

Downtown Revitalization Action Plan



December 20, 2017

Online Engagement at www.connectmammothlakes.com

Prepared by Dinsmore Sierra LLC, for the Town of Mammoth Lakes

ACTION PLAN SUMMARY

The Town retained Dinsmore Sierra, LLC in the fall of 2016 to facilitate a community and stakeholder driven process to develop a Downtown Revitalization Action Plan. This plan identifies a number of realistic place-based economic strategies and implementable actions to kick start downtown investment. These actions will involve both the public sector and private sector working together to help revitalize the downtown.

Top priorities for the downtown identified through the public process include:

- ✓ **Promote Downtown Revitalization**
- ✓ **Support Jobs/Economic Development**
- ✓ **Create A Walkable “feet first” Community**
- ✓ **Focus Investment on Catalyst Sites**
- ✓ **Provide Improved Affordable Housing Choices**
- ✓ **Create a Connected Community**

This document is organized in chapters around four key strategies:

- 1. Invest in Vibrant Districts**
- 2. Create an Incremental Development Program (IDP)**
- 3. Invest in Housing NOW solutions**
- 4. Partner with the Private Sector to Implement Catalyst Projects**

The Appendix includes examples, case studies and resources organized around each of the strategies. The DRAFT strategies and actions were presented to the Planning and Economic Development Commission (PEDC) in July and Council in August. The Action Plan Summary herein was reviewed and discussed in a joint 2017 workshop in September.

Staff, Council, PEDC and public and stakeholder comments have been incorporated into this document, Mammoth Lakes Downtown Revitalization .

FACTORS FOR SUCCESS

- ◆ **Impact Infrastructure**– Make strategic infrastructure investments that will leverage new small business and property investment for vibrant, walkable districts.
- ◆ **Solution Seeking** – Support incremental development with more flexibility to create high quality projects using approaches that include: 80% solutions, flexible codes, exemptions and variances.
- ◆ **Proactive Leadership** – Work together with property owners/new investors upfront to collaboratively shape district projects. A new downtown design center will become a collaborative workspace and support improved public engagement.
- ◆ **New Partners** – Work across multiple agencies, the Chamber/property and business owners to refine and implement a shared vision for vibrant districts and catalyst projects.
- ◆ **New Tools** – Develop plans for preapproved shopkeeper Mixed Use Buildings (MUB) and Housing NOW solutions.
- ◆ **New Financial Tools** – Look toward new financial tools including:
 - **Seek state and regional partners**
 - **Attract private equity**
 - **Encourage crowdfunding**
 - **Create a Public Finance Authority (PFA)**
 - **A new downtown Business Improvement District (BID)**

ACTION PLAN SUMMARY *STAFF RECOMMENDATIONS TO COUNCIL*

ID	Action	Priority/ Timeline	Description/Action Steps	Note: Actions highlighted in blue crossover with the Walk, Bike, Ride Actions Updated 9-21-17
VIBRANT DISTRICTS - (Infrastructure, Community Building & Collaboration)				
Impact Infrastructure				
1	Provide critical Infrastructure for redevelopment or infill development sites	High	- Sidewalks, frontage improvements, public parking, utilities, bus shelters with technology - Make strategic infrastructure investments that will leverage new small business and property investment.	
2	Development programs for Town-owned sites	TBD	Park and Ride, etc. Public/private partnership	
3	Update the CIP and prioritize infrastructure with consideration for economic development/return on investment and property owner investments	TBD	- Coordinate CIP projects with property owner investment - Prioritize projects that overlap planning processes/documents (e.g. Main Street sidewalk improvements) - Site and construct parking structures with appropriate amenities (e.g. bike parking, restrooms, retail, etc.) - Leverage DIF funds to create more opportunity - Focus on triple benefit investments (e.g. public art/bike racks, public gathering spaces/snow storage)	
4	Create Public Financing Authority	High	Form EIFD/BID/CFD and determine projects and costs as part of the process	
5	District Animation	TBD	- Create frontage road use program to allow adjacent businesses to use the frontage roads for temporary uses. - Encourage outdoor dining, plaza spaces, and other uses that encourage public gathering. - Create a façade improvement program to assist property owners in upgrading building facades.	
Strategically Implement Shared Parking Solutions				
6A	Establish a parking district in the commercial zones	High	- Include public and private in parking pool - Create a park once environment with distributed parking solutions	
6B	Provide additional parking in commercial zones	High	- Acquire property and build parking. Be opportunistic when creating small off street municipal parking facilities and purchase properties as they become available. - Develop plans for Tavern Road Park and Ride to add additional parking and leave room for possible retail/residential on OMR frontage. - Consider adopting changes to the Zoning Code to allow public parking to satisfy private property parking requirements. - Establish a parking district in the commercial zones. - Conduct a parking demand study in the commercial zones to determine existing parking and parking needed for future development	
7	Adopt parking in lieu fee program	TBD	The program can be established and the fee can be adopted separately through the Town's Master Fee Program (similar to Housing Ordinance and Fee)	
District Identity/Distinctive Districts				
8	Identify and build welcome/gateway signs or features to identify districts	High	- Construct municipal wayfinding program and district identification. - Partner with Chamber and property owners to identify district boundaries and themes. - Host guest speakers and events to showcase lessons learned from other vibrant districts created outside the area. - Consider gateway features (e.g. overhead signs, streetscape features, infrastructure) to strengthen district identity.	
9	Finance and build public art throughout the commercial zones	TBD	- Develop public art program to be incorporated into the CIP. - Incorporate public art into infrastructure developments.	
10	Establish a business improvement district for Main Street	TBD	Focus on specific services that would benefit businesses	

ACTION PLAN SUMMARY *STAFF RECOMMENDATIONS TO COUNCIL*

INCREMENTAL DEVELOPMENT - (Make it easier to get started)				Updated 9-21-17
Create an Incremental Development Program (IDP) - (Hire/designate a Special Projects Consultant)				
11	Promote alternative building construction standards/materials	TBD	• Provide education about modular construction • Develop standard plans for common projects (e.g. outdoor dining, decks, walls, etc.) • Develop a "kit of parts" and pre-approve Mixed Use Building Prototype • Market the IDP regionally and nationally	
Identify obstacles to construction in codes				
12	Review Zoning Code and update to address and resolve issues raised by the public	TBD	• On an annual basis complete a Zoning Code cleanup to resolve issues and clarify requirements as needed. • Update the code with definitions of IDP, Flexible Codes, Tiny Homes, Micro Units, 80% Solutions etc. • Allow code flexibility, seek 80% solutions, use combined exemptions and variances where necessary	
Implement a Collaborative Planning Approach (Create a Downtown Design Center)				
13	Create a local property owner capacity-building program	TBD	• Provide limited economic expertise (e.g. help prepare pro-formas, provide information on process and costs of redevelopment, etc.) to property owners interested in developing or redeveloping commercial property. • Develop and build a demonstration project in the commercial zones. • Work with the high school and community college to develop programs to help educate students for careers in development. • Host educational sessions on new/effective revitalization techniques.	
HOUSING NOW				
14	Low Cost Affordable Housing	TBD	• Prioritize & incentivize reuse projects which create more housing from underutilized office space. • Consider changes to zoning requirements to allow small well designed units for local workforce, singles and transitional housing. Ensure that small units have adequate natural light, storage, etc. • Create an Accessory Dwelling Unit manual to encourage the construction of accessory dwelling units.	
15	Flexible Workforce Housing Solutions	TBD	• Work with employers and modular builders to identify opportunities for modular construction designed specifically for the Mammoth Lakes climate, snow storage and design/character criteria. • Provide information on traditional FHA loans for four or fewer units. • Work to design buildings to provide accessibility on the first floor to avoid elevator installations.	
16	Shopkeeper Units (Live/work)	TBD	• Work with development community to identify opportunities for housing above retail in existing and new buildings. • Consider creation of a funding pool or loan program to support new shopkeeper units.	
CATALYST PROJECTS				
17	Partner with Private Sector and Develop 2-4 Downtown Mixed Use Buildings/Preapproved building type	High	• Allocate funding to assist one or two property owners to develop mixed use buildings for placement on their property. Use the plans and specifications to create a development package/handbook that can be used on other properties in town.	
18	Build a Housing NOW solution for an initial 5-6 units	High	• Identify a location and build 5-6 small community housing units.	
19	Build movable streetscape architectural elements	High	• Use 50k of public art funds to build movable street furniture similar to Frisco, CO.	



DOWNTOWN REVITALIZATION ACTION PLAN

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“Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has”. – Margaret Mead

This action plan was informed by hundreds of online comments, dozens of workshop participants and numerous property owner meetings with input from Town staff and Chamber of Commerce meetings.

*Prepared by
Darin Dinsmore, Dinsmore Sierra LLC
A Plescia & Associates*

CHAPTER 1

INTRODUCTION

The Town retained Dinsmore Sierra, LLC working with A. Plescia & Company in the fall of 2016 to facilitate a community and stakeholder driven process to create this Downtown Revitalization Action Plan. The goal of the project is to identify a number of realistic place-based economic strategies that will lead to implementable actions to kick start downtown investment.

We engaged the public and private sector through an in-person and online public process to understand their priorities and to identify opportunities, challenges and barriers to downtown investment. This downtown revitalization action process utilized a variety of approaches to identify barriers and prioritize actions to kick start revitalization and streamline the development process. The listening process began in the fall of 2016.

The team started with three key revitalization questions:

- How do we “do more with less” and leverage new public and private sector investment to achieve the community goals of a vibrant and walkable mixed-use downtown?
- How might we offer flexibility and also improved predictability and speed in the entitlement process?
- How Might We Create. . . A world class vibrant mountain community? A walkable mixed-use downtown that improves the visitor experience and enhances the quality of life for residents?

The four key strategies recommended include:

- 1. Invest in Vibrant Districts**
- 2. Create an Incremental Development Program (IDP)**
- 3. Invest in Housing NOW solutions**
- 4. Partner with the Private Sector to Implement Catalyst Projects**



Project Study Area

Together we can make it easier to implement small incremental solutions that add up over time to help transform the downtown. These new public and private sector investments will need critical infrastructure investments and a new multi-stakeholder collaborative community building process.

Downtown revitalization will need to tap into local physical, financial, and social assets that are underutilized. The old models of redevelopment and revitalization might not adequately address today's challenges, and what's worse, there may not be the resources to undertake the big projects that seem to hinder Community revitalization. After reviewing hundreds of potential strategies and actions, a achievable approach with 12 key actions is recommended to kick start investment over the next 3-5 years. A variety of case studies and tools for implementation are included in the appendix.

CHAPTER 1

INTRODUCTION

DOWNTOWN REVITALIZATION APPROACH

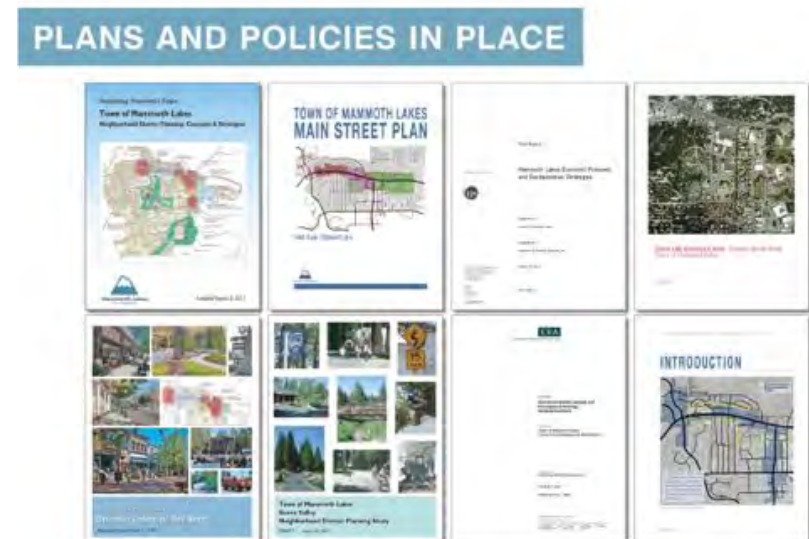
The process involved months of online engagement with hundreds of participants providing ideas and input. There were 2 public workshops designed to provide input on the downtown area including: Mammoth Lakes Chamber Meeting and Public Input Meeting held at the Fire Station Titled – What's Up with Downtown? On Wednesday, December 7, 2016.

The process was held in tandem with the Walk, Bike, Ride workshops. Public presentations were made to the Planning and Economic Development Commission, Recreation Commission and Mammoth Lakes Housing.

Numerous property owner meetings were held over a 7 month period including a number of site walks to explore ideas on the ground. The project builds on the work completed to-date and identified actions and programs to overcome physical, economic and social barriers to downtown reinvestment.

Together we can make it easier to implement small incremental solutions that add up over time to help transform the downtown. These new public and private sector investments will need critical infrastructure investments and a new multi-stakeholder collaborative community building process. A variety of case studies and tools for implementation are included in the appendix

After reviewing hundreds of potential strategies and actions, an achievable approach with 20 key actions is recommended to kick start investment over the next 2-5 years.



Leveraging the strong policy framework that exists in adopted & approved plans.

EXECUTIVE SUMMARY

Revitalization Action Plan

A. Vibrant Districts

1. Build Impact Infrastructure
2. Strategically Implement Shared Parking Solutions
3. Create New & Count On-street Parking

B. Incremental Development

1. Create An Incremental Development Program (IDP)
2. Provide Flexible Codes
3. Implement A Collaborative Planning Approach

C. Housing Now

1. Low Cost Affordable Housing
2. Flexible Workforce Housing Solutions.
3. ("Shopkeeper") Units

D. Catalyst Projects

1. Partner With Private Sector & Develop 2-4 Downtown Mixed Use Buildings (MUB)
2. "Pre-approved" Building Type
3. Build A Housing NOW Solution For An Initial 5-6 Units

Why Projects do not pencil?

- *Existing vacancies – oversupplied with commercial space*
- *Seasonal & weekend market*
- *Low rents for older building stock*
- *Lack of infrastructure*
- *Frontage improvement requirements*
- *On-site parking and snow storage requirements*
- *Frontage Build out requirements*

Source: Property Owner Interviews 2017.

CHAPTER 1

EXECUTIVE SUMMARY

Draft 12 Step Program

A. Vibrant Districts - The public identified the need for vibrant districts such as the “funk zone” in Santa Barbara or Mid Town Reno. To create vibrant districts and leverage new investment throughout the community:

1. **Build Impact Infrastructure** - make strategic infrastructure investments that will leverage new small business and private property investment. Help to improve safety and connectivity while solving parking, solid waste disposal, snow management and frontage improvement requirements.
2. **Strategically Implement Shared Parking Solutions** - solutions across properties, on-street and in new dispersed lots of min. 20 spaces throughout the community.
3. **Create New & Count On-street Parking** - toward the commercial parking requirements on private property to open up additional land for redevelopment.

B. Incremental Development - There is a renewed interest nationally from the small builders/developers network to help remove obstacles that limit small local solutions and reinvestment. Work with property owners to incrementally revitalize downtown:

1. **Create An Incremental Development Program (IDP)** - with funding support for initial catalyst projects.
2. **Provide Flexible Codes** - for catalyst projects – seek 80% solutions, flexible codes & exemptions.
3. **Implement A Collaborative Planning Approach** - Work together in a new downtown design center space with property owners and new investors upfront to collaboratively shape catalyst projects and build new partnerships for change.

C. Housing Now – housing availability was identified as a key barrier by both small business and large institutional employers. Short- term housing wins should include:

1. **Low Cost Affordable Housing** – Identify opportunities for low cost affordable housing solutions that may be implemented quickly.
2. **Flexible Workforce Housing Solutions** – Identify new building types, locations and technologies that may help deliver needed flexible workforce housing solutions.
3. **(“Shopkeeper”) Units** – Fast track development of flexible downtown building types to create opportunities for new live/work (“shopkeeper”) units.

D. Catalyst Projects - the best way to demonstrate leadership and create new partnerships for change is to implement catalyst projects that leverage both public and private sector investment. Project ideas for the next 12-18 months:

1. **Partner With Private Sector & Develop 2-4 Downtown Mixed Use Buildings (MUB)** - that demonstrate the type of building form, location, density and design that will help to create a vibrant “feet first” downtown.
2. **“Pre-approved” Building Type** – Based on the MUB catalyst project develop a “pre-approved” building type with a set of inexpensive plans available from the Town and make it easy to build this type of project. Building modules may be customized by property owners and may receive over the counter approval.
3. **Build A Housing NOW Solution For An Initial 5-6 Units** – Create an innovative housing solution for 5 families within 18 months. Create a partnership with MMSA (and/or other partners) and build a Housing NOW solution for an initial 5-6 units that helps to test the codes and streamline approval timelines.

VIBRANT DISTRICTS

Draft 12 Step Program Overview

A. Vibrant Districts

1. Build Impact Infrastructure
2. Strategically Implement Shared Parking Solutions
3. Create New & Count On-street Parking

B. Incremental Development

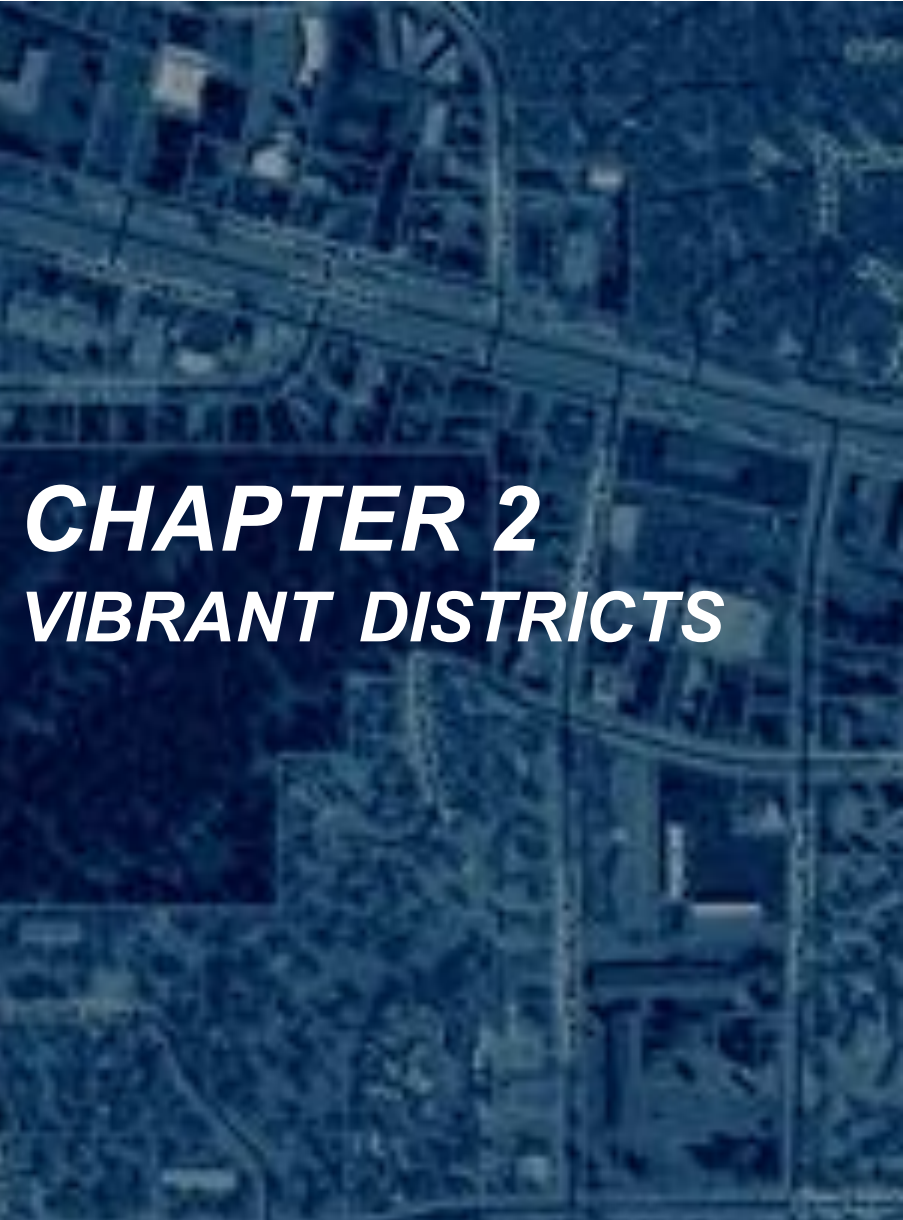
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CHAPTER 2 VIBRANT DISTRICTS

CHAPTER 2

VIBRANT DISTRICTS

This action plan supports reinvestment and revitalization of Downtown Mammoth Lakes as a series of connected, vibrant mixed-use districts. A combination of large, medium and small scale public and private projects will help kick-start the local economy and support existing and new businesses. The report recommends making strategic investments that enable the Town to “do more with less”, while still leveraging public investment to strengthen community building efforts, catalyze new private reinvestment, and connect the community.

Key elements of the proposed revitalization action plan include: shared and on-street parking, a system of gathering places and public plazas that function as snow storage and water quality facilities, multiuse trails that connect to local businesses, unique districts with complementary land uses, and an incremental development program to support small business and existing property owners. An enhanced mobility system will connect these districts to other key destinations, make it easier to “park once” and provide enjoyable high quality pedestrian experiences for both visitors and residents. The supporting infrastructure for this vision is illustrated in the proposed shared parking opportunities map with facilities at key locations (**Figure 1**).

