Town Council Special Meeting Agenda

Wednesday, April 29, 2026, 9:00 a.m.

Mammoth Brewing Co. Beer Cellar

18 Lake Mary Road

Mammoth Lakes, CA 93546

Members of the Town Council:

Councilmember Chris Bubser, Councilmember Bill Sauser, Councilmember John Wentworth, Mayor Pro Tem Brent Truax, Mayor Amanda Rice

NOTE: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Town Clerk at (760) 965-3602. Notification prior to the meeting will enable the Town to make reasonable arrangements to ensure accessibility to this meeting. (28 CFR 13.102-35.104 ADA Title II)
NOTE: Materials related to an item on this agenda submitted after distribution of the agenda packet are available for public inspection in the Town Offices located at 437 Old Mammoth Road, Suite 230 during normal business hours. Such documents are also available on the Town of Mammoth Lakes website at www.townofmammothlakes.ca.gov subject to staff's ability to post the documents before the meeting.
NOTE: All comments will be limited to a speaking time of five minutes.

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1. **CALL TO ORDER AND ROLL CALL**
2. **PUBLIC COMMENTS**
   The Public Comment portion of the agenda provides the public with an opportunity to address the Town Council on matters not otherwise listed on the agenda. Under California law the Town Council is prohibited from generally discussing or taking action on items not included in the agenda; however, the Town Council may briefly respond to comments or questions from members of the public. Therefore, the Town Council will listen to all public comment, but will not generally discuss the matter or take action on it. Requests for service from the Town may also be made at the Town offices during regular business hours. Members of the public desiring to speak on a matter appearing on the agenda should ask the Mayor for the opportunity to be heard when the item comes up for Council consideration.
3. **POLICY MATTERS**
   - **3.1 Community Visioning Statement - Discussion.**

3.2 Review of Organizational Capacity and Partnership Alignment in the Implementation of Key Strategies.

3.3 Town Council Dynamics and Staff Support.

4. ADJOURNMENT

The Town Council will adjourn to a regular meeting to be held on Wednesday, May 6, 2026 at 4:00 p.m.

TOWN COUNCIL STAFF REPORT

Title: Community Visioning Statement - Discussion

Meeting Date: April 29, 2026

Prepared by: Rob Patterson, Town Manager

RECOMMENDATION:

No Action – Discussion Only

BACKGROUND:

The Town's General Plan was originally adopted in 1987 and was then comprehensively updated in 2007. The current General Plan is coming up on its 20-year anniversary, and it is time for the community to start working towards the next comprehensive update that will guide the community for the ensuing ~20 years.

With the adoption of the original 1987 General Plan and the 2007 update, the drafting of the Vision Statement and the Guiding Principles was a key component of the process, as the vision serves as the framework to express the community's desired future and defines expectations for what Mammoth Lakes will be like 20-25 years into the future. These expectations should be based on the things residents and businesses value as important today and which should be retained in the future, as well as how the community should evolve and change in response to critical issues that arise that may challenge these values. The vision statement is intended to be a foundational, aspirational declaration that guides all subsequent policies, land use decisions, and infrastructure investments. As such, the drafting of the vision is where the update process begins and needs to be a shared community vision that helps set priorities throughout the planning process and inform decision makers about community values. The vision statements and/or goals from the 2007 General Plan, the 1998 and 1992 revisions of the Vision Statement, and the 1987 General Plan are attached for reference and review.

Creating a community vision will require:

- Extensive and expanded outreach to all members of the community, including public agencies, local full-time and part-time residents, businesses, and other key stakeholders;
- Review of the Town's history to identify past challenges and accomplishments;
- Examination of current data and emerging data trends; and
- Consideration of future issues, challenges, and goals.

