) policy. At maximum density, a total of 488 rooms would be permitted (6.1 acres x 80 rooms = 488). The CSP defines a Hotel/Motel room (guest room, room) as: A traditional "Studio-type hotel room. In cases where a hotel unit has more than one bedroom, each bedroom shall be counted as a room."

The current proposal lists 460 keys, but is proposing either 544 rooms (Volume 1 (10-13-2015 and 2-5-2016 submittals), page 12) or 516 rooms (Volume 1 (10-13-2015 submittal), Appendix: Market Study). Please provide an accurate room count so that we may analyze whether the proposed amendment is consistent with the permitted density identified in the CSP.

Design Response

The design intent is for a maximum 488 rooms and an estimated of 460 keys. The submittal has been revised to reflect this. Additionally, a section has been added to the appendix on room nomenclature.

The Market Study remains as is because it is an estimate of one potential configuration for market analysis. However, all final configurations are to comply with zoning requirements.

6. The project was approved with the maximum density of 80 rooms per acre based on the provision of community benefits. The CSP provides a list of recommended community benefits in section 3.6 and the portions of the approved project that were considered to be community benefits (CSP section 3.6.1). In 2009, two studies were completed, which provided a financial analysis estimating the value of the community benefits generated by the proposed project relative to the potential economic benefits accruing to the owner as a result of the density upgrades. Those reports are available online at: <http://www.townofmammothlakes.ca.gov/index.aspx?NID=141> (labeled KMA Report and EPS Report.

Please provide a justification for which community benefits are being eliminated and/or reduced, and provide any additional community benefits being proposed. Based on staff's analysis of the 2010 approved project and the most recent submittal dated 2-5-2016, the following community benefits have changed or been eliminated:

Design Response

From the KMA 2009 report "The value of the community benefits (physical benefits only, not including fiscal/economic benefits) generated by the project is projected to surpass the projected economic benefits to the property owner as a result of zoning upgrades by the significant multiple of 10.3." This indicates that modifications, on the scale that are being proposed, still represent a large net positive value for the town.

Community Benefit	2010 Approval	2016 Proposal
<i>Indoor meeting and conference space</i>	<i>9,500 square feet (sf) – 6,400 sf of the overall conference spaces area we considered a public benefit</i>	14,527 sf No change in use.
Outdoor public events plaza		
<i>Old Mammoth Square</i>	<i>25,205 sf outdoor area allowing for a seasonal ice skating rink, art/music events, and interactive fountain.</i>	22,770 sf No change in use.
<i>Market Commons</i>	<i>13,705 sf plaza for farmer's markets, art shows, craft fairs, etc.</i>	10,428sf No change in use
<i>The Grove</i>	<i>14,910 sf natural area with large mature pine trees</i>	13,779 sf No change in use.
<i>Cascade Park</i>	<i>4,885 sf pocket park</i>	Existing building to remain.
<i>Retail / Restaurant Space</i>	<i>38,610 – approximately 30,000 sf of the overall retail/restaurant area was considered to be a public benefit</i>	37,208 sf No change in use.

7. Please provide an updated parking operation proposal and updated parking demand calculations including calculations for bicycle and bus parking. See pages 33-39 of the 2010 Staff Report available online at <http://www.townofmammothlakes.ca.gov/DocumentCenter/Home/View/520>.

Design Response

The Nelson/ Nygard report and the LSA parking demand analysis still apply. There is no change to proposed operation proposal.

Parking Calculations

One space for every guest room...	488 (max)
Guest parking: One Space per 20 rooms...	25 (max)
Management Parking	2
Retail and commercial: one space per 250 SF	84
Restaurant: one space per 150 SF	109
50% (97-space) reduction applied due to Internal capture and walk-in traffic from	(97)
TOTAL REQUIRED	611 (max)

8. Please ensure that the proposed parking plan meets the Town Standards for parking spaces dimension and travel lane dimension. The Town Standard for interior parking spaces is 9' x 18'.