Through proactive leadership the Town will be able to transform existing buildings and properties by working across departments and agencies in collaboration with multiple property owners. The Incremental Development Program (IDP) outlined in Chapter 3 will provide the needed flexibility to enable small scale investment to move forward while still implementing the broader goals for the downtown. The recommendations include place-based economic development strategy around vibrant districts. The process builds on the work completed to-date to build broad public support and a shared vision for priority infill/growth areas in the downtown. A variety of case studies in the appendix include parking solutions, a healthy community collaborative, main street case studies, and district branding examples.

This chapter recommends key strategies and priority actions to shape investment in creating vibrant districts. There are three main actions that are recommended to kick start that process:

- **Build Impact Infrastructure**
- **Strategically Implement Shared Parking Solutions**
- **Create New & Count On-street Parking**

Additional actions are identified for new partnerships with the private sector and also a list of additional future actions going forward. Inspirational case study examples of vibrant district approaches are included in the Appendix.



Examples of local revitalization efforts along South Main Street

CHAPTER 2

VIBRANT DISTRICTS

The Plan supports the local business community in identifying district approaches to coordinate reinvestment and improve the mix of land uses while creating jobs and enhancing the visitor experience. The public identified many ideas for revitalization at a district scale including these examples:

- ◆ The Funk Zone, Santa Barbara
- ◆ Container Park, Las Vegas
- ◆ Rainey Street Redevelopment, Austin
- ◆ Mid Town & New Eddy Container Park, Reno
- ◆ Jibboom St., Truckee
- ◆ IDEA District, San Diego

Other types of district ideas that were identified include creating new anchors in the community and animating the streets and public spaces:

- ◆ Improved Gateway
- ◆ A Restaurant Row/Brewery District
- ◆ Our Own Funk Zone
- ◆ Maker Spaces + Arts District
- ◆ Health/Wellness Zone
- ◆ Adventure/Boutique Hotel District

“There is a hidden generation of the “creative class” in Mammoth Lakes that has no place to call home.”

Workshop Participant

You can see the unmet demand in the success of the Black Velvet coffee shop and the cross section of visitors from local business leaders to remote workers extending their weekend visits by working remotely online. With digital 395, cloud computing and recent launch of co-working spaces in Mammoth Lakes, there is a renewed interest in creating the type of high quality places and retail experiences demanded in mountain resort communities.



Examples of New Vibrant Districts using Incremental Development Approaches

CHAPTER 2

VIBRANT DISTRICT STRATEGIES

IMPACT INFRASTRUCTURE

The revitalization action plan focus on district-scale revitalization including parking, snow storage and creative place-making. These walkable districts will have complementary and supporting land uses with business synergy and will be connected by an enhanced walk, bike, ride mobility system. Implementation will include large, medium and small scale projects. The key to kick-starting new investment will be an incremental development program (IDP) that identifies multi-property owner catalyst projects and district scale collaborative efforts to implement the plans already developed and adopted by the Town. The capital improvement program (CIP) investments will be targeted to leverage private sector investment opportunities and support catalytic projects.

APPROACH

District scaled action workshops are recommended to bring together property owners to plan investments with neighboring owners. Property owners will need to actively participate to trigger this new district approach to solving parking, fire access, solid waste access, public utility easements, snow storage and stormwater retention. Key elements of a district implementation approach:

- ◆ shared parking
- ◆ snow management & solid waste
- ◆ gathering places
- ◆ mobility hubs
- ◆ complete/flex streets
- ◆ district identity
- ◆ trail based development
- ◆ rear access alleys or access easements

DISTRICT SCALE PROJECT DEVELOPMENT & COLLABORATION

Lot-by-lot projects will not achieve the goals in the adopted General Plan and Main Street Plan. District scale development will help to go beyond the single project by pooling resources and supporting emerging projects within each district. These investments can take many forms, including buildings, parking, snow storage, and place-making.

To meet new zoning requirements for on-site snow storage and parking a district management approach must be implemented. This would enable reduced on-site parking requirements for commercial and office uses.

The following outline includes broad **strategies** to kick-start and facilitate district solutions:

- ◆ Use tools like www.infillscore.com to monitor improvements over time (in 2016 the Town scored 39/100)
- ◆ Integrate Healthy Community Design into district solutions and engage local organizations to convene collaborative design workshops (See PHX case study in appendix)
- ◆ Engage public health, bicycling, walking advocates to support public transportation and community improvements
- ◆ Establish a competitive fee reduction program that sunsets after 5 years, with a fee deferral or waiver program for the Town's development impact and related fees combined with district parking solutions
- ◆ Facilitate and support formation of district financing for public infrastructure and/or improvements through mechanisms such as Community Facility Districts, Enhanced Infrastructure Financing Districts, etc.
- ◆ Provide direct public funding of public improvements (frontage improvements, public right-of-way street lighting, street furniture, landscaping, etc.) to reduce the financial burden of such improvements on infill development

CHAPTER 2

VIBRANT DISTRICT ACTIONS

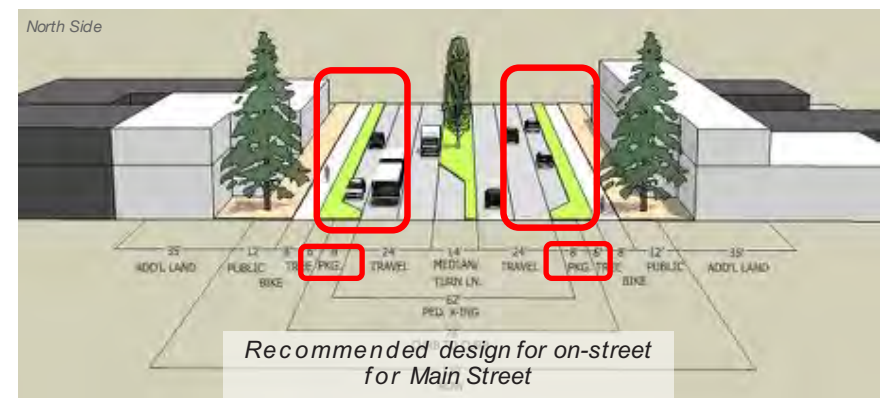
A. Vibrant Districts - To create vibrant districts and leverage new investment critical impact infrastructure and shared parking solutions need to be implemented throughout the community.

1. Build Impact Infrastructure - make strategic infrastructure investments that will leverage new small business and private property investment. Help to improve safety and connectivity while solving parking, solid waste disposal, snow management and frontage improvement requirements.

1. Identify underdeveloped or infill development areas in need of critical infrastructure improvements
2. Identify appropriate development for Town owned sites (Park & Ride, Gov. Center, Frontage roads)
3. Establish Impact Infrastructure priorities for capital infrastructure funding/expenditures (e.g. water, sewer, drainage, utility and/or traffic improvements) to support infill development through Town's five-year Capital Improvements Program
4. Plan investments to support needed infrastructure & placemaking – Impact Infrastructure
5. Focus CIP streets/sidewalk to support current property owner investment targeted for improvements
6. Identify and prioritize frontage road segments for transformation
7. Identify sites and construct multimodal facilities/adaptable parking structures at key locations along street/primary and secondary retail frontages (see figure 1)

8. Create a new Public Financing Authority (PFA)
 - identify the boundaries in 2017 to create the baseline tax year to implement a new EIFD, take advantage of the Vehicle License Backfill fee and collect and disburse other fees for project implementation
 - Identify infrastructure needs and costs in the proposed assessment district
 - Build local support for using PFA with Special Districts and Mono County for critical infrastructure
9. Build flex/complete streets
 - Adopt and support regional and local flex/complete street policies
 - Focus on district and street scale snow storage areas that double as fair weather gathering places
 - Partner with property owners to program events on flex streets and offer winter valet during peak weekends

PREVIOUS PARKING EFFORT CONCEPTS



CHAPTER 2

VIBRANT DISTRICT ACTIONS - PARKING

2. Strategically Implement Shared Parking Solutions -

solutions across properties, on-street and in new dispersed lots of min. 20 spaces throughout the community.

1. Encourage landowners to develop parking management plans and enter into agreements for joint use private parking
2. Facilitate coordination with property owners and public works to achieve district (shared) approach, addressing certain physical development factors e.g. on-site parking, ingress/egress, snow storage, wastewater management, rear alleys, solid waste etc..
3. Establish a parking district starting with on-street parking, shared facilities by agreement, municipal lots and structures
4. Create municipal lots or structured parking in each district and update the codes to include limited on-site commercial parking requirements to kick-start reinvestment
5. Build support with residents and businesses for paid on-street parking to fund district improvements
6. Explore "managed" free parking with time limits for residents and shoppers (voucher program), (local residents receive free 1hr pass for designated areas)
7. Assemble parcels for district scale revitalization efforts including small municipal parking facilities
8. Explore new innovative finance program and create a Public Financing Authority (PFA) to finance parking facilities
9. Explore technology to improve parking management such as apps and sensors
10. Focus on new park and ride structure, reducing on-site parking requirements for office and commercial
11. Design future parking structures (mobility hubs) with retail and residential uses
12. Actively IMPLEMENT parking in-lieu fee program as means to help fund off-site shared parking solutions for infill development

3. Create New & Count On-street Parking - toward the commercial parking requirements on private property to open up additional land for redevelopment.

1. Establish and implement public parking program in downtown that provide for strategically located off-site parking to serve infill development
2. Implement downtown car share program to reduce parking requirements long-term

VIBRANT DISTRICTS

The above outline includes categories of recommended actions to kick-start and facilitate district solutions.

SMART INFILL & DOWNTOWN REVITALIZATION

To implement the goals of both the General Plan and the adopted Main Street Plan, the land use pattern of parking needs to shift from private spaces on each parcel to shared parking facilities. The Shared Parking Map (Figure 1) identifies how convenient on-street parking could be combined with strategically located municipal lots and structures.

The new district parking facilities should be distributed throughout the downtown and combined with management strategies for employees, residents and visitors. Managed parking for commercial/office uses and visitors in the downtown will help unlock private property for new development; and will help reduce capital and maintenance costs, encourage non-auto transit modes (walk, bike, ride), and assist in developing compact walk-able downtown land use patterns.

As identified in the Walk, Bike, Ride Plan, the private automobile will likely remain the chief mode of transportation to get to Mammoth Lakes and for local trips until better alternatives are available.

SHARED PARKING OPPORTUNITIES

Phased Cost Effective Managed Parking Solutions (Organized from least to most expensive):

OFF-STREET by AGREEMENT

Encourage private developers to share parking by agreement. Parking demands of adjacent properties often vary by time of day based on type of business and land-use.

ON-STREET

Where possible, implement on-street parking on one or both sides of the street where active frontages are required. Implement a program managing snow storage and removal along each street to meet parking demand needs during peak snow events.

NEW TOWN PARKING LOTS

The Town should purchase select sites and work with property owners on long-term leases or other options to develop small parking lots within walking distance of each commercial district. Adjacent snow storage/snow management will improve their efficiency in winter. In the future the small lots may evolve into structured parking facilities if needed.

WRAPPED STRUCTURE/MOBILITY HUB

Multi-story structure parking, wrapped with mixed-use development may also evolve into integrated mobility hubs. This could start with a wrapped surface lot.

The implementation program should also review options for solid waste management. See potential locations on map.



OFF-STREET by AGREEMENT
Example of Multiple Owner Shared Parking Facility in Reno.

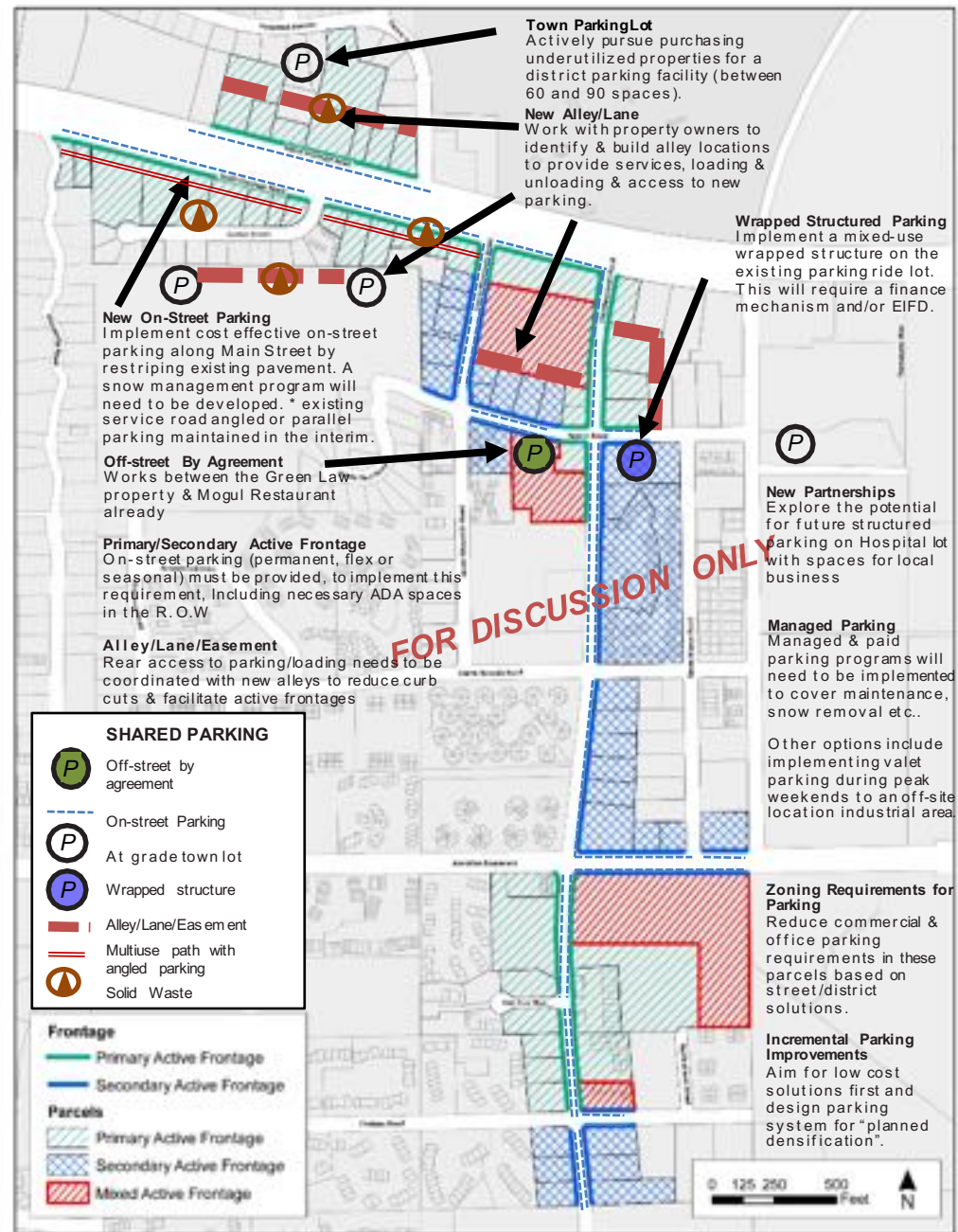


Figure 1: Zoning Code Frontage Types with District Shared Parking

CHAPTER 2

PARTNERSHIP ACTIONS

Work with the Chamber & property owners to improve district identity & establish a BID.

DISTRICT IDENTITY

An inexpensive, overlooked approach to revitalization is the creation of uniquely defined districts with a common theme, design framework, complementary and supporting land uses.

Actions to develop and implement a district identity campaign may include:

- ◆ Develop a program to strengthen and support distinct districts
- ◆ Explore opportunities for distinctive welcome/gateway signs or features at entrances to districts
- ◆ Support public art installations on buildings, infrastructure, or streets,
- ◆ Create or support existing district group/committees to advise on important issues
- ◆ Identify, preserve/promote distinctive architecture, design, public spaces, landscaping, or buildings in priority infill areas
- ◆ Identify marketing opportunities around distinctive neighborhood culture or building style, or features



Town Gateway – Source: Western City



Example of District Identity and Signage

ESTABLISH A BUSINESS IMPROVEMENT DISTRICT (BID)

A BID could clearly define district identity and help implement needed district services.

Actions to implement a BID may include:

- ◆ Establish business improvement districts (BIDs) or special assessment districts
- ◆ Work with property and business owners interested in improving conditions in their area
- ◆ Define neighborhood business districts and mixed-use areas
- ◆ Identify specific services that would improve the business climate in distressed districts
- ◆ Analyze if a BID would raise sufficient revenue to support the enhanced services and infrastructure
- ◆ Combine the BID with the IPD program to add flexibility

INCREMENTAL DEVELOPMENT

Draft 12 Step Program Overview

A. Vibrant Districts

1. Build Impact Infrastructure
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B. Incremental Development

1. Create An Incremental Development Program (IDP)
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3. ("Shopkeeper") Units

D. Catalyst Projects

1. Partner With Private Sector & Develop 2-4 Downtown Mixed Use Buildings (MUB)
2. "Pre-approved" Building Type
3. Build A Housing NOW Solution For An Initial 5-6 Units

CHAPTER 3 INCREMENTAL DEVELOPMENT

"It is a movement of builders, planners, architects, developers, engineers, activists, nonprofits, municipalities, and entrepreneurs, working to lower the barriers to community-building, to make it easier to start businesses, and to provide more attainable housing and development."

**John Anderson,
Incremental Development Alliance**

CHAPTER 3

INCREMENTAL DEVELOPMENT

STEP BY STEP

Incremental development program (IDP) is an approach to community-building that requires fewer resources. IDP responds to requirements, complexities and costs that disproportionately burden resort community builders, small-scale developers, builders, and entrepreneurs. An IDP for Mammoth Lakes will develop tools and introduce techniques to enable small-scale development and entrepreneurial activity. An IDP focused on incremental, successional growth, reduced resources required for compliance, can work around challenging financial, bureaucratic, and regulatory processes. An IDP builds on the work of the Incremental Development Alliance and SMART infill program (infillscore) which has tools and techniques to foster local community scale reinvestment. These tools, along with collaborative problem solving, will allow more people to participate in the rebuilding of their projects, businesses, and downtown.

This Action Plan recommends that the key elements and terms defined in this chapter become a policy document to be adopted by the Town of Mammoth Lakes to guide small scale redevelopment and investment in the community.

The Incremental Development Program (IDP) works across Six Strategic Areas:

- ◆ Shared Vision
- ◆ SMART* Policies & Programs
- ◆ New Partnerships
- ◆ Strategic Placemaking
- ◆ Impact Infrastructure
- ◆ Creative Finance and Funding

The program relies on traditional medium and large scale projects, with a collaborative process working with multiple small property owners for success. Together these help create the foundation and a roadmap for community revitalization.

Note: SMART: Strategic, Measurable, Actionable, Responsive, and Timely.

Incremental development is not new in Mammoth Lakes. Mammoth Mountain Ski Area (MMSA) has incrementally improved their facilities over time as revenues support the investment, and the Town has been completing important sidewalk improvements as funding and capital is received. Mammoth Hospital might be one of the best examples as the below figure illustrates.

Incremental Development of Mammoth Hospital

Source: Mammoth Lakes Hospital



The following page identifies some new terms that would need to be adopted by the Town to enable more flexible and streamlined plan implementation:

- ◆ 80% Solution
- ◆ Flexible codes
- ◆ Exceptions & Variances
- ◆ Expeditor – liaison / concierge
- ◆ Pre-approved Building types

INCREMENTAL DEVELOPMENT PROGRAM (IDP)

Recommended elements of the Policy Document include:

80% SOLUTION

When all requirements cannot be met in phase 1, but the intent is met with compliance at build out.

FLEXIBLE CODES

Simplified codes which help enable small-scale development and seek to demystify and simplify requirements, including development that is permitted without further red tape.

EXCEPTIONS, VARIANCES & WORKAROUNDS

Ways to creatively work within the intent of rules without violating them.

THRESHOLDS

Identifies what can be done to extend buildings, change uses, bring empty buildings back to life, or alter the public realm or streetscapes without triggering reviews, hearings, and/or additional costs; also adjusts thresholds that favor large-scale projects to be appropriate for smaller efforts.

EXPEDITOR - LIASION

A designated person within government to guide applicants and speed up processes.

CONCIERGE

A facilitator outside of government — ideally within a BID or CDC — to help direct project sponsors to the right people and places.

BUILDING TYPES

Analysis and roster of local building types that don't require expensive construction methods and can be built without triggering onerous code requirements such as those for elevators or additional parking; may include permitting of such buildings, subject to inspection.

Source: Darin Dinsmore and the Project for Lean Urbanism

FILLING IN THE GAPS Incremental Infill – Case Study



Step-by-Step, Truckee Example

The 10 year evolution of a commercial corridor in Truckee from auto-oriented corridor to neighborhood center/community gateway:

1. Adaptive reuse and expansion of Best Western with new frontage buildings and restaurant/seating area added
2. New Roundabout gateway and start of multi-use trail
3. Street fronting offices
4. "The Rock" mixed use project
5. New infill townhomes
6. New street front retail

CHAPTER 3

INCREMENTAL DEVELOPMENT PROGRAM (IDP)

80% SOLUTIONS

When all requirements cannot be met in phase 1, but the intent is met with compliance at build out. This term is not recognized by the land use planning profession, but it is one that is growing in the economic development community. The concept is to BE FLEXIBLE within reason, mindful of long term goals. Remember the intent of the initial plans and work toward solutions. The following pages outline some workarounds for the properties along South Main Street, some useful tools are in existing codes, others require minor code modifications.

- ◆ Primary Retail Frontage Build out Exemption (plaza space)
- ◆ Work/Live and Live/Work Designations to meet commercial requirements
- ◆ Adaptive Reuse with Frontage Build out

In the existing code an exemption currently allows: Publicly accessible plazas, courtyards or outdoor eating areas (may count toward active frontage requirements). This would allow critical flexibility for projects along South Main Street to evolve over time.