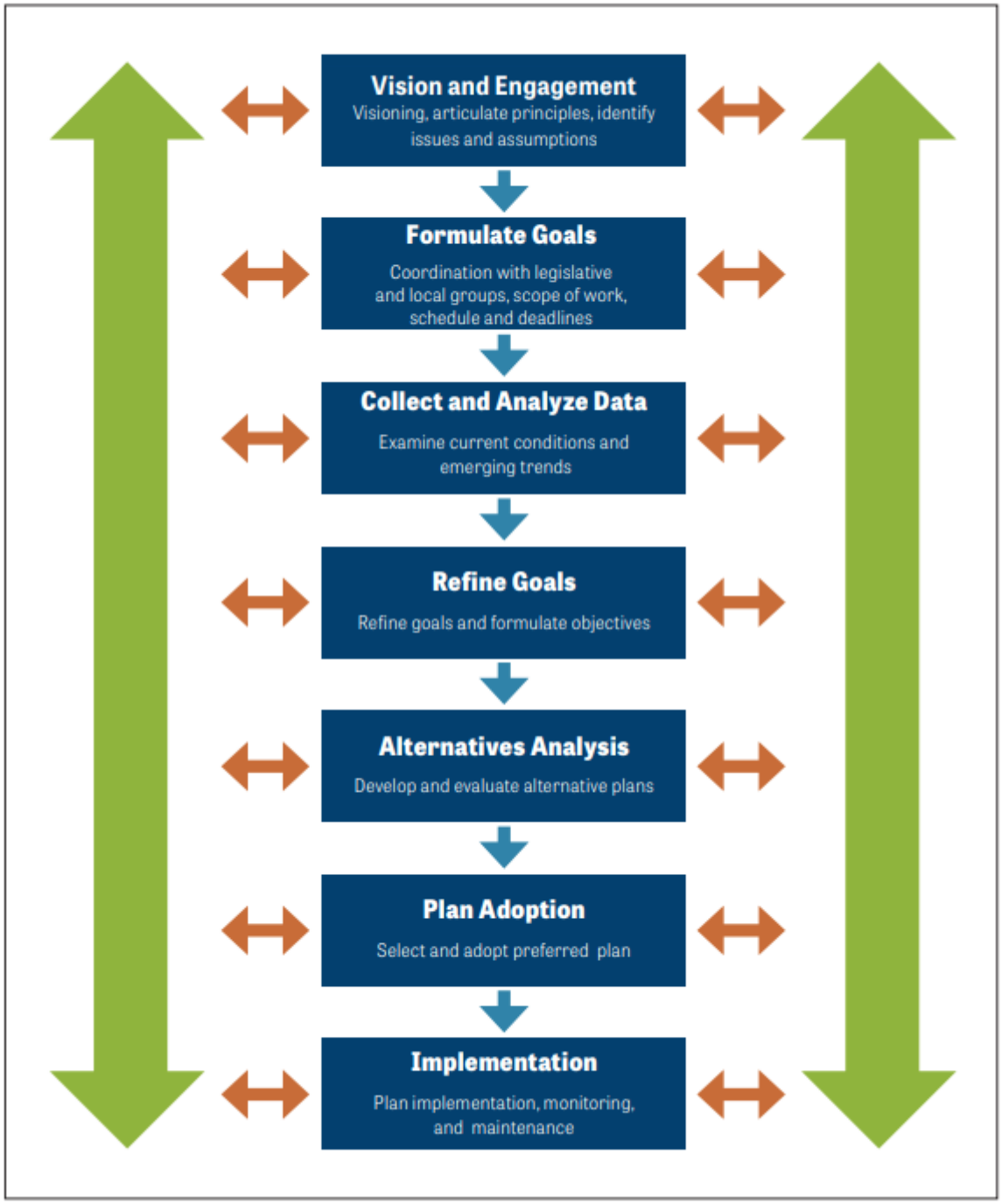
The vision should:

- Articulate the core values and desires of the community as they relate to the General Plan;

- Guide and inform the development of more specific policies later on in the planning process;
- Articulate an image of the future the community wishes to create; and
- Contain a succinct description of the things that the community values.

The comprehensive update of the General Plan will be a multi-year, community-driven process that results in a document that reflects the vision for the community's future. The following flow chart of the General Plan update process highlights how the vision and the subsequent steps to update the General Plan are all inter-connected and serve to inform all aspects of the update process from the initial visioning exercise through implementation.

General Plan Flow Chart



ANALYSIS:

The Community Vision statement, in its current format, dates back to at least the 2007 General Plan amendment. While the statements are generally supportive of a thriving community, they do not take into consideration key elements that have emerged in the last two decades. While a complete rewrite of the Community Vision statements will be a part of the overall General Plan update efforts, it will need to involve significant community input in its development.

The purpose of this preliminary review is for the Town Council to discuss what elements may be missing from the vision statement. This should include acknowledgment of changes that have occurred or are anticipated in the coming years, that may be disruptive to the community. To accomplish this, staff will lead a review of the existing Community Vision statement, facilitating Town Council discussion. The goal will be to document any new elements identified, along with proper wording for the statement. Staff will use these modifications in review of the annual Town Council Strategic Priorities. This work will also be the basis for a future Community Vision statement for the General Plan amendment work to come.

Staff have included some historical documents attached, to show the progression of these statements.

Attachments:

1. 1987 General Plan Goals
2. 1992 Vision Statement
3. 1998 Revision of the Vision Statement
4. 2007 General Plan

GENERAL GOALS OF THE MAMMOTH LAKES GENERAL PLAN

The following are the goals of the Mammoth Lakes General Plan:

1. To provide for community development that is consistent with the community's general health, safety and welfare.

2. To preserve and maintain the unique natural setting and mountain resort character of Mammoth Lakes while accommodating changing community needs and conditions.

3. To preserve and maintain the natural environment and wildlife of the area.

4. To provide opportunities for economic growth and diversification.

5. To provide a wide range of housing, employment and community facilities for the Town.

6. To provide a land use plan and policies that provide suitable types and intensities of land use.

7. To establish conservation and development policies for the wise management of the Town's resources.

8. To establish transportation policies that will promote the development of a comprehensive transportation system for the community.