Design Response

The parking is designed following the LSA parking demand analysis for valet parking and the Nelson/Nygard Report. There is no change to design approach.

9. Please provide finish floor elevations on each of the drawings for height reference (page(s) HA.2, HA.6, HA.7, HA.9, HA.12, and HA.15).

Design Response

This is included in the submittal.

10. Landscaped open areas atop subterranean or podium structures that are a minimum dimension of 10' long x 10' wide x 4' deep are excluded from the lot coverage calculations. Please provide a summary table along with graphics (plan view) indicating what areas are excluded from the lot coverage calculations and what areas are included in the calculations. Additionally, please provide an elevation showing that the landscaped open space areas meet the minimum 4' depth as required by the CSP.

Design Response

Plan view is included on sheet A1.3. A section is provided for reference on sheet 32, which shows the 4' depth.

Total Lot Area: 6.1 Acres = 6.1 X 43,560 sf = 265,716 sf

Total Building Area:

On Podium:	100,373 Sf (39%)
On Grade:	24,971 Sf (09%)
Total:	125,344 Sf (48%)

11. In Volume 1, a brief description of an Alternate Housing Mitigation Plan (AHMP) is proposed. Consistent with the Conditions of Approval for the 2010 project, an AHMP may be proposed. The AHMP submittal needs to include all of the items provided in Section 17.136.080 of the Municipal Code (https://www.municode.com/library/ca/mammoth_lakes_/codes/code_of_ordinances?nodeId=TIT17ZO_ARTCIAF_WOHO_CH17.136HO_17.136.080ALHOMIPL). Alternatively, the applicant can propose any of the other mitigation options listed in Municipal Code Chapter 17.136 (Housing).

Design Response

The project seeks to provide payment in lieu of providing onsite workforce housing per the town's update housing ordinance. Volume 1 has been updated to reflect this.

12. The CSP includes specific provisions related to the CBIZ Policy on vests development impact fees (DIF), public art requirements, and workforce housing requirements as of November 9, 2009 (CSP Section 5.2.3). The Town recently rescinded the CBIZ Policy and reduced DIF, public art, and workforce housing requirements. Please consider evaluating whether you wish to include the deletion of the CBIZ sections in the CSP.

Design Response

No change.

13. The current Land Use Designation and Zoning Designation for this site is CSP (Clearwater Specific Plan); not C-2. Please correct this throughout Volume(s) 1 and 2.

Design Response

Text is updated.

Tentative Tract Map

1. A revised tentative tract map is required to reflect the proposed changes to the project. Please ensure all of the items listed in the application on page(s) 5-6 are provided. The application is available online at:
<http://www.townofmammothlakes.ca.gov/DocumentCenter/View>

Design Response

Updated Tentative Tract Map is included.

ENGINEERING SERVICES DIVISION COMMENTS

1. Please provide a complete and updated TTM submittal in the appropriate format.

Design Response

Updated Tentative Tract Map is included.

MAMMOTH LAKES FIRE PROTECTION DISTRICT COMMENTS

1 While it is hard to tell from this set of diagrams (page C6.0 identified as a previous profile diagram) leads the Fire District to believe that a significant portion of the structure will be classified as a high-rise and will need to be constructed and separated from the rest of the structure as such. Our local ordinance classifies a structure with any occupied floor level at or above 55 feet measured from the lowest point of fire department access as a high-rise.

Design Response

We will coordinate with the Fire District to provide an appropriate structure for high-rise.

2. The Fire District will need additional information on roof access.

Design Response

Information on roof access will be provided.

3. It appears that Old Mammoth Place will be located in the shade throughout the winter months. Consider snow and ice management when designing this portion of roadway.

Design Response

Snow and ice management is to be provided along the connector street.

4. A snow cornice/icicle management plan will be necessary to address buildups that will develop on structure roofs.

Design Response

Understood.