Overcoming the inertia of doing what has always been done before requires leadership, leadership that understands the value of creating unique, scalable and incremental development.



A multiuse path along South Main Street could improve the visitor experience and create a vibrant district while improving the Town Gateway
Source: ALTA Planning & Design

Source: [Project for Lean Urbanism](#)

The Town needs to add a definition of “walkable” to the code and work toward tracking and measuring success of implementation.

Walkable - An environment designed to make travel on foot convenient, attractive, and comfortable for people of various ages and physical or cognitive abilities. Considerations include the directness of the route, safety, amount of street activity, separation of pedestrian and auto circulation, street furniture, surface material, sidewalk width, prevailing wind direction, intersection treatment, curb cuts, ramps, landscaping and snow removal.

Animation - In the spring of 2017 Sierra Nevada Resort used their snow pile to host a boarding and rails event on their property to create a unique visitor experience. In the future this type of activity may be promoted along street frontages in the downtown to animate Old Mammoth Road/Tavern Road, or Main street.



Examples of street animation, Source: Google

CHAPTER 3

INCREMENTAL DEVELOPMENT PROGRAM STRATEGIES

BENEFITS OF INCREMENTAL DEVELOPMENT

The small lot and parcel fabric in downtown Mammoth Lakes provides an opportunity for a collaborative approach to incremental development. A district scale approach to revitalization will need to be driven by the private sector, supported by the Town and special districts working together.

The goal of the Program is to devise tools and approaches to community-building that takes less time, reduces the resource requirements for compliance, and frustrates fewer well-intentioned entrepreneurs and property owners.

To be successful, community leaders will need to explore opportunities for property owner collaboration, attracting legacy investors and enabling new joint ventures between property owners and entrepreneurs seeking to start and grow new businesses.

Potential leadership might include Millennials, makers, and community entrepreneurs for whom the barriers to entry have become too high.

Why are some communities moving toward an incremental development approach? Benefits may include:

- ◆ Cost containment for infrastructure investment and private development
- ◆ Ability to leverage infrastructure investments to catalyze private sector development
- ◆ Streamline government process while helping business owners/entrepreneurs navigate complex rules
- ◆ Community-building takes less time - providing ways to tackle onerous financial, bureaucratic, and regulatory processes.
- ◆ Communities pursue new development activity in areas targeted for revitalization
- ◆ Improve housing choices, potentially reducing housing costs

Adaptive Reuse & Incremental Infill - Filling in the Gaps



Proposed Incremental Development on Main Street from The Main Street Plan (New Buildings Shown in Brown)

CHAPTER 3

INCREMENTAL DEVELOPMENT PROGRAM ACTIONS

SUMMARY

The intent of a IDP program is to establish and implement a programmatic approach to achieve implementation of desired small scale commercial, residential and mixed-use infill development. This program will focus on assisting designated catalyst sites and/or priority infill development areas within the Town of Mammoth Lakes. The program includes actions intended to help promote, facilitate and achieve the desired type, scale, mixture and design of small scale infill development consistent with adopted Town land use/development policies and plans.

If undertaken by the Town in a proactive manner, they would help promote, facilitate and achieve desired residential and mixed-use infill. The draft actions are designed to help remove the current constraints to small scale infill development.

DRAFT Program Criteria – small builders/developers actively working on projects under \$3m to build 2-3 story MU and affordable by design residential projects that will help create a walkable downtown with active street front retail. Owner occupied shopkeeper units with live/work or work/live units. Innovative small scale micro/small residential that are designed to house local workforce.

B. Implement An Incremental Development Program (IDP).

Create a pipeline of small scale projects in the community that provide new ownership opportunities for small business and local residents that live/work and invest in the community.

The following outline includes three categories of recommended actions to kick-start and facilitate small scale infill:

- **Create An Incremental Development Program (IDP)**
- **Provide Flexible Codes**
- **Implement A Collaborative Planning Approach**

1. Create An Incremental Development Program (IDP) – with expedited development review and funding support for initial catalyst projects.

1. Establish incremental development overlay land use designation in zoning ordinance with supporting policies in General Plan
2. Consider alternative building construction standards (e.g. modular construction) to help address construction labor, supply and weather/seasonality issues related to Mammoth Lakes
3. Establish expedited planning and permitting process for discretionary planning and building entitlements
4. Provide Local authority and staff to expedite development review for catalyst projects and priority infill development
5. Update the general plan and development code to guide catalyst projects and include definitions of 80% solutions etc..
6. Seek support from the business and property owners/ local development community to encourage infill development
7. Identify specific sites for catalyst projects
8. Implement tiered impact fees and a priority impact fee waiver system combined with reductions for water and fire district fees
9. Work on strategies for "planned densification" (IDP)
10. Develop "pre approved" building plans
11. Focus on projects under CEQA requirements and programmatic EIR requirements for infill development
12. Get creative with requirements for snow storage and shared parking & parking offsite
13. Implement shared services for solid waste, recycling and access points
14. Local actions to facilitate desired infill development activity could include project planning, permitting, technical assistance and/or proactive marketing.
15. Focus CIP program investments to support small scale infill
16. Create plans for district scale lots and adaptable structured parking that may evolve over time

INCREMENTAL DEVELOPMENT ACTIONS

2. Provide Flexible Codes - for catalyst projects – seek 80% solutions, flexible codes & exemptions. Examples include allowing live/work units and plazas to meet commercial frontage build out requirements.

1. Provide support for code flexibility for small property improvements (not bring entire property up to code at once)
2. Designate a staff level catalyst project/infill coordinator role with responsibility/authority to assist proposed project design review & approvals
3. Enable creative onsite, shared and offsite parking solutions.

3. Implement A Collaborative Planning Approach - Work together in a new downtown design center space with property owners and new investors upfront to collaboratively shape catalyst projects and build new partnerships for change.

1. Open a downtown design center, with an interactive map for community action ideas & proactively co-develop a collection of small projects that create an economic synergy
2. Continue to provide predevelopment review/advisory process involving all applicable Town government departments
3. Create a downtown design center with interactive plans and maps to improve district collaboration and help create design solutions for local property owners
4. Work with an open book proforma, calculating residual land value with existing property owners to demonstrate that redevelopment lands have a market value approaching \$500k/acre not \$1m/acre (approach needs to be thought through)
5. Prepare/process and provide for base programmatic environmental review for designated infill development areas (include catalyst sites)
6. Establish marketing outreach program to market infill development program to local property owners and regional /state and national developers

7. Create a public sector - developer liaison

- Identify a department or office where a proactive developer liaison function would naturally fit
- Support local developers that are interested in downtown infill development with proactive site visits and design events
- Explore community and political interest in partnering with the private sector to promote downtown development
- Develop case studies where local developers have overcome obstacles to build an infill development projects
- Bring in outside developers experienced in developing compact, mixed-use products in mountain downtown settings
- Attract experienced developers knowledgeable in Low Income Housing Tax Credits or New Market Tax Credits
- Strengthen infill/downtown development incentives that are rarely used or are not sufficiently catalyzing infill development
- Investigate state and federal infrastructure/development financing programs

8. Create a local developer capacity-building program

- Partner to support a local developer program to build capacity working with infill techniques and funding tools
- Create a Town-assisted demonstration project for local owners/builders to make a tangible improvement in a priority infill areas downtown
- Identify local developers that are interested in infill
- Partner with the local college and high school programs that prepare students for careers as builders
- Invite neighborhood associations or other civic groups to participate

HOUSING NOW

Draft 12 Step Program Overview

A. Vibrant Districts

1. Build Impact Infrastructure
2. Strategically Implement Shared Parking Solutions
3. Create New & Count On-street Parking

B. Incremental Development

1. Create An Incremental Development Program (IDP)
2. Provide Flexible Codes
3. Implement A Collaborative Planning Approach

C. Housing Now

1. Low Cost Affordable Housing
2. Flexible Workforce Housing Solutions.
3. (“Shopkeeper”) Units

D. Catalyst Projects

1. Partner With Private Sector & Develop 2-4 Downtown Mixed Use Buildings (MUB)
2. “Pre-approved” Building Type
3. Build A Housing NOW Solution For An Initial 5-6 Units



CHAPTER 4 HOUSING NOW

HOUSING NOW

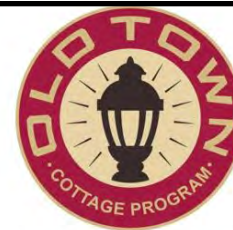
When asked what downtown improvements were most important to them more than 82 of 243 respondents (35%) cited improved housing choices in the downtown. Workshop participants and stakeholders indicated strong support for higher density and mixed use housing options in the downtown.

- ◆ Mixed Use
- ◆ Townhouse
- ◆ Live work
- ◆ Mid-rise apartment
- ◆ Single Family Residential

Property Type	Count	Percentage
Mixed Use	27	42%
Townhouse	34	36%
Livework	79	34%
Mid-Rise Apartment	75	32%
Single Family Residential	66	28%
Other	11	6%
Luxury Condos	4	2%

Source: Crowdbrite Connect Mammoth Lakes Survey

Local business owners spoke out during the downtown revitalization workshops to identify the challenge of providing adequate housing for their workforce. The graphic below is a visual representation of those comments.



- ◆ The city of Clovis created plans for three cottage models that property owners can use for free. The three housing concepts can shortcut the sometimes cumbersome permitting process because the designs are pre-approved by the city. “Property owners using those designs can cut their costs by about \$8,150”

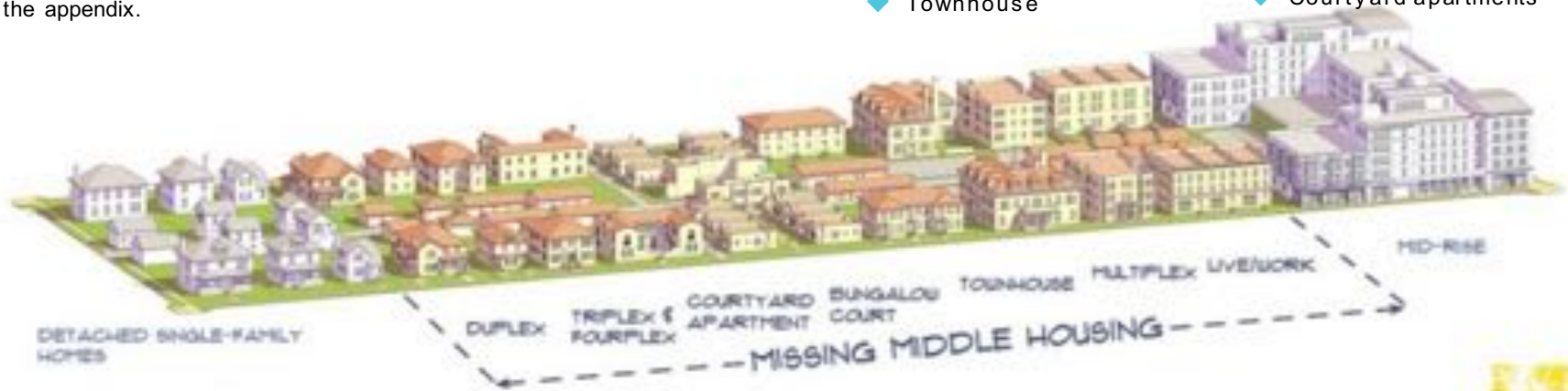
CHAPTER 4

MISSING MIDDLE HOUSING STRATEGY

Missing Middle Housing consists of multi-unit housing types such as micro units, ADU's, duplexes, four-plexes, bungalow courts, and mansion apartments that are not bigger than a large house. They provide diverse housing choices and generate enough density to support transit and locally-serving commercial amenities. Many of the neighborhoods in Mammoth Lake were built in the 1970's in large condo blocks that are difficult to change and evolve/improve over time. Examples of traditional community 'Missing Middle' housing are listed here, while a Mammoth Lakes specific Missing Middle housing types have been identified and are outlined in detail in the appendix.

Examples:

- ◆ Duplexes
- ◆ Four-plexes
- ◆ Bungalow courts
- ◆ Mansion apartments
- ◆ Live/work units
- ◆ Carriage house/ADU
- ◆ Work/Live Unit
- ◆ Townhouse
- ◆ Micro-units
- ◆ Emergency workforce housing
- ◆ Tiny House
- ◆ Mixed-use building
- ◆ Shopkeeper Unit
- ◆ Co-housing
- ◆ Row house
- ◆ Courtyard apartments



Housing NOW prototypes for Downtown



16 Total Housing Types Identified by the Public that may be part of an integrated Missing Middle housing strategy for Mammoth Lakes

CHAPTER 4

HOUSING NOW STRATEGIES

How to fast-track a workforce housing solution?

Many communities are exploring options for small scale incremental development to kick start revitalization and to leverage infrastructure investments. Three housing catalyst ideas have been identified for discussion and review. An incremental development program involves enhanced collaboration and cooperation across property boundaries and with a variety of Town departments and agency partners. This type of proactive leadership with require both public and private sector support.

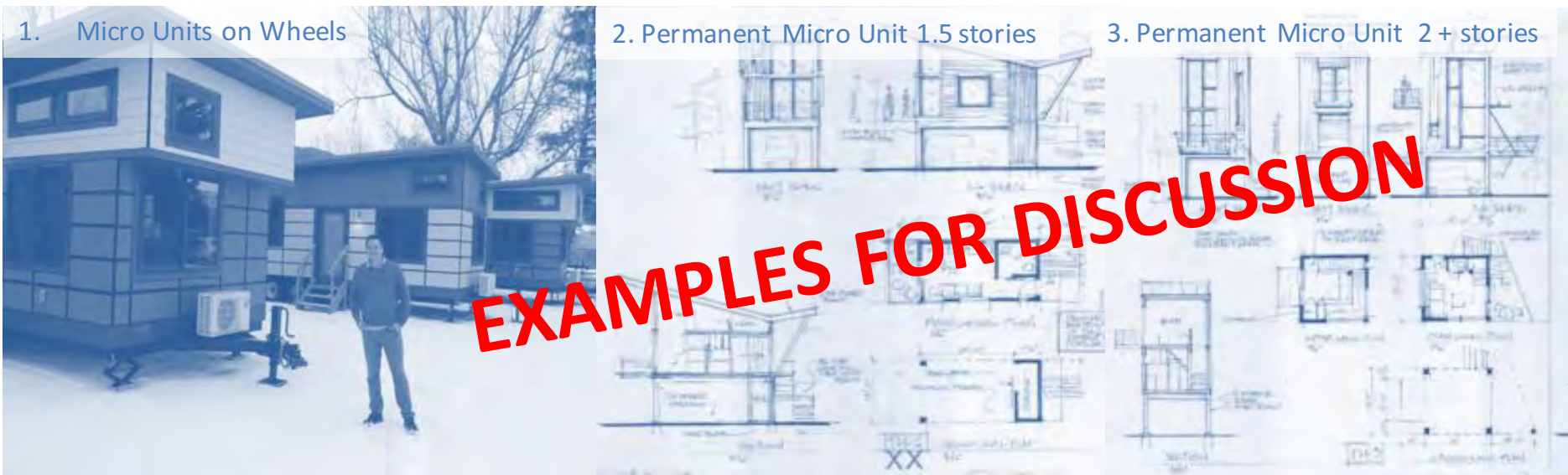
HOUSING CATALYST PROJECT IDEAS FOR SKI TOWNS

- ◆ 1. Micro Units on Wheels
- ◆ 2. Permanent Micro Unit with lofts
- ◆ 3. Permanent Micro Unit 2 + stories

A variety of potential housing types have been identified and outlined in the appendix. Many of these buildings and development sites will take more than 5-10 years to entitle and procure. Both employers and employees expressed deep concern over the lack of immediate housing choices in the area. The following pages include an analysis of potential locations for housing NOW, an overview of different unit types that may be produced offsite in as little as 6 months and meet Title 24 and snow load requirements (270 lbs./sf).

Two case study housing projects have also been identified in the appendix that include higher density permanent workforce housing solutions from other mountain towns. Low cost affordable housing is also a challenge to produce in Mountain towns, eleven factors that impact affordability have been identified for discussion.

The following pages outline potential locations for a distributed workforce housing strategy consisting of quick to procure modular units. This may be one approach to assist with the immediate housing need.



CHAPTER 4

HOUSING NOW

C. Housing Now – housing availability was identified as a key barrier by both small business and large institutional employers. Many employers in town provide their own workforce housing solution and those units are getting older and need upgrading.

1. **Low Cost Affordable Housing** – Identify opportunities for low cost affordable housing solutions that may be implemented quickly.
 1. Prioritize & incentivize reuse projects which create more housing from underutilized office space.
 2. Consider changes to zoning requirements to allow small well designed units for local workforce, singles and transitional housing. Ensure that small units have adequate natural light, storage, etc.
 3. Create an Accessory Dwelling Unit manual to encourage the construction of accessory dwelling units.
2. **Flexible Workforce Housing Solutions** – Identify new building types, locations and technologies that may help deliver needed flexible workforce housing solutions.
 1. Work with employers and modular builders to identify opportunities for modular construction designed specifically for the Mammoth Lakes climate, snow storage and design/character criteria.
 2. Provide information on traditional FHA loans for four or fewer units.
 3. Work to design buildings to provide accessibility on the first floor to avoid elevator installations.
3. **(“Shopkeeper”) Units** – Fast track development of flexible downtown building types to create opportunities for new live/work (“shopkeeper”) units. See Chapter 5
 1. Work with development community to identify opportunities for housing above retail in existing and new buildings.
 2. Consider creation of a funding pool or loan program to support new shopkeeper units.

Factors

Eleven factors have been identified that affect affordability by design for housing and Mixed Use redevelopment in Mammoth Lakes. This is meant for discussion and inform the creation of a variety of housing solutions throughout the downtown:

Factors Affecting Affordability

- ◆ efficient use of the land/land cost
- ◆ small unit sizes
- ◆ adaptive reuse
- ◆ building type selection
- ◆ fee structure
- ◆ parking accommodation
- ◆ diversity of unit types
- ◆ density and design
- ◆ Infrastructure
- ◆ type of funding
- ◆ lack of a master developer or redevelopment agency

With limited amount of available land and high cost, efficient and effective site design and higher densities are appropriate at key locations.

Cost saving construction techniques may need to be employed to help offset the short construction season and potential lack of available skilled labor. These solutions may include a combination of off site built, prefab and manufactured housing.

Owner occupied shopkeeper units with live/work or work/live units may also expand affordable housing choices. Pre-approved 3 story MU buildings may provide a catalyst for more affordable downtown projects that also help create a walkable downtown with active street front uses. Other catalyst projects may include Innovative small scale micro/small residential that are designed to house local workforce.

HOUSING NOW PROTOTYPES

Adaptive Reuse of existing underutilized office space may be a first order Housing Now Solution.

TEMPORARY MICRO UNIT

Single unit on wheels, may be placed on foundation or garage later

- 2-4 pillows—300-475 SF
- Single/Couple
- Roommate Version

**Possible locations – 4+
+/-30 Units**

No garage, 1st Phase

May be used to replace mobile homes in existing mobile home parks. No Garage in Phase 1.

PERMANENT MICRO UNIT LOFTS

May be arranged in Single, Duplex or Row house or combined into larger units

Residential – 475 - 950 SF

- one bedroom
- studio apt.
- Area under stairs may be enclosed for laundry/storage
- Garage included

**Possible locations – 3-5
+/-30 Units**

Garage/storage

PERMANENT MICRO UNIT 2+ STORY

May be arranged in Single, Duplex or Row house or combined into larger units

Residential – 475 - 950 SF

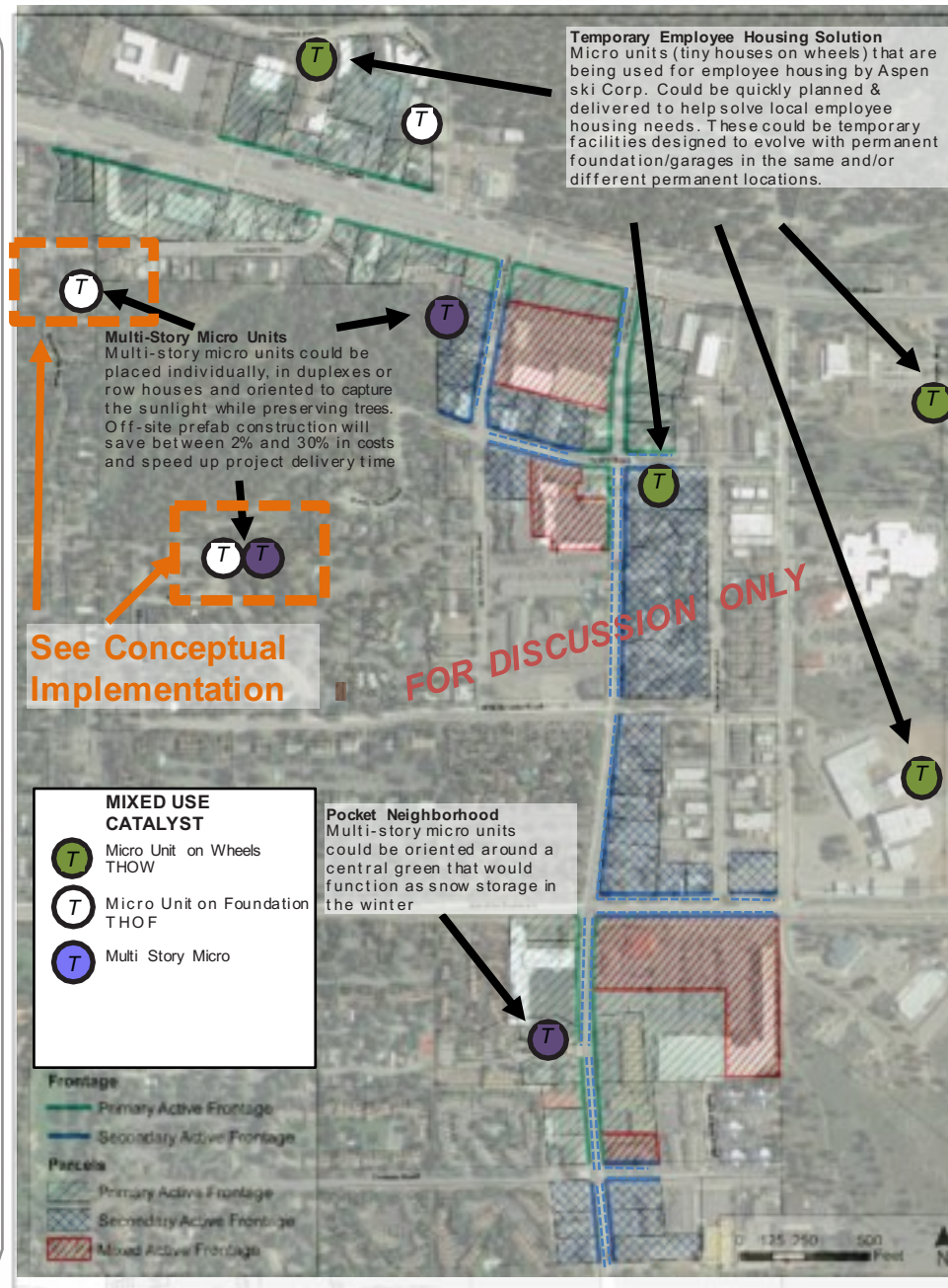
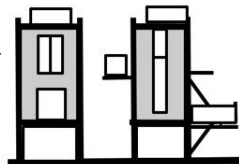
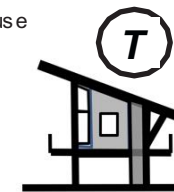
- one bedrooms
- studio apt.
- Area under stairs may be enclosed for laundry/storage
- Garage Included

**Possible locations – 3-5
+/-30 Units**

Garage/storage

**Cost - Prefab units that meet snow load \$115-165k
Plus foundations, land, fees and services/utilities**

**This strategy could result in anywhere from
40 to 180 pillows for employee housing for
couples/singles.**



CATALYST PROJECTS

Draft 12 Step Program Overview

A. Vibrant Districts

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CHAPTER 5 CATALYST PROJECTS

CHAPTER 5

CATALYST PROJECTS

STRATEGIC IMPLEMENTATION

Incremental, community-scale revitalization and development in Downtown Mammoth Lakes will need to tap into local physical, financial, and social assets that are currently underutilized. Catalyst projects will help test and refine the tools, to identify and seek solutions to common barriers - small lots, lack of snow storage areas and challenges with commercial parking.

Incremental development in Mammoth Lakes will come to life through catalyst projects, projects that will demonstrate the potential and value of incremental, community-scale investment.

The IDP program will identify and seek solutions to common barriers in regulation or practice; barriers that inhibit small-scale development or rebuilding, while fostering high quality community benefit projects.

CATALYST PROJECTS

To begin the IDP, the Town might consider Catalyst Projects like:

- ◆ Adaptive Reuse with Frontage Improvements (South Main Street)
- ◆ Preapproved Mixed Use Buildings (Shopkeeper Unit)
- ◆ Housing NOW solutions to be implemented within 1 year (micro units)
- ◆ Small district municipal parking lots for between 22-25 cars at strategic locations (on 2-3 combined lots)

EXPECTED OUTCOMES

Each catalyst project should deliver the following outcomes:

- ◆ Recognition that empty buildings, older corridors, and declining strip malls can be assets rather than liabilities when creativity and Incremental Development is applied.
- ◆ Building a constituency for and partnership to deliver incremental, small-scale development projects and grow local businesses
- ◆ A collaborative plan across property boundaries to share parking, snow storage, access, waste disposal etc., and a commitment to expedite approvals
- ◆ Approval and implementation of small projects, with built projects and new businesses on the ground
- ◆ An engaged base of support among local businesses, residents, and organizations such as new BIDs and community NGO's.
- ◆ Engagement of a broader local demographic including Millennials, visitors, makers and downshifting Baby Boomers, among others.

PRE-APPROVED BUILDING PROTOTYPE EXAMPLES

- ◆ To encourage development of small-scale neighborhood compatible housing Santa Cruz prepared an ADU Plan Sets Book containing 7 ADU prototypes designed by leading architects, plans are available for a nominal fee with a fast track review process at the counter
- ◆ Sacramento County has prepared an [Accessory Dwelling Unit Manual](#) that could be used as a model for the MU Infill Manual

CHAPTER 5

CATALYST PROJECT ACTIONS

D. Catalyst Projects - the best way to demonstrate leadership and create new partnerships for change is to implement catalyst projects that leverage both public and private sector investment.

1. Partner With Private Sector & Develop 2-4 Downtown Mixed Use Buildings (MUB) - that demonstrate the type of building form, location, density and design that will help to create a vibrant “feet first” downtown.

1. District parking solution with snow removal assistance first 5 years
2. Fee Waiver reductions including special districts
3. CEQA - All incremental development in a programmatic EIR
4. Tenant/small business assistance
5. Program sunsets after 30 units
6. Exemptions apply to first 5 units on each property

2. “Pre-approved” Building Type – Based on the MUB catalyst project develop a “pre-approved” building type with a set of inexpensive plans available from the Town and make it easy to build this type of project. Building modules may be customized by property owners and may receive over the counter approval.

1. Preapproved buildings, including fire and special districts, over the counter review
2. Action create a MUB manual
 - Respond to context
 - Neighborhood Compatibility
 - Different Types may include stand alone, Duplex, Row house, MUB Wrap, Corner Lots

3. Build A Housing NOW Solution For An Initial 5-6 Units – Create an innovative housing solution for 5 families within 18 months. Create a partnership with MMSA (and/or other partners) and build a Housing NOW solution for an initial 5-6 units that helps to test the codes and streamline approval timelines.

1. Further investigate innovative building types, needed code reform, and fee structure for smaller units such as:
 - Prefab +/- 400 sf. units delivered on Wheels
 - Duplex 350 SF one bedroom units that may be paired into 2 bedroom units and also stacked to form 4-plex units.

WHY A MUB PROTOTYPE?

Send a strong message to local and national development community that you are open for business.

Example:

Santa Cruz ADU program that resulted in 35 units in year 1 alone.



CHAPTER 5

MIXED USE BUILDING (MUB) PROTOTYPE

Incremental Infill - Filling in the Gaps

A VIBRANT WALKABLE DOWNTOWN

In Truckee a former garage was purchased and redeveloped into a three story mixed use building to help extend the Main Street pedestrian promenade and to connect the existing shopping street to the railyard area. The building was designed to be a flexible prototype that could be used to wrap a proposed theatre and improve walkability in the downtown.

This type of building could be treated as a flexible building module used as a stand alone building or combined into a duplex or row-house to help fill the gaps in downtown Mammoth Lakes.

Could the revitalization of Downtown Mammoth Lakes include small, medium and large scale improvements over-time that help create the vibrant walkable downtown the community has envisioned?

By identifying a prototype building and “pre-approving” it in the zoning and building requirements for the downtown, property owners may be able to adapt the plans and also save time and money on planning, design and implementation.

The following pages outline potential locations, provide detailed descriptions of building configurations, sample floor plans, and parking location options. A total of 54 potential modules have been identified that could total 38,664 SF of Commercial and 108 residential units in the Downtown. This alone would provide opportunity for 54 local entrepreneurs to own in downtown, create 190 jobs and create 1700 feet of active frontage. Revitalization one building, one lot at a time.

Main St. Truckee Infill



3 Story Mixed Use



Module planned to wrap larger building



MIXED USE PROTOTYPE CATALYST PROJECT

MIXED USE INFILL SINGLE/DUPLEX

5 Duplex
Commercial – 7,160 SF
Residential
10 – one bedrooms
10 – studio apt.
Walkable frontage improvements – 400 ft..
Possible locations – 5-10



MIXED USE INFILL ROWHOUSE

8 Row house
Commercial – 22,912 SF
Residential
32 – one bedrooms
32 – studio apt.
Walkable frontage improvements – 800 ft..
Possible locations – 6-8



WRAPPED STRUCTURE

12 Unit Parking Structure Wrap
Commercial – 8,592 SF
Residential
12 – one bedrooms
12 – studio apt.
Possible locations - 1



MIXED USE INCREMENTAL INFILL

TOTALS 54 Modules
Commercial – 38,664 SF
Residential
54 – one bedrooms
54 – studio apt.

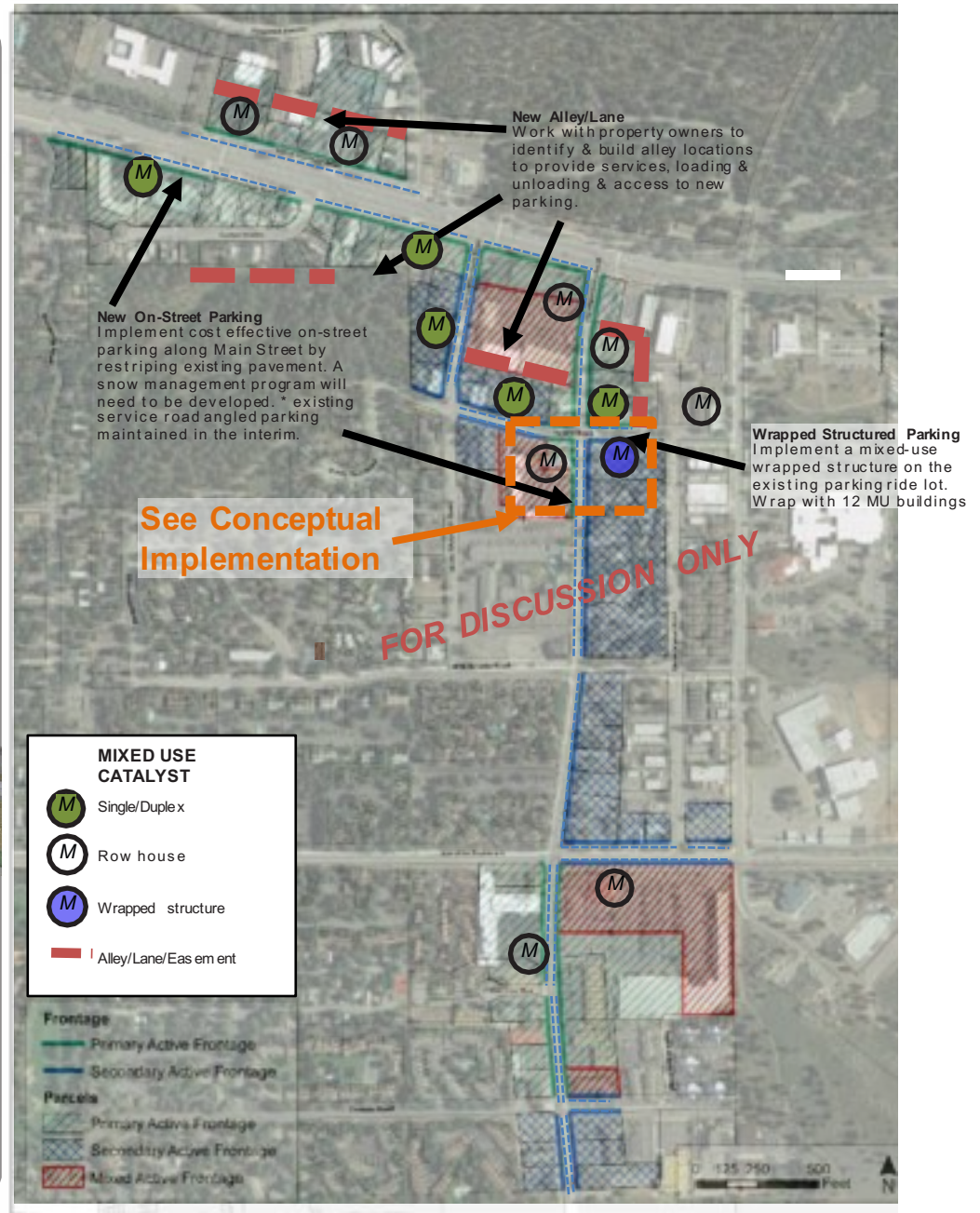
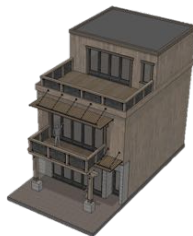


Figure: Zoning Code Frontage Types with Potential MU Catalyst Opportunities

CHAPTER 5

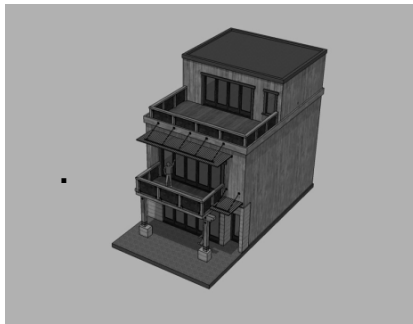
MIXED USE PROTOTYPE BUILDING

Mixed Use Flex Building Module Configurations

Standard building configurations, may be easily modified

Single

Commercial - 716 SF
Residential
1 – one bedrooms
1 – studio apt.



SPECIFICATIONS

- ◆ 3 story Mixed Use Building, Commercial ground floor, 1 bedroom second floor, top floor studio
- ◆ Ground level conditioned space – 716 S.F.
- ◆ Upper level conditioned space (incl. Entire stair) - 872 S.F.
- ◆ Roof level conditioned space - 498 S.F.
- ◆ Total proposed - 2,086 S.F.
- ◆ Requires rear alley for parking/garage spaces and/or on-street commercial parking
- ◆ Floor Area Ratio :Varies

Duplex

Commercial - 1432 SF
Residential
2 – one bedrooms
2 – studio apt.



SPECIFICATIONS

- ◆ 3 story Mixed Use Building, Commercial ground floor, 1 bedroom second floor, top floor studio
- ◆ Ground level conditioned space – 1432 S.F.
- ◆ Upper level conditioned space (incl. Entire stair) - 1,744 S.F.
- ◆ Roof level conditioned space - 996 S.F.
- ◆ Total proposed – 4,172 S.F.
- ◆ Requires rear alley for parking/garage spaces and/or on-street commercial parking
- ◆ Floor Area Ratio :Varies

Row house

Commercial - 2864 SF
Residential
4 – one bedrooms
4 – studio apt.



SPECIFICATIONS

- ◆ 3 story Mixed Use Building, Commercial ground floor, 1 bedroom second floor, top floor studio
- ◆ Ground level conditioned space – 2,864 S.F.
- ◆ Upper level conditioned space (incl. Entire stair) – 3,488 S.F.
- ◆ Roof level conditioned space - 1992 S.F.
- ◆ Total proposed – 8,344 S.F.
- ◆ Requires rear alley for parking/garage spaces and/or on-street commercial parking
- ◆ Floor Area Ratio :Varies

CHAPTER 5

MIXED USE PROTOTYPE BUILDING

Conceptual Floor Plans

Conceptual Floor Plans – Option 1 Mixed-Use, One Bedroom + Studio,



Conceptual Floor Plans – Option 2 Office/Flex



Conceptual Floor Plans – Option 3, Residential

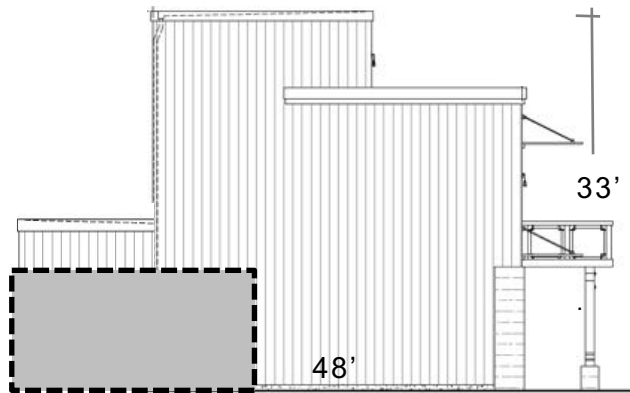


CHAPTER 5

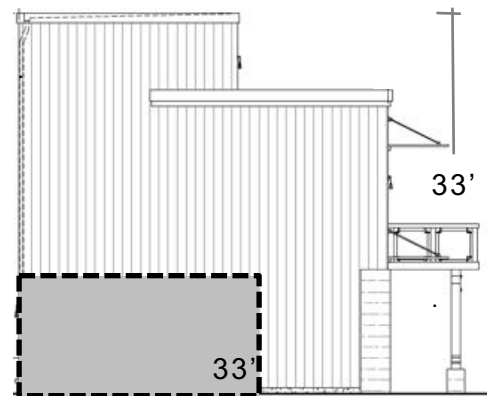
MIXED USE PROTOTYPE BUILDING

Parking Options

Rear Parking



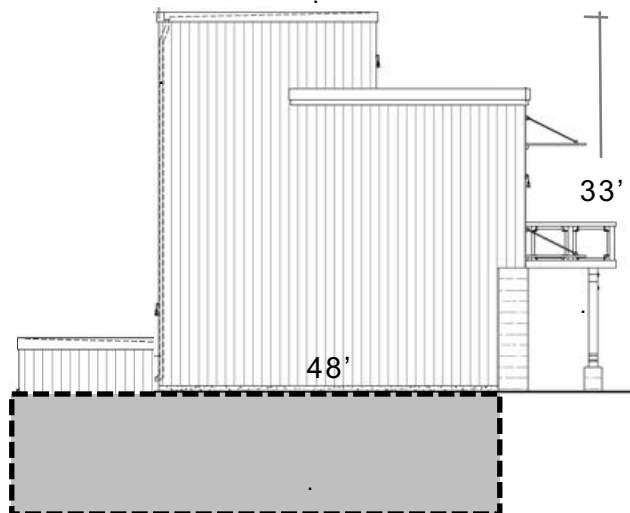
Embedded Parking



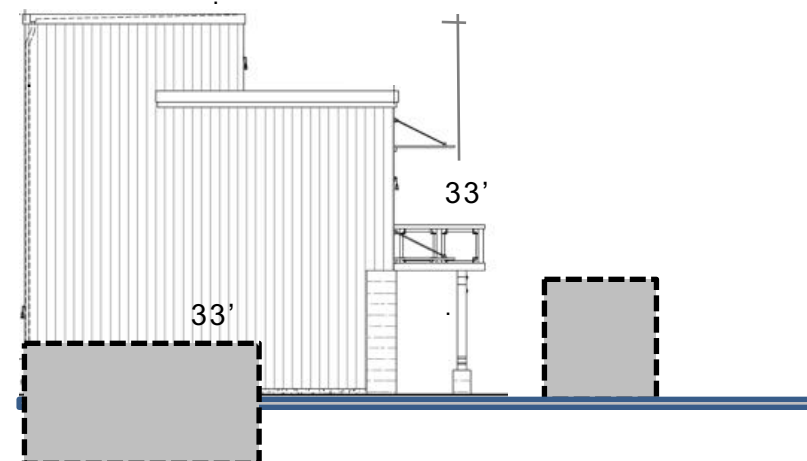
Parking Options

- ◆ Rear Parking off back of building access via alley or existing parking area – 2 spaces, outdoor patio on top
- ◆ Embedded parking off back/side of building access via alley or existing parking area – 2 spaces
- ◆ Tuck under tandem parking off back/side of building access via alley or existing parking area – 4 spaces
- ◆ Podium plus on-street for commercial– 3+ spaces

Tuck Under Tandem



Podium + On-Street Parking

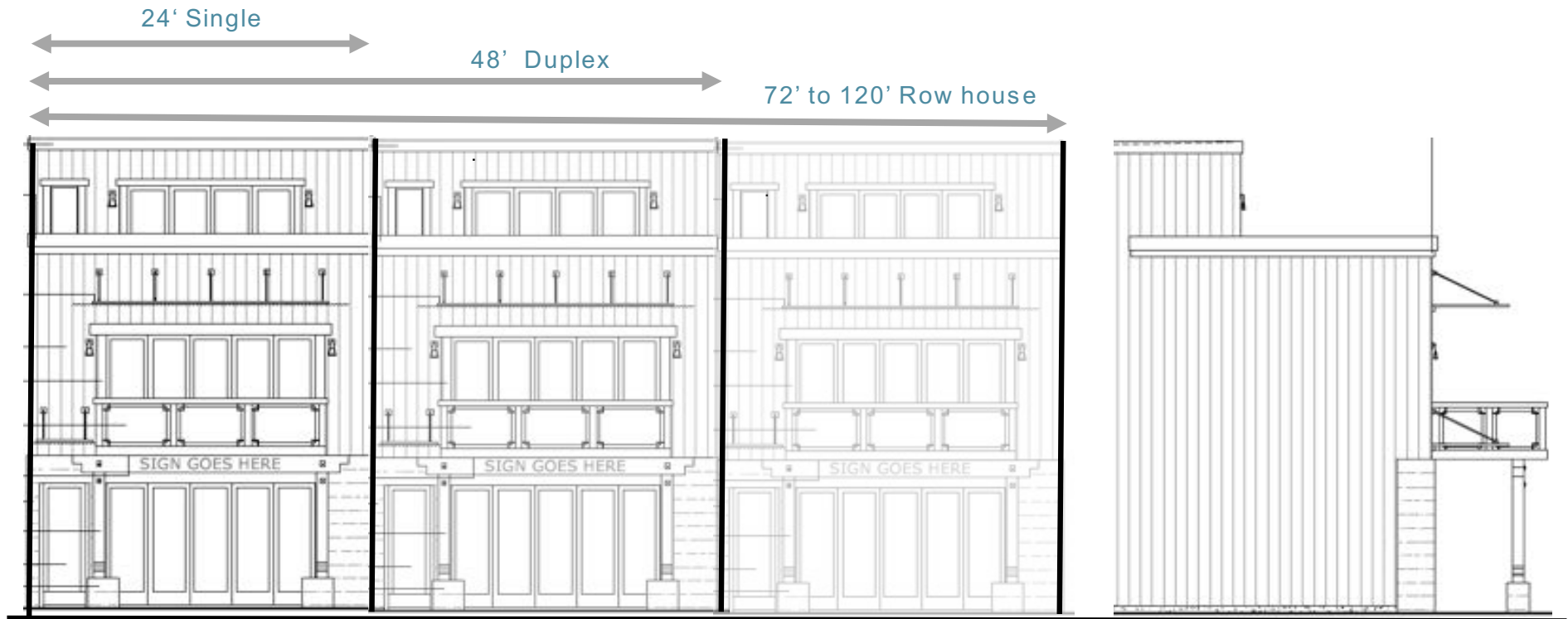


Note: Roof may be flat or pitched

CHAPTER 5

MIXED USE PROTOTYPE BUILDING

Stand Alone or Combined – Flexible Building



- ◆ As part of the incremental development program (IDP) small properties may use this flexible building type in increments including single, duplex, row house (3-5 units) and even a parking structure wrap