5. Old Mammoth Place shall be a minimum of 24 feet wide from edge of asphalt with curbs and gutters outside this dimension. There shall be no parking on the entire roadway.

Design Response

Understood.

6. Internal fire access lanes on the south side of the project will necessitate some modifications to meet Fire District requirements and the Fire District will require vehicular access into the pool area. Fire lanes shall be a minimum of 15 feet from any portion of the structure. Straightaway portions of fire lanes can be designed to 16 feet, addition, it takes a platform of 24 feet wide to set up the ladder truck and safely work around the apparatus, certain areas of the fire lanes need to take this into account.

Design Response

Sheet A1.5 has been updated to reflect above comments. It is included in the submittal.

7. The Fire District will require fire lane/parking locations on Old Mammoth, Sierra Nevada, and Laurel Mountain Roads. The locations shall be determined in consultation with the Fire District. These locations can be locations that are shared with the transit system bus stops.

Design Response

Understood.

8. The Fire District has some concerns as to how the facility loading dock and the tour bus parking is going to work. Hopefully we will not have another project with middle of the road truck unloading. The loading area proposed for the restaurant on Sierra Nevada Road seems undersized resulting in delivery trucks sticking out into the road or sidewalk.

Design Response

Strategies such as scheduling deliveries to avoid certain times of day and other operational measures are possibilities for operational standards.

9. The Fire District would like to get an understanding as to the features that are identified as being up to 97 feet tall.

Design Response

This reference to 97 feet has been removed from the submittal. The design intent is as drawn.

10. The common path of egress travel in an S-2 Parking Garage with a sprinkler system shall not exceed the distances identified in the Building and Fire Codes (Table 1014.3).

Design Response

Additional means of egress will be incorporated into the design to comply with the Building and Fire Codes.

11. The fire loading for the number of proposed stacked vehicles may cause the parking garage to be upgraded from an S-2.

Design Response

At this time, stacked vehicles are not a part of the design intent.

12. The Fire District will require a fire department connection (FDC) to separate sprinkler and standpipe (and possibly yard pipe) connections to be placed in the vicinity of the northeast corner of the project. This site will be out of the roadway on either Old Mammoth Road or Old Mammoth Place with a parking location for a large capacity fire engine. A backup FDC location on the south side of the project will be identified based upon further evaluation of the building plans. A fire hydrant will need to be located within 50 feet of the locations.

13. The Fire District will require fire hydrants to be located at each corner of the proposed project and in the Market Commons and River Terrace areas.

14. There will be a requirement for a standpipe system in the parking garage, all mid and high rises and in the Festival Marketplace area. A yard pipe system may be required based upon further evaluation of building plans.

15. The high-rise structure as proposed will require a fire pump for all portion so the structure that have a floor level of 55 feet or greater. The project will need to propose a secondary water source for fire protection. The Fire District will seek at final certificate of occupancy a fire flow on any roof area of 100 gallons per minute for a five minute period of time.

16. The Fire District will require a fire control room with exterior access in the vicinity of the FDC at its final decided upon location on either Old Mammoth Road or Place.

17. Atriums shall be constructed and managed per the requirements of the applicable Building and Fire Codes.

18. The bridge over the river in the vicinity of the Market Commons shall be constructed to support 75,000 pounds.

19. The Fire District will require a Fire Department Equipment Room on the fourth floor of the high rise structure. The room shall be a minimum of 200 sq ft and shall be located in conjunction with the Fire District.

20. The Fire District reserves the right, at the owner's expense, to require the installation of a radio transceiver whenever a structure is constructed which inhibits standard portable two-way emergency radio communications.

Design Response for notes 12-20

The project will be coordinated with the Fire District's requests & requirements. We will incorporate these comments throughout the design process.

21. On Sheet L4.0 there are several curved lines over lapping the Market Commons. The Fire District would like an explanation of what these line are indicating as this area is the terminus of the fire lane and is critical for the defense of the structure in the event of an incident.