- ◆ Building is built to the property line and helps eliminate curb cuts while creating active frontage and animating the street edge

- ◆ Three stories enables flexible uses that may change over time as the market and local needs change

STREET FRONT ELEVATION

SIDE ELEVATION

CHAPTER 5

MIXED USE PROTOTYPE BUILDING Conceptual Implementation

27 Beds Downtown, 14 Permanent

Example of Filling in the GAPS

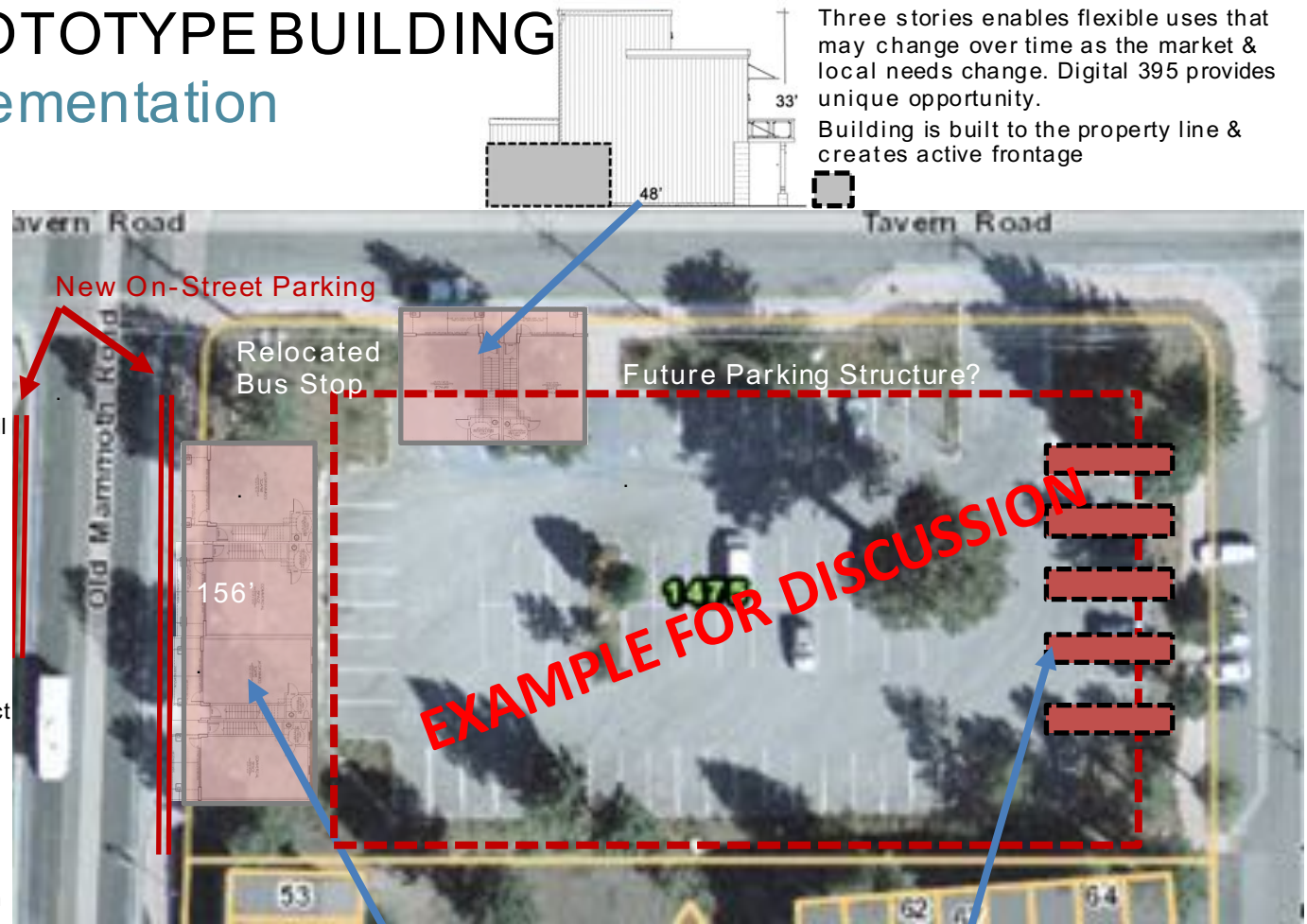
- ◆ 6 new “shopkeeper” units
- ◆ 144 ft. of street animation
- ◆ 12 to 17 residential units (27 Beds)
- ◆ 2 Live/work units
- ◆ 4-6 small businesses opportunities retail or office (3200sf)
- ◆ No net loss of parking

Getting the project to Pencil Out

- ◆ Kit of parts development (steel frame?)
- ◆ No land cost basis
- ◆ Fee Waiver, and 2/3 special district fee waiver
- ◆ Frontage improvements by Town (Impact Infrastructure)
- ◆ Build 4 units at one time
- ◆ No net loss of parking
- ◆ On- street/district parking count toward commercial requirements
- ◆ Underwrite cost of engineering & design

Three stories enables flexible uses that may change over time as the market & local needs change. Digital 395 provides unique opportunity.

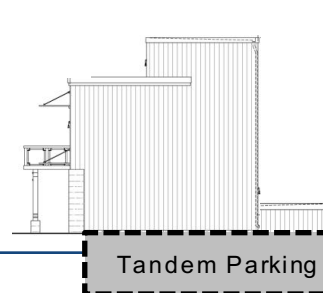
Building is built to the property line & creates active frontage



STREET FRONT ELEVATION

SIDE ELEVATION

TEMPORARY WORKFORCE HOUSING



As part of the incremental development program (IDP) existing properties may use this flexible building type in increments.

Dinsmore Sierra, LLC

GETTING STARTED

Draft 12 Step Program Overview

A. Vibrant Districts

1. Build Impact Infrastructure
2. Strategically Implement Shared Parking Solutions
3. Create New & Count On-street Parking

B. Incremental Development

1. Create An Incremental Development Program (IDP)
2. Provide Flexible Codes
3. Implement A Collaborative Planning Approach

C. Housing Now

1. Low Cost Affordable Housing
2. Flexible Workforce Housing Solutions.
3. (“Shopkeeper”) Units

D. Catalyst Projects

1. Partner With Private Sector & Develop 2-4 Downtown Mixed Use Buildings (MUB)
2. “Pre-approved” Building Type
3. Build A Housing NOW Solution For An Initial 5-6 Units



CHAPTER 6 GETTING STARTED

CHAPTER 6

GETTING PROJECTS OFF THE GROUND

IMPLEMENTATION

These strategies and actions are designed to build off of the existing adopted plans and ordinances in the Town. Used in combination, they will help to incentivize and encourage new investment and provide options for coordinated plan implementation

To ensure small developers are able to navigate the process, other communities and cities have hired staff to specialize in infill development and assist developers with project research and permitting.

For example, Phoenix hired two staff people to kick-start downtown revitalization and Truckee had a grant/developer funded position for three years.

The incremental development movement is revealing that targeted, small projects, done in collaboration with a diversity of stakeholders, can create cycles of incremental investments that nurture the revitalization of downtowns. We recommend assigning or hiring a special projects manager to execute the action plan and will work across local departments and special districts. Their job will be to help pool resources, coordinate action, provide technical support, and liaise with staff.

The action plan will not be in a plan on a shelf, but will be a collection of shared public maps/drawings located in a design center for up to three years. It will contain projects which can be put in place as 'easy wins' within a twelve- to eighteen-month time frame. These might include improvements to public space, facade improvements, housing now, pop up retail or traffic-calming/cycling facilities.

Based on meetings with stakeholders and property owners, a list of challenges and barriers have been identified. This Action Plan is designed to help overcome these barriers to revitalization, create a strong policy framework, and support local investment.

If you look at the physical, economic and social infrastructure requirements of community revitalization these may be some of the barriers to successful revitalization in Mammoth Lakes. [From Meeting of the Minds Article 2016](#)

Overcoming Physical Barriers:

- ◆ Auto oriented land use pattern
- ◆ Small lots
- ◆ Lack of on-street/shared parking
- ◆ Lack of shared access/egress
- ◆ No comprehensive snow removal strategy
- ◆ Lack of district identity
- ◆ Hundreds of buildings approaching the end of their life cycle

Potential Economic Barriers:

- ◆ Seasonal and weekend economy
- ◆ Weather dependent visitation
- ◆ Cost of housing for local workforce
- ◆ Town general funds depleted, CIP funds restricted
- ◆ Unproved market for boutique and destination retail
- ◆ Restaurants and destinations spread out - not concentrated in a walkable district
- ◆ Difficult to get visitors out of their cars to create a synergy of shopping and entertainment
- ◆ Infrastructure improvements made a private developer responsibility (frontage improvements, commercial parking, snow removal, rear alleys access easements)
- ◆ State law killed redevelopment authority
- ◆ Prop 13 and many buildings are paid off limiting desire to reinvest
- ◆ Multi- year drought and drop in visitation

Potential Social Barriers:

- ◆ Perception that developers are large out of town investors
- ◆ Perception that the Town may be difficult to deal with
- ◆ Lack of support from property owners for adopted plans

CHAPTER 4

GETTING PROJECTS OFF THE GROUND

NEW CAPITAL STACK

SEEK STATE AND REGIONAL PARTNERS

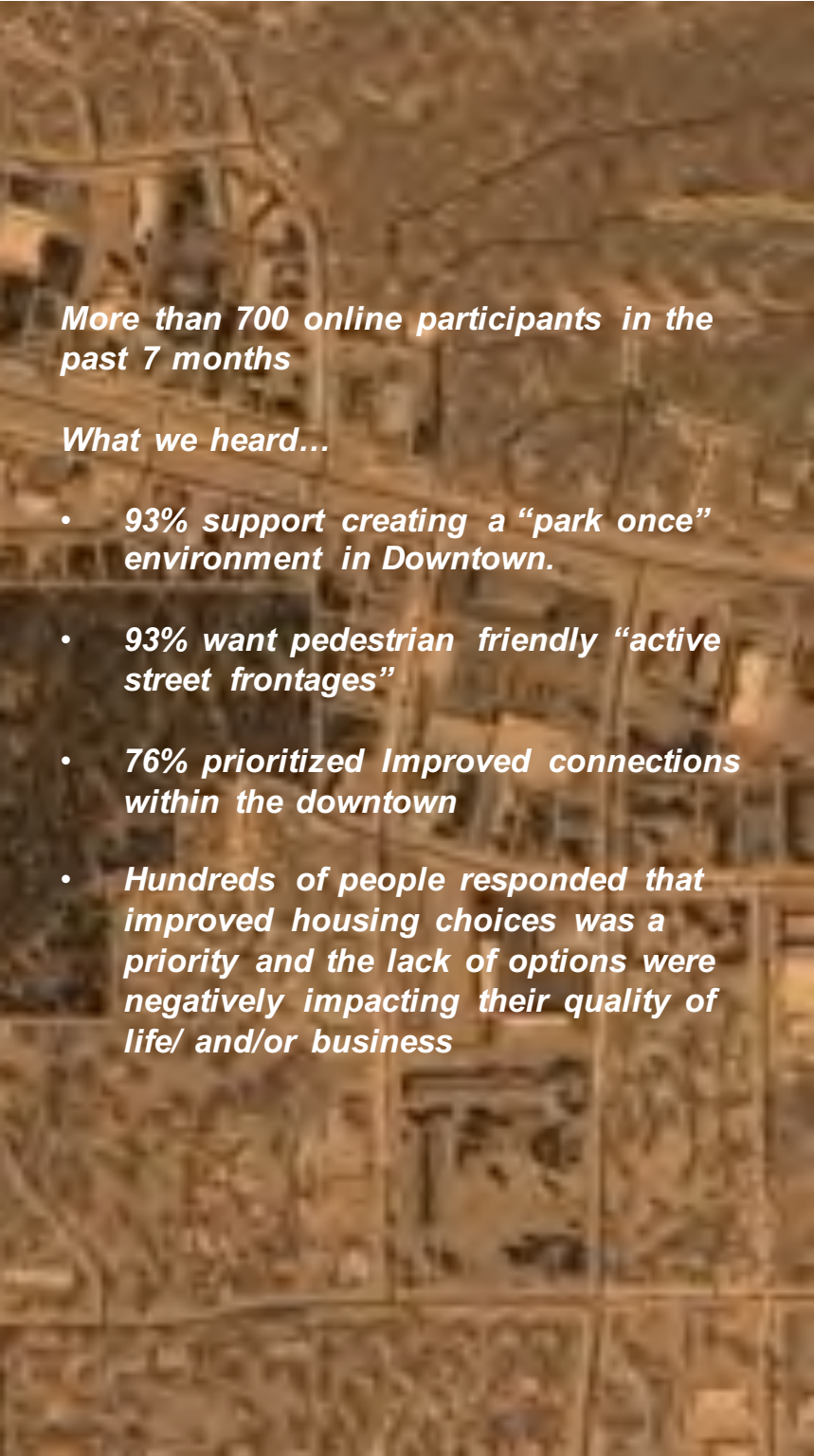
- ◆ Apply for state or regional funding programs (for infrastructure or infill development)
- ◆ Apply for state or regional technical assistance programs that can help create policies and codes that support infill development
- ◆ Partner with anchor institutions (hospital or college) that are interested in economic and community development
- ◆ Lobby for state-level infrastructure investments to support priority development areas
- ◆ Seek grant funds for opportunity sites

ATTRACT PRIVATE EQUITY

- ◆ Identify potential private equity partners with an interest in the community
- ◆ Use traditional networks and new online tools to attract new private equity investment
- ◆ Work with community and local professional organizations to identify members who might invest in priority development areas
- ◆ Partner with a community foundation with major donors who would invest locally
- ◆ Use new platforms for equity based real estate investments to fundraise, look for investor tenant opportunities for new MU development projects at key retail frontages to support a more walkable downtown

ENCOURAGE CROWDFUNDING

- ◆ Encourage crowdfunding for projects and businesses in priority infill development areas
- ◆ Implement a participatory budgeting program to let citizens prioritize CIP and other civic investments
- ◆ Utilize new online tools for crowdfunding such as IOBY (in our backyard)
- ◆ Partner with NGO's to receive donations toward projects, sponsor campaigns and direct major donor funds to priority projects such as downtown streetscape, gateway and public space improvements
- ◆ Identify if residents are interested in investing directly in local projects
- ◆ Use funding campaigns to demonstrate initial project interest and support to institutional investors
- ◆ Support local entrepreneurs to be successful with their campaigns



More than 700 online participants in the past 7 months

What we heard...

- *93% support creating a “park once” environment in Downtown.*
- *93% want pedestrian friendly “active street frontages”*
- *76% prioritized Improved connections within the downtown*
- *Hundreds of people responded that improved housing choices was a priority and the lack of options were negatively impacting their quality of life/ and/or business*

APPENDIX

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CATALYST PROJECTS	62
GETTING STARTED RESOURCES	68

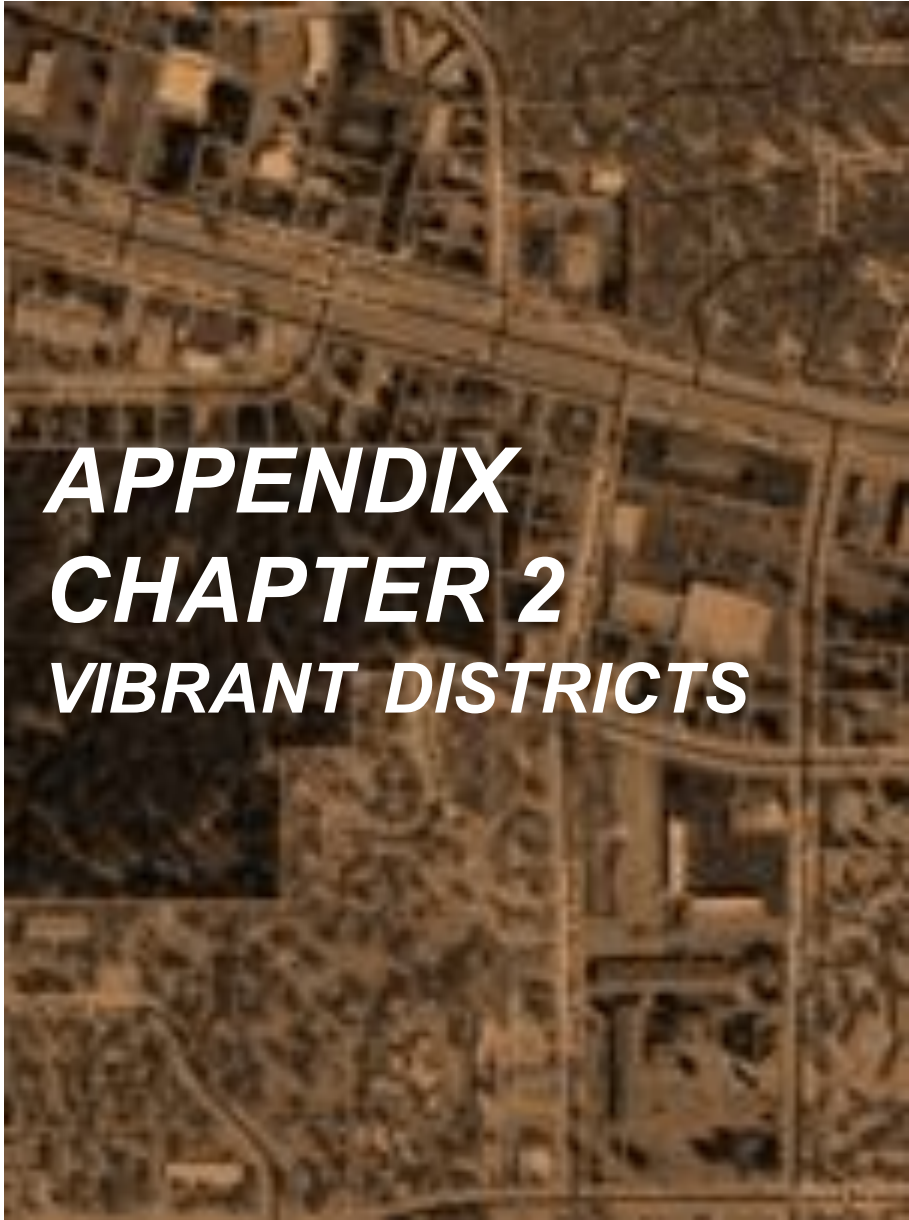
This Appendix includes a variety of examples, case studies, tools & resources to assist with plan implementation. This kit of parts is designed to help shape the thoughtful implementation and evolution of a walkable and vibrant downtown.

VIBRANT DISTRICTS

Draft 12 Step Program Overview

A. Vibrant Districts

1. PARTNER WITH PUBLIC HEALTH ORGANIZATIONS
2. CREATE an ADVENTURE/BOUTIQUE HOTEL DISTRICT
3. LEARN FROM BANFF - MAIN STREET DESIGN
4. PROVIDE IMPACT INFRASTRUCTURE FOR MAIN STREET
5. IMPLEMENT A SHARED PARKING SOLUTION



APPENDIX CHAPTER 2 VIBRANT DISTRICTS

BIG IDEA

PARTNER WITH PUBLIC HEALTH ORGANIZATIONS

DISTRICT SCALE HEALTHY COMMUNITY DESIGN

Mammoth Lakes is developing a shared vision: “Healthy Community” – a mountain retreat that values nature, wildlife, our scenic beauty, and wholesome activity. Local health organizations may be able to play a role in convening, capacity building and fiscal sponsorship to help get projects off the ground. Key projects in the Walk, Bike, Ride action plan and the Downtown Revitalization Plan, including SMART incremental development could be supported by this enhanced involvement. Suggested components of development that promote and support this vision:

HEALTHY COMMUNITY DESIGN

1. Walkability: park the car and walk to restaurants, shopping, etc.. Support mobility hubs with bike share, car share etc..
2. Affordable “locals” housing within the development zone: walk to school, medical services, groceries, recreation (not expensive condos above commercial that only visitors can afford)
3. Nearby alternative recreation: aquatics, ice skating, X-country skiing, cycling (bike rental kiosks like NYC) par course for kids, sand volleyball, basketball, etc.. (good start on the trail system!)
4. Complete looped trails including multiuse path along south Main street
5. Support health and wellness hotel destination and high altitude training facilities
5. Incorporate gathering places, public art, park benches, bike racks, gardens

CASE STUDY: [Vitalyst Health Foundation](#), Renew PHX

Works with municipal leaders to promote healthy community policies and practices. “Because health is created where we live, work, learn, and play”. Vitalyst Health Foundation is engaging with municipalities, community development stakeholders, community-based organizations and interested partners in ensuring that community environments encourage and promote the health in the everyday policies and practices of our communities. Two areas of focus that would directly benefit Mammoth Lakes would be a focus on Healthy Community Design and Place-Based Community Capacity Building.



CAPACITY BUILDING & EVENTS

1. Summer: Weekend arts and craft fairs, local produce market, sidewalk artists and musicians.
2. Convene place-based planning sessions around active transportation facilities and supporting incremental development
3. Educate widely about the principles of the Incremental Development Program.
4. Emphasize small business entrepreneurialism leading to ownership of the facility.
5. Create a healthy community design center in a shopfront location and support proactive government.

Image Source: Vitalyst Health Foundation Website

BIG IDEA

ADVENTURE/BOUTIQUE HOTEL DISTRICT

One trend that can kick-start revitalization in Mountain Towns is the adaptive reuse of older hotel properties into adventure/boutique hotels. Mammoth Lakes has enough properties to actually create the first adventure/boutique hotel district. The chart below provides an overview of 850 plus rooms across 7 recently redeveloped regional adventure/boutique hotel properties.

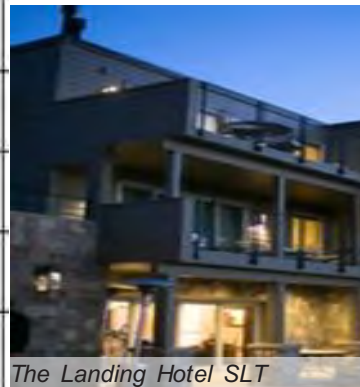
Recommendation

- ◆ This Plan recommends the Town and Chamber of Commerce actively support the creation of Adventure/Boutique Hotel Destination.

Selected Adventure/Boutique Hotels	Number of Rooms	Chain Hotel B
Cedar House Sport Hotel, Truckee	40	Y
Whitney Peak Hotel Reno	400 +	Y
Basecamp Tahoe City	24	N
Basecamp SLT	73	N
Coachman SLT	42	Y
Hotel Becket SLT	168	N
The Landing SLT	77	Y

"We drove from LA to stay in this "design hotel" in South Lake after seeing it in a magazine".

— SLT hotel guest



The Landing Hotel SLT

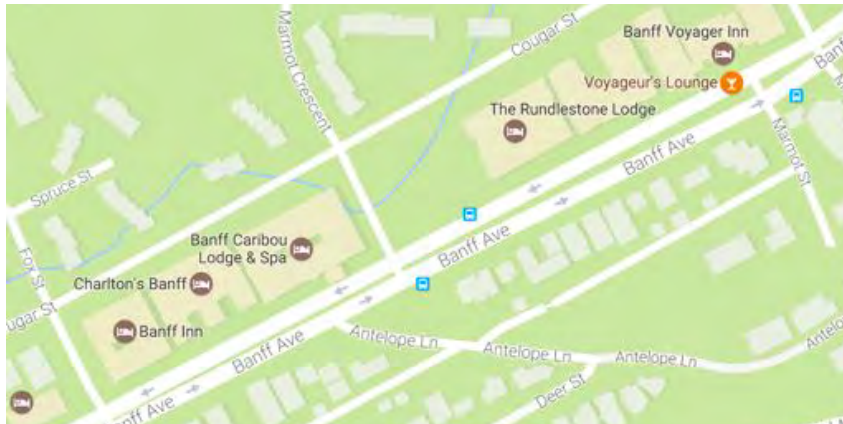


EXAMPLE

LEARNING FROM BANFF - MAIN STREET

Another mountain town that revitalized its auto oriented main street is Banff, AB. This community is similar to Mammoth Lakes in that it had an auto oriented main street gateway that has evolved to higher and better uses with 3 and 4 story buildings on the south facing (Sunny) side of the street. This example may be a good case study for the Main Street.

The north side of the street features larger courtyard buildings with south facing sunny plazas, while the south side of the street features smaller lots and a mix of lower scale development.



Source: Google Maps –Main Street Banff Showing different intensities of design on the South side of the Street.

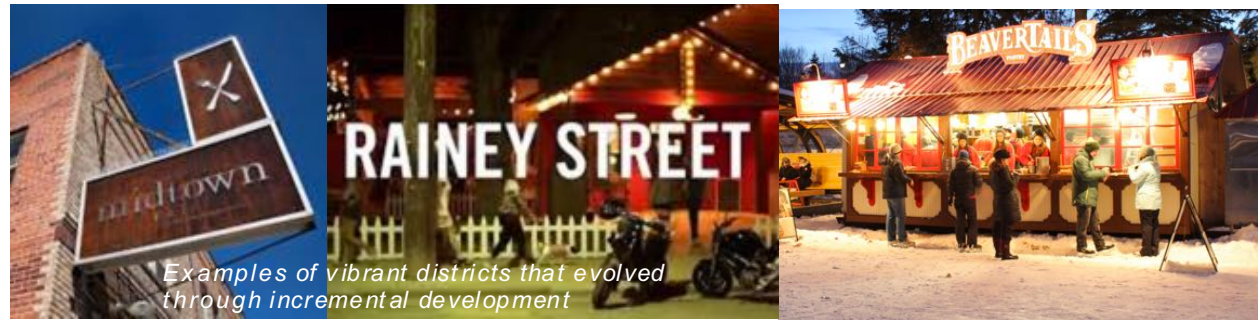
Vibrant Districts Case Study

Impact infrastructure becomes a critical element in revitalization and investment to create **vibrant districts**. To be successful the public right of way and space between buildings must serve multiple uses. For instance, summer gathering spaces function as snow storage in winter and infiltration galleries during storm events and spring runoff.

Examples Include: Container Park Las Vegas, Midtown Reno, Rainey Street Austin, Canals Ottawa, Funk Zone Santa Barbara

IMPACT INFRASTRUCTURE

- ◆ Town begins work on multi-use trail facility to complete looped trail and improve connections to the village.
- ◆ Multi-use trail facility reinforces the area as a retail/restaurant destination
- ◆ Multi-use trail facility creates destination and animates the street counting toward **to active frontage requirement exemption**
- ◆ Implement on-street parking on Main Street by striping, and replacing the cycle lane with on-street parking
- ◆ New sidewalks added, closing existing service road access and installing district trash/recycling and public restroom,
- ◆ New angled parking counts toward commercial and visitor parking requirements.
- ◆ New water lateral installed during construction to help meet fire code pressure requirements for sprinklers



APPENDIX for CHAPTER 2

IMPLEMENT A SHARED PARKING SOLUTION

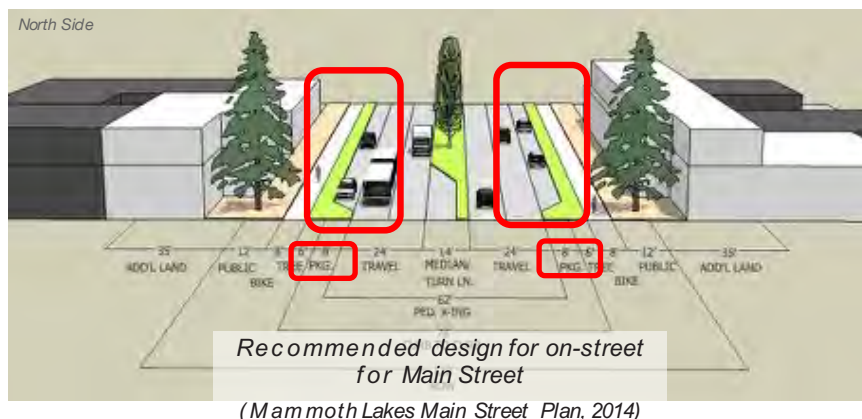
SMART INFILL & DOWNTOWN REVITALIZATION

To implement the goals of both the General Plan and the adopted Main Street Plan, the land use pattern of parking needs to shift from private spaces on each parcel to shared parking facilities. The Shared Parking Map in Chapter 2 identifies how convenient on-street parking could be combined with strategically located municipal lots and structures.

The new district parking facilities should be distributed throughout the downtown and combined with management strategies for employees, residents and visitors. Managed parking for commercial/office uses and visitors in the downtown will help unlock private property for new development; and will help reduce capital and maintenance costs, encourage non-auto transit modes (walk, bike, ride), and assist in developing compact walk-able downtown land use patterns.

As identified in the Walk, Bike, Ride Plan, the private automobile will likely remain the chief mode of transportation to get to Mammoth Lakes and for local trips until better alternatives are available.

PREVIOUS PLANNING EFFORT CONCEPTS



SHARED PARKING VISION TO REALITY

Shared parking opportunity strategies and locations have been identified on figure 1 and organized from least to most expensive. The following criteria was used to develop the shared parking opportunities map, opportunities were also identified by property owners, staff and the public:

- New on-street parking along active frontage areas to support commercial activity
- Availability of land, and of willing sellers or partners.
- Accessibility and visibility to motorists (particularly important in a resort community)
- Potential for joint development with other facilities and large scale development
- Cost of land, and cost of construction (lot vs. above-ground structure)
- Proximity to developments that may take advantage of the in-lieu parking program
- Pedestrian travel routes, and safe routes to local businesses
- Overall consistency with adopted plans

Considering all of these guidelines as a whole, it can be concluded that downtown Mammoth Lakes needs to have demonstrated and active developer/property owner interest in reinvesting in their properties, and that staffing for the program needs to be addressed. A program in Mammoth Lakes would only be successful if there is a sufficient number of contiguous projects to participate in the program. Town of Mammoth Lakes. (n.d.). Municipal Code I Land Management Code. Retrieved July 1, 2014, from <http://www.ci.mammoth-lakes.ca.us>

Shoup, Donald C. "In Lieu of Required Parking," Journal of Planning Education and Research 18:307-320, 1999.

Smith, Thomas P. Flexible Parking Requirements, American Planning Association, Planning Advisory Service Report No. 377. August, 1983.

INCREMENTAL DEVELOPMENT

Draft 12 Step Program Overview

B. Incremental Development

1. LESSONS FROM TRUCKEE
2. INCREMENTAL DEVELOPMENT STRATEGIES
 - ADAPTIVE REUSE
 - FILL IN THE GAPS
 - TEMPORARY USES – POP UP RETAIL
 - FLEXIBLE & WALKABLE STREETS
 - COST EFFECTIVE STREET ANIMATION
 - PARKLETS

APPENDIX CHAPTER 3 INCREMENTAL DEVELOPMENT

“It is a movement of builders, planners, architects, developers, engineers, activists, nonprofits, municipalities, and entrepreneurs, working to lower the barriers to community-building, to make it easier to start businesses, and to provide more attainable housing and development.”

**John Anderson,
Incremental Development Alliance**

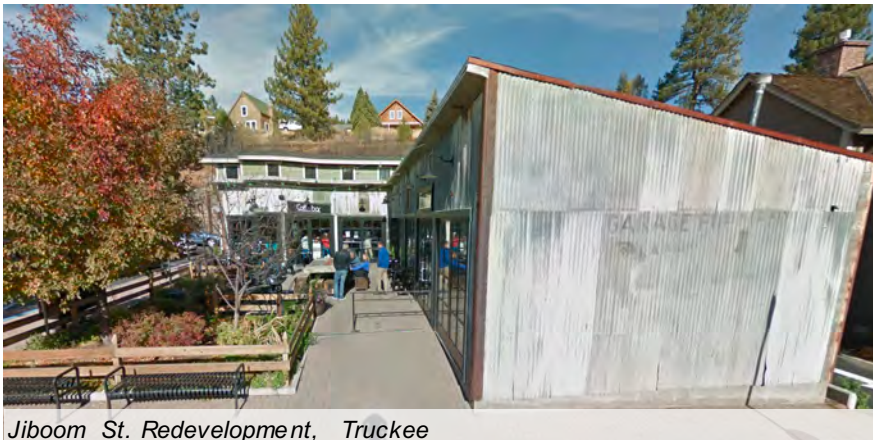
APPENDIX for CHAPTER 3

INCREMENTAL DEVELOPMENT PROGRAM (IDP)

TRUCKEE CASE STUDY

The approach to Incremental Development is a return to the way we built communities in the past: one or two houses, retail shops and buildings at a time. It's incremental, modest development by small-scale builders and developers that together in a coordinated district or corridor scale can help revitalize a community. It's economic development that focuses on Main Street businesses that provide benefits to the local community. It's a way for a community to revitalize itself while preserving character and benefiting local residents.

Successful communities are using a new model of proactive leadership, demonstrating the benefits of community revitalization by enabling and encouraging the collaborative work of creative entrepreneurs, small developers, neighborhood leaders, and community organizations. Communities are demonstrating that small projects can lead to big results. While Truckee has been working for decades to revitalize the old lumber mill/railyard and hilltop, smaller projects have had a significant impact. Projects like The Rock and Donner Pass Road revitalization and Jibboom St. redevelopment in Truckee have created new neighborhood and community hubs for jobs/commerce and community activities.



Jibboom St. Redevelopment, Truckee

Despite the loss of Redevelopment in California, the Town of Truckee has become a model of proactive leadership for community revitalization. The Town is working to overcome a land use pattern of scattered neighborhoods and auto-oriented development by prioritizing downtown revitalization at the same time strengthening neighborhood centers with small scale development. Truckee has used and refined a number of principles and techniques that other Sierra communities can use to revitalize their neighborhoods. Truckee is demonstrating that small projects can lead to big results.

Like other mountain communities, Truckee experienced significant population growth from the late 1990's through 2007, and the growth has continued in the Town and surrounding Placer County neighborhoods with the recent economic recovery. Before incorporation the area consisted of a small historic downtown surrounded by sprawling development. Reinvestment was generated by private sector leadership and supported by a flexible and focused Town Council and staff.

“It is a movement of builders, planners, architects, developers, engineers, activists, nonprofits, municipalities, and entrepreneurs, working to lower the barriers to community-building, to make it easier to start businesses, and to provide more attainable housing and development.”

John Anderson, Incremental Development Alliance



DPR Redevelopment, Truckee

INCREMENTAL DEVELOPMENT PROGRAM STRATEGIES

ADAPTIVE REUSE

Adaptive reuse of existing underutilized structures in Town would help to convert some of the the outdated commercial and office buildings for needed downtown second story housing. A quick analysis reveals 85,000 sf to 145,000 sf of underutilized structures needing new investment/uses. That square footage could accommodate 12-15 new residential units per year in the next 5 to 10 years.

An adaptive reuse program for Mammoth Lakes would have to recognize most appropriate buildings in the core area for reuse are not in an orientation or location to support the broader community goals of creating primary and secondary active retail street frontages. Adaptive reuse would need to be combined with strategically located new buildings to fill in the gaps. To meet new zoning requirements for on-site snow storage and parking, a district management approach must be implemented, enabling reduced parking requirements for commercial/office uses. The redevelopment projects would also need new rear alley or parking lot access areas to further reduce curb cuts to parking areas and to improve walkability.

The town may allow expansion of an existing use/building by up to 25% without requiring the entire building being brought up to code. This could be an important tool in implementing incremental development. If Town and County offices are relocated to a new or different facility there may be an opportunity for 20-35 new residential units in the downtown.



FILL IN THE GAPS

The Town has a goal of improving walkability and included it as a priority in the General Plan, Specific Plans and the updated zoning code that requires a minimum frontage build out. To implement the primary and secondary “active retail frontages” will require property consolidation and/or significant cooperation and planning across multiple parcels.

The gaps in the community fabric with on-site parking and curb cuts along most street frontages undermine downtown and main street walkability. To begin the revitalization of the downtown, local organizations, businesses, might turn to new mixed use building types and temporary buildings and uses to fill in the gaps. These structures will also allow small business owners to live/work in the same building and test the market for new retail/restaurant concepts.

TEMPORARY USES – POP UP RETAIL

With the changing face of online retail; destination retail and unique shopping districts will be required to be successful. These types of “pop up” projects were created even in top tier markets during the recession, and they were so successful that many remain today. Hayes Valley redevelopment in San Francisco is one area where temporary buildings have flourished.

During the recession, financing was not available for new buildings to meet the demand for new stores and restaurants. There was a realization that semi-permanent buildings and uses could catalyze redevelopment and provide inexpensive retail space to new/existing businesses.



Pop Up Retail, San Francisco & SLT

INCREMENTAL DEVELOPMENT PROGRAM STRATEGIES

ESTABLISH FLEXIBLE AND WALKABLE STREETS

Many communities are testing varied techniques to retrofit streets. Experiments in project design and delivery are helping make streets walkable and encouraging redevelopment. Communities in snow country are embarking on seasonal projects focusing on creating vibrant walkable streets when there are no major snow events – These “Flex” streets adapt to local needs and weather. So, what is a flex street? Essentially, it means transforming a street into a public place, where pedestrians are the priority over vehicles. There are no curbs. They’re replaced by poles/bollards that can be moved to create sidewalks during periods when vehicles are allowed, or wide-open pedestrian spaces at car-free times. In [London Ontario Canada](#), a winter city, a four-block stretch — to be renamed Dundas Place — will be managed like a public venue with performers and events booked to liven it during no-car periods.

Street-retrofit projects that are targeted, low-cost, and done in collaboration with residents/local business are developing creative solutions and building relationships. When designing temporary and permanent street improvements, public safety and adequate signage are important elements of a comprehensive public information campaign. A simple restriping project is a fast, low-cost solution that allows experimentation and the street to evolve with the place. It also allows the community to test the removal of travel lanes. Most of these “tactical urbanism” projects need to be community driven with support from local business, Town Council and public works.



Truckee Thursdays making streets more walkable and encouraging redevelopment.

COST EFFECTIVE STREET ANIMATION

Communities are using simple white lines, as well as epoxy paint with planters, to narrow roadways to include bike lanes and on-street parking. These inexpensive projects enable staff to collaborate and work with the community. This approach has been used to help local organizations’ take ownership of their blocks over time. These projects can be implemented quickly and inexpensively. An example of winter street animation is the Winterfest carnival in Quebec.



Quebec City during Winterfest

PARKLETS

Another way mountain/snow towns are experimenting with creating complete, active streets is with “parklets,” a program that allows small businesses and organizations to convert a parking space into a public space.



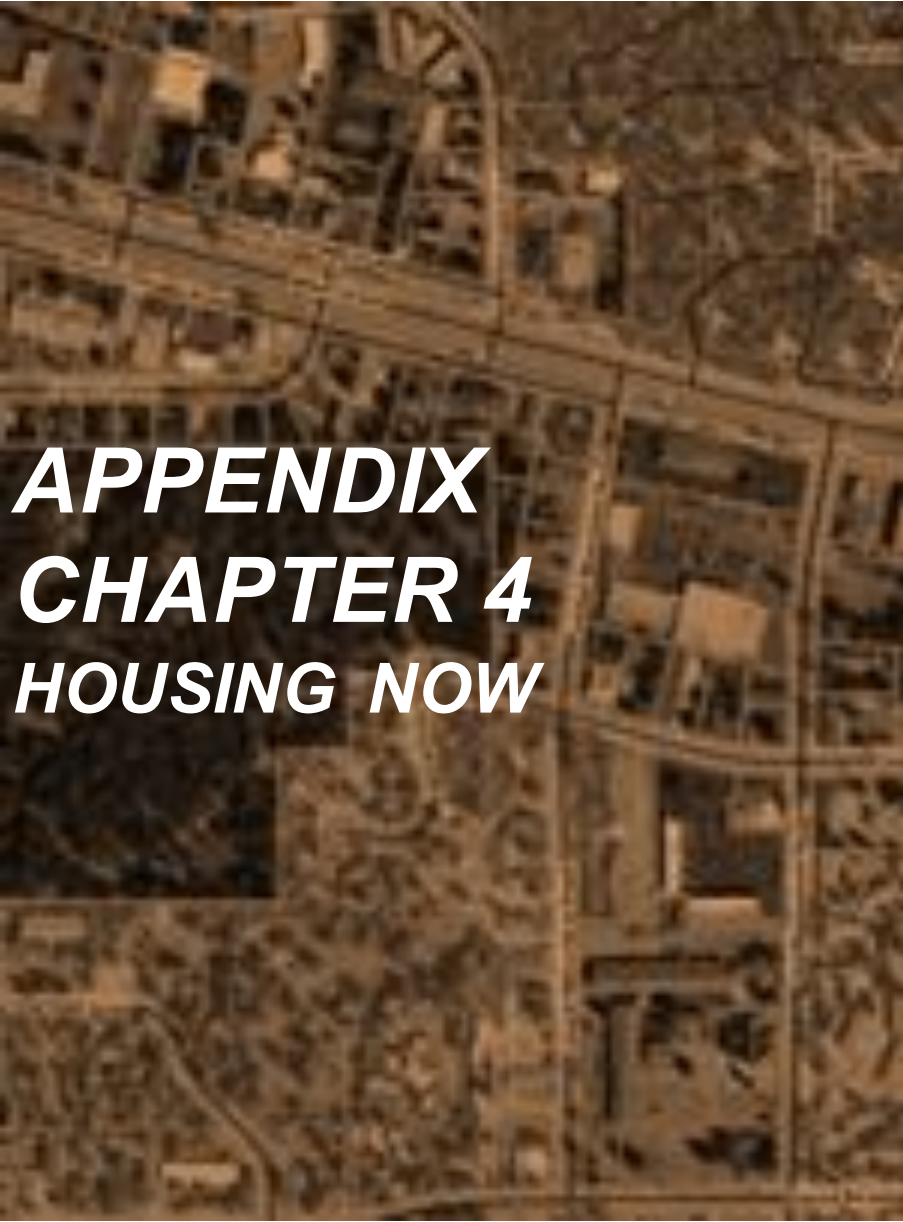
A movable parklet that could be moved to MMSA for use in winter months