Design Response

The lines indicate paver patterns or other floor patterns. They are not intended as a physical barrier.

22. Propane line serving the proposed project shall be equipped with a readily available 90 degree shut off isolation valve on the exterior of the project and an excess flow valve designed into the system.

23. The Fire District is concerned about how the additional traffic generated from this project is going to be handled on all of the roads surrounding the project. As Old Mammoth Road has become ineffective as an emergency route during peak occupancy periods, off site mitigation solutions may need to be investigated.

24. The Fire District will require additional information on the skylight material and translucent roof panels and any ventilation measures that may be incorporated into these roofing materials.

25. As Mammoth Lakes is in a declared Wildland Urban Interface area, the project will need to comply with all of the appropriate construction techniques, materials, and vegetation requirements.

Design Response for notes 22-25

The project will be coordinated with the Fire District's requests & requirements. We will incorporate these comments throughout the design process.

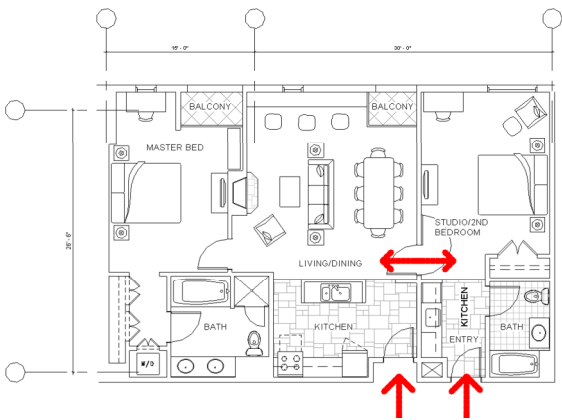
ROOM NOMENCLATURE

HOTEL/MOTEL ROOM (GUEST ROOM, ROOM)

- A traditional studio-type hotel room. In cases where a hotel unit has more than one bedroom, each bedroom shall be counted as a room. (This definition is from the CSP Appendix I Glossary of Terms.)

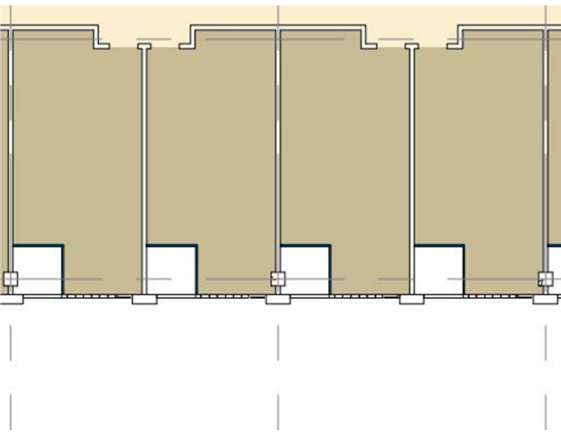
KEYS

-The total number of potential subdivision of units for independent use.



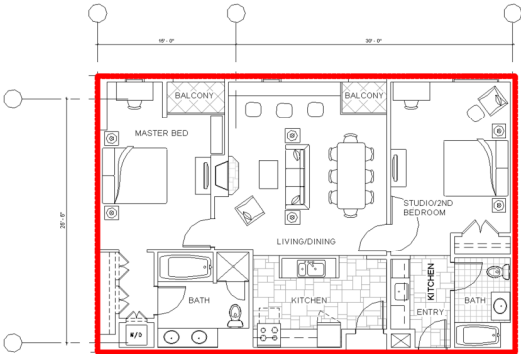
MODULE

A residential space enclosed by 4 walls on the plan. A unit may be comprised of multiple modules.



UNIT

-The individual real estate item for sale. A unit may incorporate lock-offs in addition to the main space.



Shown in two diagrams to the right is one unit that has two keys.

Shown above are 4 modules. These can be configured many ways. For example: it may become 4 studios, a studio and a three-bedroom unit, or 2 two-bedroom units. Not to Scale.