HOUSING NOW

Draft 12 Step Program Overview

C. Housing Now

1. MICRO UNIT PROTOTYPES
2. MMSA CONCEPT #1
3. MMSA CONCEPT #2
4. POCKET NEIGHBORHOOD CONCEPTS
5. HOUSING CASE STUDY #1
6. HOUSING CASE STUDY #2



APPENDIX CHAPTER 4 HOUSING NOW

CHAPTER 3

MICRO UNIT PROTOTYPE BUILDINGS

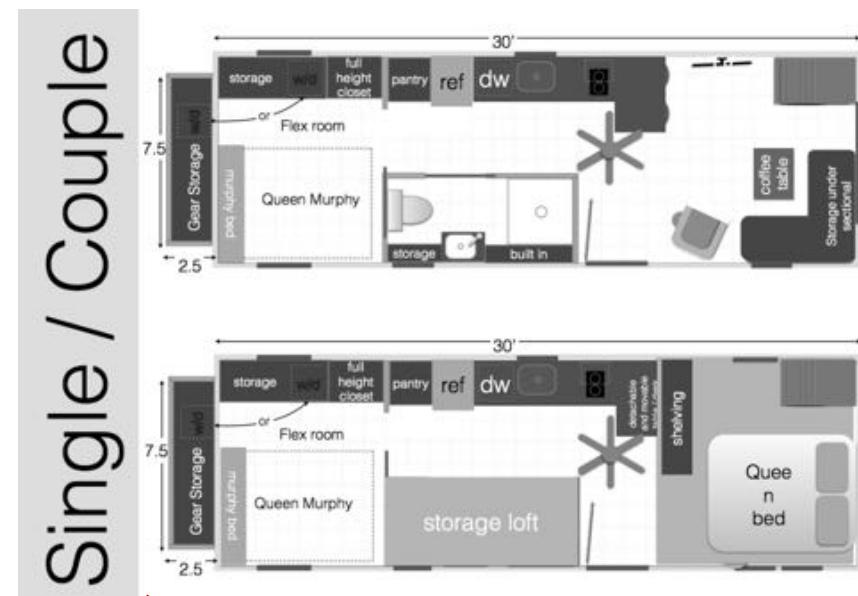
Prefab Modular on Wheels - Floor Plans

Standard building configurations, may be easily modified
Delivery Timeframe 4-5 Months (not including site servicing)

ROOMMATE MODEL



SINGLE/COUPLE



Source: Aspen Ski Corp, Sprout Tiny Homes

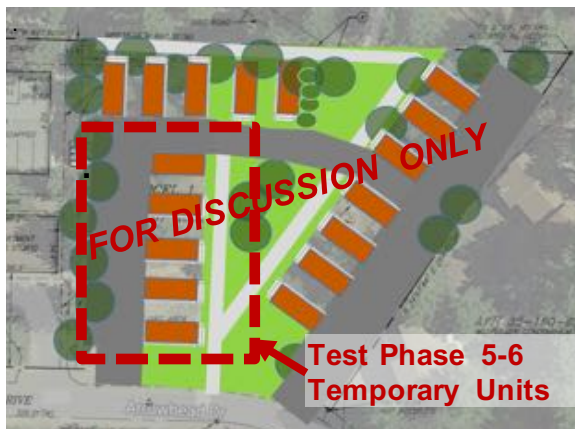
Dinsmore Sierra, LLC

MMSA MICRO UNIT CONCEPT #1

Housing Now Conceptual Implementation

Arrowhead Drive MMSA - 1 acre site
Delivery Timeframe 6-9 Months (not including site servicing)

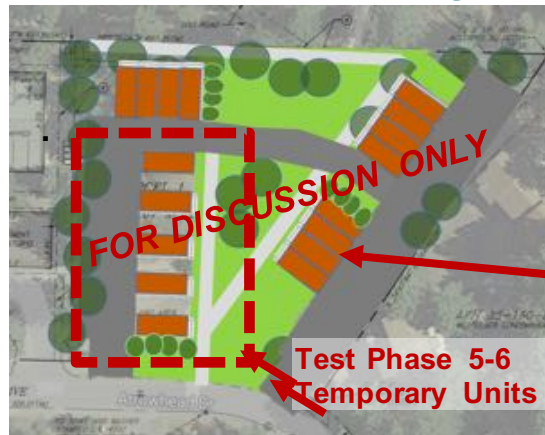
Concept 4 Stacked Units



SPECIFICATIONS

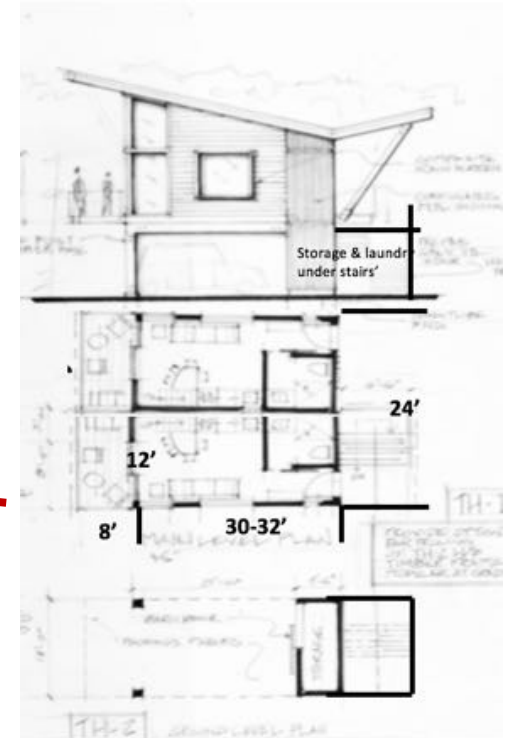
- ◆ 2 story plus sleeping loft, 300 to 500 sf – 17-24 units

Concept 5 Micro Unit Modular Buildings



SPECIFICATIONS

- ◆ 24 units two story over garages, stacked units, 5 single story units



MMSA MICRO UNIT CONCEPT #2

Housing Now Conceptual Implementation

Arrowhead Drive MMSA - 1 acre site
Delivery Timeframe 6-9 Months (not including site servicing)

Stacked Duplex Units



SPECIFICATIONS

- ◆ 350 sf unit, lock off suite (700 sf 2 bedroom), configurable in duplex, fourplex or 8 plex

Concept 5 Micro Unit Modular Buildings



FOR DISCUSSION ONLY



Metal Moment frame
for parking/storage,
decks and shed roof

Shed roof



APPENDIX for CHAPTER 4

POCKET NEIGHBORHOOD MICRO UNIT PROTOTYPE #1

Housing Now Conceptual Implementation

Manzanita 0.5 acre site

Delivery Timeframe 4-5 Months (not including site servicing)

Concept 1
Courtyard



SPECIFICATIONS

- ◆ 1 story plus sleeping loft, 300 to 500 sf - 14 units
- ◆ 2 unit variations – roommate version and couples version
- ◆ Organized around parking court
- ◆ Pedestrian access to Shady Rest Site
- ◆ Units may be spaced to preserve trees

Concept 2
The Green



SPECIFICATIONS

- ◆ 1 story plus sleeping loft, 300 to 500 sf - 10 units option 6 units above garages (16 total)
- ◆ 2 unit variations – roommate version and couples version
- ◆ Design features central green that doubles as a play area and winter snow storage
- ◆ Parking located closer to road with additional garages for vehicles and storage
- ◆ Pedestrian access to Shady Rest Site

Concept 3
Central Walk



SPECIFICATIONS

- ◆ 1 story plus sleeping loft, 300 to 500 sf - 11 units on foundations with garages below
- ◆ 2 unit variations – roommate version and couples version
- ◆ Design features central walk that doubles as a play area and winter snow storage
- ◆ Parking located under units with additional storage
- ◆ Pedestrian access and emergency vehicle access to Shady Rest Site

APPENDIX for CHAPTER 4

HOUSING CASE STUDY #1

Miller Ranch Edwards, Colorado

Project Specifications:

30 Acres, 282 Workforce Units, range of densities from single family to stacked lofts. The development is comprised of 282 homes: 69 single family, 64 duplexes, 49 row homes, and 100 condominiums. Homes in Miller Ranch must be purchased by local residents or employees for owner-occupancy. Deed restrictions have been placed on all of the units, limiting appreciation to 3-6% annually, resulting in sales prices well below median price. Miller Ranch is Eagle County's affordable housing neighborhood in Edwards. **The overall goal for Miller Ranch is to create a variety of housing opportunities within a setting that will establish a true sense of place and community.**

Regulatory Reform: Zoning changes for road standards, Increased density, and alleys

The building types which range from traditional single-family homes to stacked lofts have been carefully selected to respond to different household types and income levels. Home styles vary from one to four bedrooms with the majority being two to three bedrooms. The result is a vibrant community with a great diversity in architectural and social character. A strong emphasis has been placed on the design and quality of the public realm. **Buildings types including stacked lofts, 6 unit apartments, tuck under row houses, and backyard row houses. These units were also selected by Mammoth Lakes Citizens online and in public workshops as being appropriate units for revitalizing downtown.**

Generally resident parking is provided at the rear of lots accessed from alleys with visitor parking on-street.

- ◆ The Deed Restriction and Housing Guidelines maintain true local workforce housing. Miller Ranch is a community-oriented neighborhood with single family homes, duplexes, row houses, and loft condominiums.
- ◆ There is a home for families of one up to all sizes. Several parks, **great sport complex** and a dog park make Miller Ranch a perfect place for you to live.
- ◆ Urban Land Institute's J. Ronald Terwilliger Workforce Housing Models of Excellence Award. "recognizes exemplary developments that meet workforce housing needs in high-cost communities".



Source: Eagle County, Wolff Lyon Architects, ULI

APPENDIX FOR CHAPTER 4

HOUSING CASE STUDY #2

Coburn Crossing – Hotel/Housing Combo, Truckee

Project Specifications:

10 Acres, 127 hotel rooms and 132 market rate apartments, 6 deed restricted units. The recently approved project received a density bonus from the town and also \$1m in additional funding.

Regulatory Reform: density bonus, town rezoned property from Visitor Lodging to allow for additional housing.

The building types include 3 story elevator apartments similar to the building type identified in this report and recommended by the public for downtown locations in Mammoth Lakes.

- ◆ The design of the hotel and apartments share similar materials and design character.
- ◆ The Town required coordinated site planning and development of the property instead of “parceling it off”
- ◆ The 138 apartments are composed of 33 studios, 54 one-bedroom units, 42 two-bedroom units, and nine three-bedroom units
- ◆ Market-rate rentals with six affordable deed restricted units
- ◆ "I think the town's thinking is that the housing crisis requires development of housing for all economic segments, not just very low income," Truckee Town Manager



Source: Town of Truckee, Triumph Development

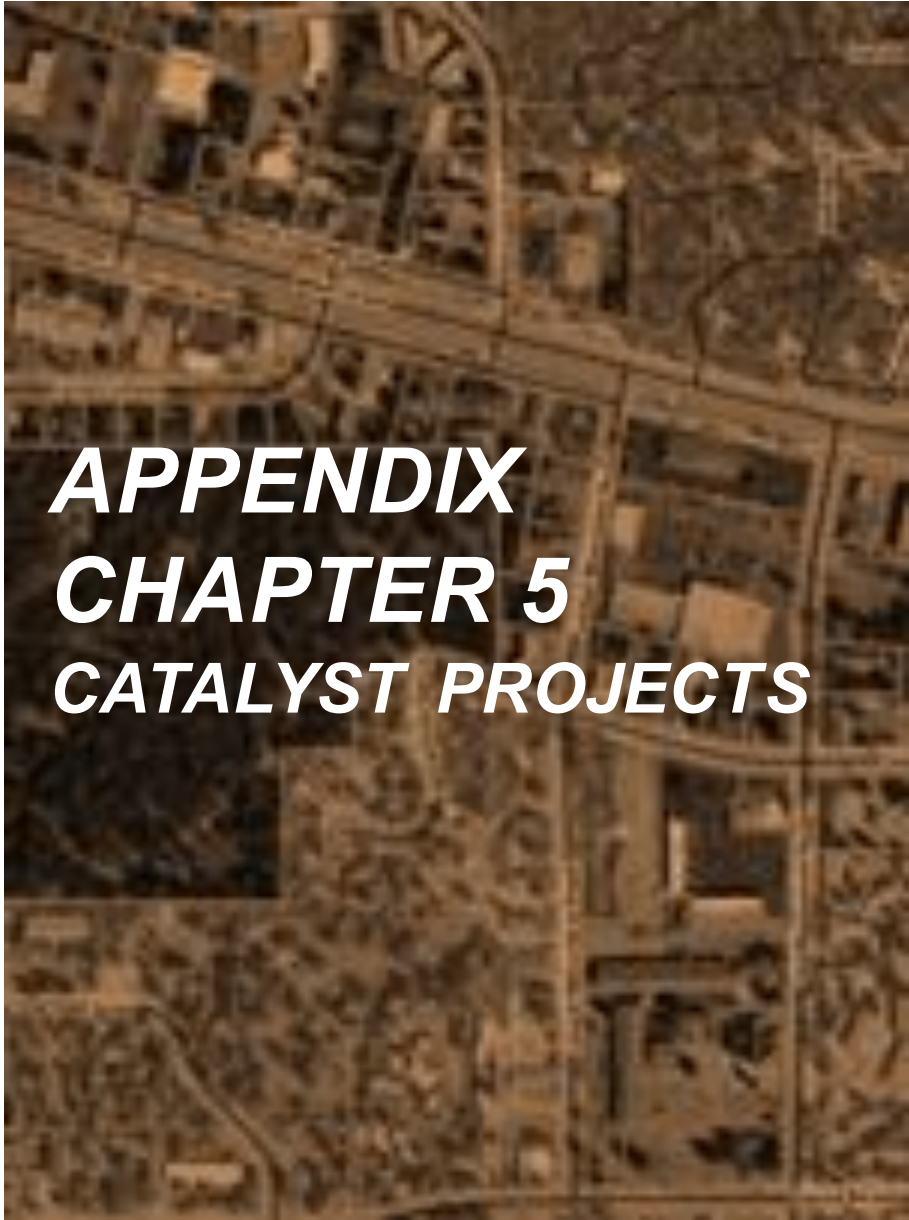
Dinsmore Sierra, LLC

CATALYST PROJECTS

Draft 12 Step Program Overview

D. Catalyst Projects

1. IDP - MIXED USE BUILDINGS Q and A
2. MUB CONCEPTUAL IMPLEMENTATION CENTER ST.
3. INCREMENTAL STREET ANIMATION CASE STUDY FRISCO, CO.



APPENDIX CHAPTER 5 CATALYST PROJECTS

APPENDIX for CHAPTER 5

INCREMENTAL DEVELOPMENT PROGRAM (IDP- MUB)

Mixed Use Building Prototype

Q & A

CREATE A MUB MANUAL

WHY A MUB (MIXED USE BUILDING) PROTOTYPE?

We need to make it easy to act, generate interest and excitement, and spur local investment. It could be modelled after the award winning and successful Santa Cruz ADU program that resulted in 35 units in year 1



WILL THESE BUILDINGS LEAD TO THE CHARACTER THAT WE WANT IN TOWN? IS THE TOWN TOO SMALL TO HAVE SIMILAR BUILDINGS IN A VARIETY OF LOCATIONS IN TOWN? MONOTONY?

The program will be actively managed by the town and like the Santa Cruz ADU program we recommend developing a manual to guide implementation. To address these types of issues we recommend a cap on the number of similar units that may be built on one lot (5), block (7) and street (20). The MUB (Mixed Use Building) prototype will also involve 5-6 different selected architects providing variations in elevations and architectural style.

The manual might include the following:

- ◆ Neighborhood Compatibility
- ◆ Prototypical Designs and Designs for MUBs
- ◆ Different Types may include:
 - a. MUB stand alone
 - b. MUB Duplex
 - c. MUB Row house
 - d. MUB Wrap
 - e. MUB on Corner Lots

Guidelines may also be developed by location

- ◆ South facing vs North facing
- ◆ Main Street vs Old Mammoth Rd. Vs Connector Street
- ◆ Prototypical Designs and Details for ADUs
- ◆ How to Modify the Prototype to Fit Your Needs

After reviewing the Prototype you may need to modify design to fit your specific needs. A Prototype plan may need to respond to a special site planning or architectural context. Planning reasons to modify a Prototype could include:

- ◆ Changing its orientation and floor plans;
- ◆ Flipping the plan for better access to utilities;
- ◆ Rotating a plan for better solar orientation or to capture views.

Architectural design reasons to modify a Prototype could include:

- ◆ Changing the roof, window or siding types to match the street character;
- ◆ Moving windows and doors to reflect privacy needs

INCREMENTAL DEVELOPMENT PROGRAM (IDP- MUB)

Q & A

The Prototype plans attempt to anticipate a variety of contexts. They make the effort to be flexible within technical constraints of meeting building codes. The sample prototypes may include both traditional mountain design and contemporary designs. Example Santa Cruz ADU program below.



The below illustrations show three styles of design in the ADU manual. Property owners are encouraged to modify the plans and develop elevations that, fit the block, street and district.



HOW WOULD CALIFORNIA BUILDING CODE CHANGES AFFECT THE PROTOTYPE?

Energy Conservation and Accessibility In California, Title 24 prescribes energy efficiency and access requirements for new construction. These are minimum requirements. You may desire to have better energy efficiency or make your unit specially equipped for disabled access. The MUB Prototypes strive to take advantage of solar access in the local climate, solar access and use of materials with higher insulating values.

THE DOCUMENT ASSUMES THAT ALLEYS WILL BE PROVIDED; WHAT WOULD HAPPEN IF ALLEY ACCESS IS NOT POSSIBLE?

The downtown plan, zoning code and adopted main street plan basically require alleys. If alley access is not possible easements could be placed over existing parking lot areas to protect access. Some commercial units may be exempt from parking (like the Truckee example) if the district solution and in lieu fee is in place.

HOW WOULD PARKING BE ACCOMMODATED? THIS REALLY SEEMS TO REQUIRE A DISTRICT PARKING STRATEGY. WHAT IS THE TIMING OF THE PARKING STRATEGY AND CREATION OF PROTOTYPE BUILDINGS?

The district parking strategy recommends the creation of on-street parking wherever possible as a first step in providing required commercial/office parking. These projects would have to go hand in hand.

WHAT WOULD THE RETURN ON INVESTMENT BE FOR PROTOTYPE BUILDINGS?

Depends if it is an owner occupied use and land costs etc.. We can work up a proforma based on specific sites. If multiple units of similar design are build the assumption is that there would be a +/- 10% savings. These may also be build offsite in modules and shipped to Mammoth Lakes. Similar to your local affordable housing units built by Guerdon Enterprises LLC.

INCREMENTAL DEVELOPMENT PROGRAM (IDP- MUB)

Q & A

WOULD WE ASSUME THAT THE RESIDENTIAL UNITS ARE TRANSIENT UNITS? THAT WOULD NOT HELP TO SOLVE THE AFFORDABLE HOUSING ISSUES.

This may not be the case, in numerous conversations local business owners have expressed interest in having a “shopkeeper type unit” that would be owner occupied. Residential units may be of a wide variety from owner occupied to affordable units to local rental units. MUBs as Affordable Housing? The Town may want to establish fee waivers for affordable units. Small developer/builders may consider placing your MUB in the Towns Affordable Housing Program. This would require that they rent their MUB to low-income. The Town or MLH may offer financial incentives in exchange. Participation in this program is entirely voluntary. Here’s how it works: Fee Waiver Program Certain fees are eliminated in exchange for affordability restrictions on your MUB. Under this program, the requirement that your MUB be affordable is in effect for the life of the unit or until you opt to pay the waived fees at some point in the future.

WHAT IF, INSTEAD OF DEVELOPING PROTOTYPE BUILDINGS THE TOWN OFFERS FINANCIAL ASSISTANCE (POSSIBLY GRANTS) TO PROPERTY OWNERS WHO ARE WILLING TO MOVE FORWARD WITH THEIR OWN DESIGNS

Property owners may have their own ideas for building designs and the prototype may not work for everyone. For this program the Town could “fast track” design review as these buildings typically only require design review. Preapproved buildings may have the effect of kick-starting investment and could become a national model. Both approaches should be used in the program.

MUB loan/grant Program

The Town could create a loan/grant program to help build the first 10 MUB’s. Fifteen and twenty year loans could be made available.

WE NEED TO SHOW PROPERTY OWNERS THE COST OF THE PROJECT FROM START TO FINISH. PRICE PER SQUARE FOOT TO CONSTRUCT

After confirming property owner and council support for the program, the next step would be to further refine the prototypes with detailed construction proforma. We should make some assumptions about rental rates for the residential units and commercial space with estimates of long term ownership costs.

THESE UNITS INCLUDE A LOT OF COMMERCIAL SPACE. WITH THE DISCUSSIONS AROUND TOWN OF THE EXCESS COMMERCIAL SPACE SHOULD WE BE LOOKING AT SMALLER COMMERCIAL SPACES WITH SOME RESIDENTIAL ON THE GROUND FLOOR (RETAIL “ACTIVE” USES REMAIN ON THE STREET).

These FLEX buildings could start off as live/work or work/live and evolve over time as the market dictates. Residential uses could be included on the ground floor – but the designs may require a stoop for privacy that may not meet ADA requirements (see drawings).

HOW WOULD THE FINANCING WORK? COULD YOU FINANCE THE UNITS AS RESIDENTIAL?

One to four units is ahouse -(according to the FHA). Up to 4 units with some commercial under traditional loan requirements Get your lender to look at the Freddie Mac Small Balances Loan for Mixed Use Buildings. They allow 40% non-residential. Your local lender can underwrite their construction loan knowing that the Freddie Mac Loan is going to take out their construction loan once the building is stabilized. Understand this loan program is for owner occupants. You would have to live in the building for a minimum of one year.

HOW MUCH WAS THE COST OF THE BUILDING IN TRUCKEE? TOTAL COSTS. HOW IS IT OPERATING CURRENTLY?

The unit in Truckee construction cost was roughly \$800,000, recent conversations with the contractor confirmed those prices have risen 30-40% since the original construction date. This was for a single unit demo building. The project is operating as a small bakery/coffee shop that is generating new foot traffic to this once auto oriented part of Donner Pass Road. Wide sidewalks and outdoor planters with seating have further improved the walkability of the street. The upper floors and residential unit are being used as a show home for the Railyard project.

MIXED USE PROTOTYPE BUILDINGS

Conceptual Implementation



EXAMPLE FOR DISCUSSION

As part of the incremental development Incremental development program (IDP) existing properties may use this flexible building type in increments.

4-6 residential units

Flexible & Adaptable – Evolve over time

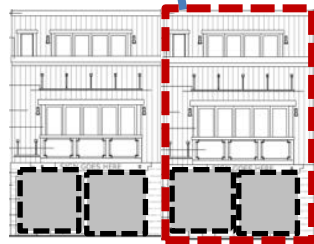
- ◆ Affordable by design – small units but plenty of light
- ◆ District Parking
- ◆ Ground floor evolves to live/work and eventually commercial as shady rest Neighborhood builds out
- ◆ Center street becomes a walkable mixed use street and gateway to shady rest

Getting the project to Pencil Out

- ◆ Engineered plans available?
- ◆ Fee waivers ?
- ◆ Sprinkler design?
- ◆ Title 24 analysis complete?
- ◆ OTC approval?
- ◆ Predictability & speed of approvals
- ◆ Impact Infrastructure – frontage improvements by Town?

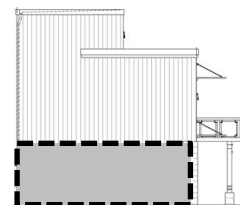
STREET FRONT ELEVATION

Small One Bedroom and Studios – 2 units per building



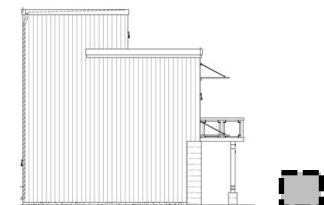
Housing Above Garages

SIDE ELEVATION



IN THE FUTURE MIXED USE BUILDING

Ground floor evolves to live/work and eventually commercial



Building May Be Built in 2 Phases

Dinsmore Sierra, LLC

STREET ANIMATION FRISCO, CO. CASE STUDY

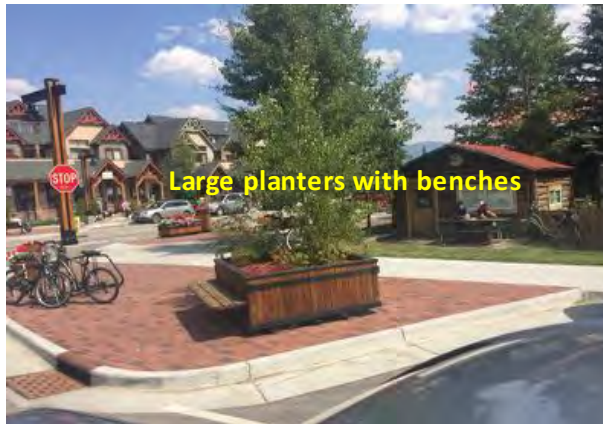
Frisco, Colorado helped revitalize their downtown with a multi-year \$3.5m downtown streetscape project.

The “**Step Up Main Street**” project, was developed with significant public and property owner input by the Town of Frisco Public Works Department. The project improves infrastructure and creates a more welcoming and usable Main Street. Components of the project include adding additional street benches, seasonally movable street furniture, updating street lighting, and expanding the sidewalks. The project will improve drainage, safety and functionality while maintaining existing on-street parking.

The **movable street furniture** functions as public art and an architectural feature for the project. Public works staff built the innovative movable furniture that is stored indoors during heavy snow winters. There are four main elements: big planter benches, long rectangle planters, small square planters, and bench modules.

Potential Actions for Mammoth Lakes:

- **Use public art funds to build movable furniture elements,**
- **Partner with local organizations to match the existing funds.**
- **Accept applications from existing property owners along the frontage roads to use the elements to help animate the streetscapes while the main street sidewalk is implemented.**
- **Build bulb outs and hardscape spaces along the main street corridor for gathering spaces, including art, benches, planters, pedestrian scale lighting, signage and bike racks.**



Large planters with benches



Bike racks, small benches, planters



Public art, planters, PW built streetlights



Corner bulb outs maximizing pedestrian space



Parallel and angled parking along main street

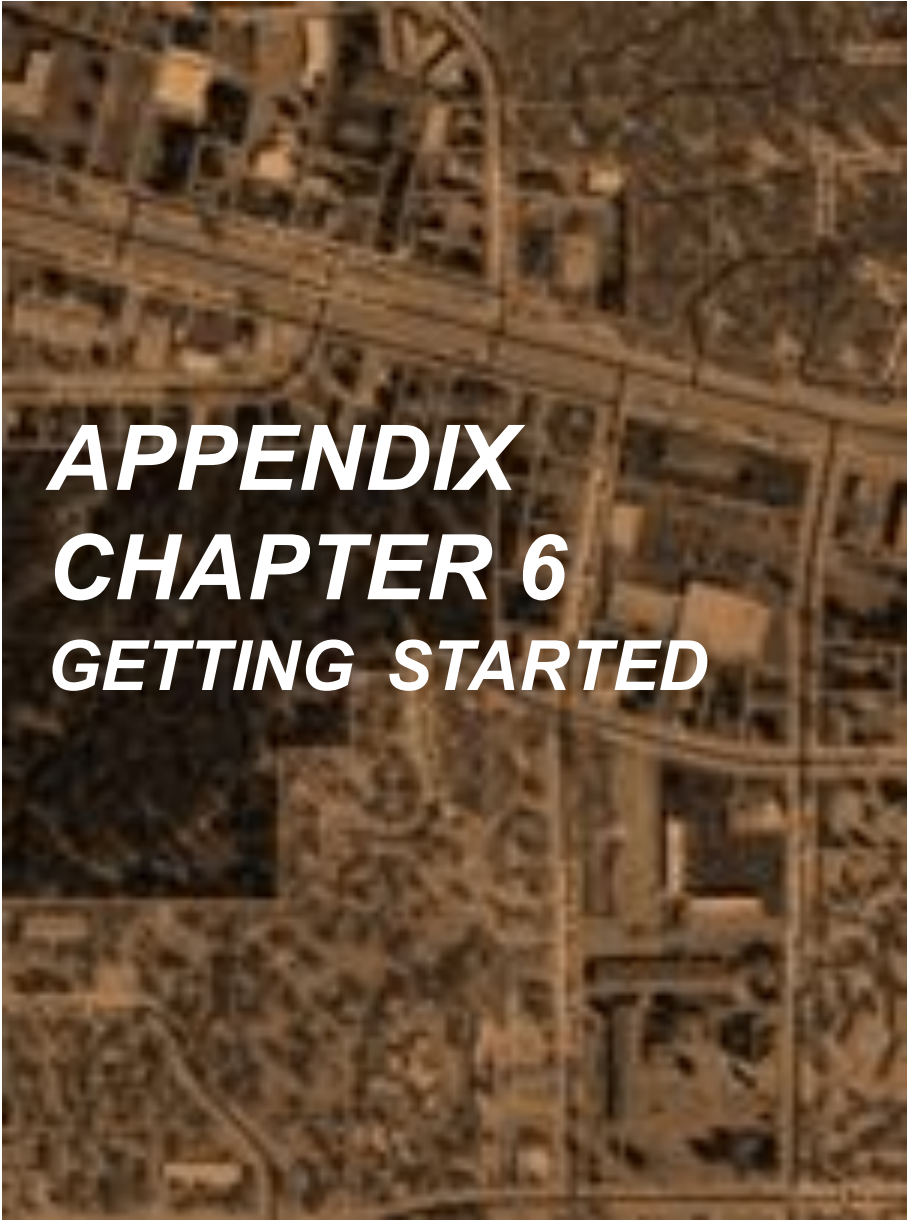
Movable elements may be concentrated to help animate key intersections, spread out over the length of the corridor, and even used on private property frontages to create temporary outdoor plaza spaces.

GETTING STARTED

Draft 12 Step Program Overview

A.RESOURCES

1. CRAZY IDEA – DEVELOPMENT FUNDED INFRASTRUCTURE
2. ACTIVE TRANSPORTATION - TRAIL LOOP FOR ECONOMIC DEVELOPMENT
3. IMPROVE INFILL READINESS
4. BUILDING TYPE DENSITY ANALYSIS - F.A.R.



APPENDIX CHAPTER 6 GETTING STARTED

CRAZY IDEA #1

How to get the private sector to help pay for a 200 plus structured public parking places downtown and a site for and initial financing for a downtown Gondola?

HIRE AN INTERNATIONAL STARCHITECT

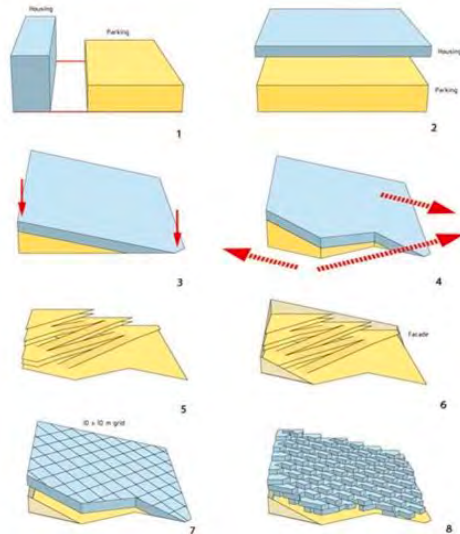
BIG architects from Copenhagen works on creative projects, ski hills out of garbage dumps, NYC Hudson River Courtyard Towers and the new Google Campus.

SELL 82 SHERWIN VIEW PENTHOUSES OVER PARKING

Each unit has an outdoor patio area over the unit below, and the building terraces back to provide dramatic views. Each unit commands penthouse prices (\$1.2- \$2.4m). 400 total parking spaces provided and a location for Gondola facility. A Public financing authority, EIFD would generate tax increment that would help kick-start payments for Gondola.

TOWN TAKE THE LEAD ON CEQA DOCUMENT

The Town could help to fast track approvals and zoning/design review.



Initial site plan concepts indicate that a facility this size could fit on one of the block downtown, or a facility ½ this size on the Town's Park and ride lot.

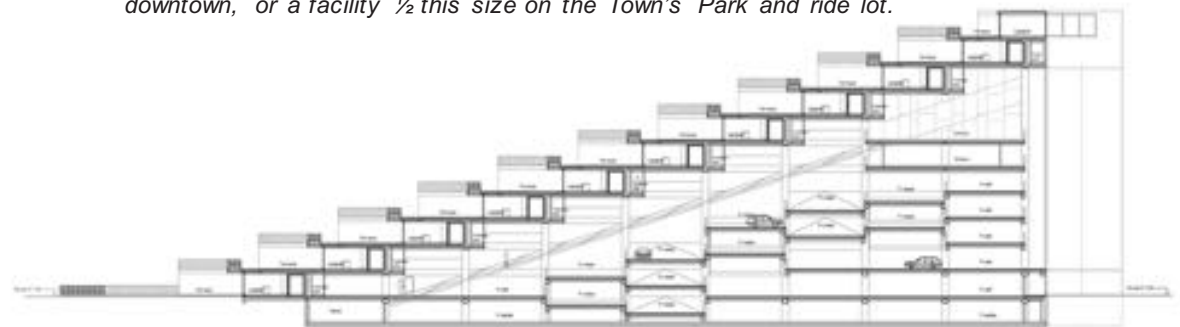


Figure: The Mountain by BIG architects Copenhagen TOD parking project

APPENDIX 6

ACTIVE TRANSPORTATION & REAL ESTATE

CASE STUDY

Trail-Oriented Development: New ULI Report Looks at Projects Tailored to Those Who Prefer Cycling and Walking Over Driving.

Real estate developers and communities are becoming more responsive to cyclist /pedestrian and XC skier needs by creating an increasing number of projects tailored to those who would rather bike than drive. A new Urban Land Institute (ULI) publication, *Active Transportation and Real Estate: The Next Frontier* identifies this trend as “trail-oriented development,” the latest phase in the evolution of community development from car-centric to people-friendly design.

Similar to transit-oriented development, trail-oriented development takes advantage of and leverages infrastructure that supports active ways of getting around in our communities. “Communities big and small are now investing in bicycle and pedestrian infrastructure. Their efforts are reshaping destinations and the visitor experience while also improving mobility options for local residents.”

The report, written by ULI Senior Vice President Rachel MacCleery and ULI Senior Resident Fellow Edward McMahon, examines the impact of the growing interest in active transportation on economic development, public health, air quality, community design and real estate design and investment. “At its core, the bicycle boom is about people choosing a lifestyle that gives them more options and requires less dependence on motor vehicles,” it says.

By supporting bike/trail infrastructure, real estate professionals are beginning to play a significant role in creating healthier, more sustainable communities. This shift also helps position their projects and communities in a marketplace that increasingly values active transportation and improved connection to the outdoors. This is nothing new in Mammoth Lakes, but the focus on national funders realizing the value of projects along trail corridors (not just near the base of the mountain) is new.

Ten mostly urban real estate developments projects are profiled.

Amenities in the projects include bike storage; extra-wide hallways and bike elevators; a bike repair/ski room; bike cleaning stations; ski wax station; a bike valet; shower and/or locker room facilities; bike parts or a mechanic on site; on-site bike/ski rentals or a bike-share system; a bike park-and-ride system, and direct access to trails.



The more urban case study projects show that “leading development practitioners are recognizing the competitive advantage of investing in active transportation amenities,” the report states. “By leveraging and enhancing access to walking, bicycling and XC ski facilities, they are helping to initiate a win-win cycle of mutually reinforcing private and public sector investment in active transportation focused projects.”

Active Transportation and Real Estate also profiles five catalytic active transportation infrastructure investments, such as **trails, bike lane networks and bike-sharing systems**, which have supported real estate development opportunities. Infrastructure projects profiled are: The Circuit Trails, an off-road trail system winding throughout Greater Philadelphia; cycle superhighways in Copenhagen and London; Midtown Greenway in Minneapolis; and bike-sharing systems in Paris, Montreal, and Hangzhou, China.

Source: ULI Press Release

Shared themes among the projects include:

- **Active transportation infrastructure can catalyze real estate development** — Trails, bike lanes and bike sharing systems can improve pedestrian and cyclist access to centers of employment, recreational destinations and public transit, as a result boosting the appeal of development near the infrastructure.
- **Active transportation systems encourage healthier lifestyles** — Convenient access to active transportation systems makes the healthy choice the easy choice, helping to improve the fitness and overall well-being of community residents.
- **Investments in trails, bike lanes and bicycle-sharing systems have high levels of return on investment** — Regions and cities have found that relatively small investments in active transportation can yield high economic returns, due to improved health and environmental outcomes.
- **There is evidence of a correlation between access to active transportation facilities and increased property values** — In urban and suburban markets, studies have shown that direct access to trails, bike-sharing systems and bike lanes can have a positive impact on property values.
- **There is a reciprocal relationship between the private and public sectors in terms of maximizing investments in active transportation** — Developers are benefiting from access to sought-after locations that are close to publicly financed active transportation routes; but they are also making direct investments in active transportation by helping to finance improvements to the systems.



Source: ULI Press Release

Active Transportation and Real Estate was published as part of ULI's Building Healthy Places initiative, which seeks to leverage the power of ULI's global networks to shape projects and places in ways that improve the health of people and communities.

The report points to evidence indicating that proximity to bike trails raises property values. For instance, the value of properties within a block of the Indianapolis Cultural Trail have soared nearly 150 percent since the trail's opening in 2008.

The study also cites examples of the positive impact of bicycle access on commercial and economic development. In New York City's Time Square, building rents rose more than 70 percent following the addition of bike lanes in 2010; in both Salt Lake City and San Francisco, the replacement of some street parking with protected bike lanes along specific corridors resulted in higher retail sales in those areas. Meanwhile, in Sydney, Australia, the government concluded that building 124 miles of bikeways would generate more than \$350 million (US dollars) in economic benefits. In terms of health and wellness benefits, the report points to savings of \$103 million (US dollars) in Sydney due to the increase in bike trips and reduced traffic congestion. Also, in Philadelphia, a 2011 study found that residents' use of biking trail system avoids \$199 million per year in direct medical costs and \$596 million in indirect costs.

The increase in trail-oriented development "is indicative of a worldwide trend of civic and private sector investment in active transportation facilities, and the growing demand for walkable and bikeable places," the report says.

ACTIVE LIFESTYLE/ADVENTURE HOTEL CASE STUDY

This trend can be seen in the region from historically located projects to the new Cedar House Sport Hotel in Truckee strategically located on the main trail between Town hall and Downtown, also near the end of the great ski race from Tahoe City to Truckee, and the AMGEN bicycle race route.

"We are an active lifestyle hotel with a strong environmental ... one that is rooted in fresh mountain air, pure water and irresistible mountain trails."

Patty Baird, Owner Cedar House Sport Hotel

HOW INFILL READY IS Mammoth Lakes?

The Town of Mammoth Lakes currently utilizes 10 of 30 potential strategies for SMART infill. The attached graphic summarizes the current strategies implemented by the Town. With the implementation of the actions recommended in this report the Town will be able to more than double their “infillscore” over time.

This free online assessment tool was developed in partnership with the EPA and the Urban Land Institute.

The Town will be able to use this award winning tool tool in future years to help prioritize investment and discover strategies to streamline projects, improve affordable housing options, remove regulatory barriers, and identify funding and infrastructure-financing opportunities. The below graphic highlights top challenges faces by California communities.



WINTER 2016 - FOR ACTION PLANS CONTACT 1.855.276.9327 BY DINSMORE

Infill SCORE D+

Infill Friendly 7/10
Proactive 7/10

FOR DISCUSSION ONLY

TOP COMMON CHALLENGES

- Adequate Infrastructure to Serve Infill Development
- Designing a Development Impact Fee System that Facilitates an Infill Strategy

Identified priority infill areas & approved supporting policies

Strategy 2: Expedite Development Review
Strategy 4: Ease Parking Requirements in Infill Locations
Strategy 5: Adopt Flexible Codes

Created partnerships for action

Strategy 12: Explore Employer-Assisted Housing
Strategy 13: Engage Philanthropic Organizations

Improved the existing built environment & created economic opportunities

Strategy 16: Strengthen Code Enforcement
Strategy 17: Build Complete Streets
Strategy 19: Hold Public Events and Festivals in Infill Locations

Actively helps to identify funding opportunities & fund infill

Strategy 24: Attract Private Equity

Used innovative strategies to finance infrastructure improvements

Strategy 29: Create Special Assessment Districts

www.infillscore.com by www.buildbrite.com

Town of Mammoth Lakes, California

Population:
Under 25,000

Market:
Infrastructure is aging making it difficult to attract the developers who would bare improvement costs

Progress & Acceptance:
8/10(10 being the most progress and acceptance) determined by measuring your city's shared vision and active engagement of the entire community.

"Town of Mammoth Lakes has a shared vision & detailed specific/area plans with strong public support. There is active & ongoing engagement of the community, stakeholders & decision makers."

TOWN OF MAMMOTH LAKES - PART - A

WHAT IS THE F.A.R OF THE MIXED USE BUILDING TYPES?

1. Parking Structure Wrap



2. Stacked Lofts



7. Lofts over Shops



8. MU Walkup



3. 12-Unit podium Apt house



4. 8-Unit podium Apt house



9. Live/Work Shallow Lot



10. Live/Work Row



5. Elevator Bldg. Underground Prk.



6. Main Street Bldg.



11. 6-Unit Courtyard Apt.



12. 6-Unit Tandem garage Apt.



**CONNECT
MAMMOTH
LAKES**

20 New Building Types

- Retail/Office
- Residential

*F.A.R Assumptions on Next Page

Incremental infill, shallow mixed-use liner buildings
Parking at back to promote street walkability
By Darin Dinsmore

***F.A.R Assumptions – on-street or off-site parking is provided for all commercial/office uses, projects park residential onsite. Required snow storage areas must be provided on public land in consolidated district locations. Corner lots have reduced FAR. For most building types alley access or rear parking access must be provided.**

13. 4-unit Apt. Tandem Prk.



F.A.R.

17. 1.1 story tiny house loft



F.A.R. 0.94

14. Tuck Under Row house



F.A.R.

18. 3 story Tiny House



F.A.R. 2.09

15. 4 unit Apartment



F.A.R. 0.76

19. 3 story MU



F.A.R. 1.75

16. Backyard Row house



F.A.R. 0.63

20. 4 Story MU



F.A.R. 2+

Floor Area Ratio (F.A.R.)



**CONNECT
MAMMOTH
LAKES**

20 New Building Types

- Retail/Office
- Residential

Incremental infill, shallow mixed-use liner buildings
Parking at back to promote street walkability
By Darin Dinsmore