9. To establish policies for the development of public services and facilities in accordance with the community's needs and the Town's resources to provide for those needs.

Administrative Policies

The following policies are set forth to facilitate the achievement of the overall planning goals for the Town of Mammoth Lakes:

1. The Mammoth Lakes General Plan shall serve as the comprehensive guide for planning and development for the Town.

2. The General Plan shall be thoroughly reviewed on a regular basis, but not less than every five years, and will be amended and revised to reflect the Town's changing needs and conditions.

3. The proposed revisions and amendments to the General Plan shall be fully reviewed at public hearings before adoption by the Town Planning Commission and Town Council.

4. The Town Development Code and other ordinances shall be in conformance with the General Plan and shall provide performance standards for development.

5. Land use information and other planning data shall be continually maintained and updated in order to monitor how well the objectives of the General Plan are being met, and to detect any changes in community needs and requirements which should be addressed in the General Plan. Existing land uses shall be inventoried and updated as occupancy permits are issued in order to easily maintain the land use data base.

- The Town shall monitor changes in the ski industry development and other economic developments which could have a direct effect on community facility requirements and growth.

- The Town shall monitor the community's population trends and characteristics to detect changes in community needs which should be reflected in the General Plan.

- The Town shall monitor transportation patterns and housing needs in order to detect when improvements should be made and when General Plan policies should be modified.

6. The Town shall monitor and maintain a liason with the Mammoth Mountain Ski Area (MMSA), U.S. Forest Service and all public agencies and private entitites which might have an impact on the Town. This will require joint planning and decision making regarding the development of ski areas commensurate with the community's ability to accommodate additional visitors and growth. Any agreements should set forth each participant's responsibilities for provision of seasonal and year-round employee housing, transit, overhead lift facilities and services required commensurate with existing and future ski area expansion. Also, a similar arrangement shall be established between the Town, the Sherwin Bowl or other operators and the U.S. Forest Service. Additional areas of concern between the Town and the Forest Service include any future ski area or major recreation developments potentially affecting the Mammoth Lakes Community.

7. The Town shall establish a Planning Area which includes lands beyond the Town Boundaries in which the Town has an interest or activity or on which development or other activities could be established which may impact the Town. Within the Planning Area, the Town shall establish an Urban

Service Boundary as a prerequisite to the establishment of a Sphere of Influence by the Local Agency Formation Commission.

8. The Town's Capital Improvement Program shall be reviewed by the Planning Commission and Town Council on an annual basis to determine conformity with the Mammoth Lakes General Plan.

THE TOWN of MAMMOTH LAKES CALIFORNIA

PLANNING DEPARTMENT

P.O. Box 1609, Mammoth Lakes, California 93546
619-934-8983

DATE: December 21, 1992

TO: Interested Parties

FROM: Planning Department

SUBJECT: Town Council Approved General Plan Vision Statement

Attached is the Vision Statement developed by the General Plan Advisory Committee, as reviewed and approved by the Planning Commission and the Town Council.

The GPAC held several meetings to discuss the issues facing Mammoth Lakes. They considered the responses to the Town Vision Forum questionnaire, input from the public at the Vision Forum, and the Vision Forum Workshops run by the Center for Settlement Services.

The Vision Statement will guide the establishment of goals and policies during the General Plan Update process. Continued public involvement and review will be essential to successful completion of this process.

All questions and comments should be directed to the Planning Department at 934-8983.

GENERAL PLAN GOALS

Mammoth Lakes is a community set in the high mountains of the Eastern Sierra in rural Mono County. With forests, lakes, streams, clean air, and sweeping vistas, the region is a haven for fish and wildlife. The Town is home for many who find a unique, stable small town atmosphere desirable. It also hosts visitors who come to enjoy the surrounding beauty and recreational opportunities.

The General Plan represents the values of the community. It is a statement of long-range public policy which guides the use of private and public lands within a community's boundaries. The policies within the plan are intended to become the basis for decisions by elected and appointed officials. By this means, the values reflected in the General Plan policies shape the community and the quality of life sought by its residents.

The following overall goals direct the growth and enhancement of the community of Mammoth Lakes.

OVERALL GOALS

1. A desirable place to live and visit.

2. A healthy natural environment.

3. A high quality, full-service recreation resort and community available to all economic sectors.

4. A vital year-round economy.

5. Housing, employment, cultural, public facilities and services for all segments of the community.

6. A comprehensive circulation system de-emphasizing the automobile and promoting pedestrian, bicycling and transit options.

7. A consistent, attractive appearance and image which reflects the town's Alpine setting.

THE VISION OF MAMMOTH LAKES

The following narrative describes what Mammoth Lakes hopes to become in the next 20 years. It reflects the values of the community at this point in time and translates them into the future, serving as a guide to achieve the quality of life desired for Mammoth Lakes.

The Town of Mammoth Lakes is located in the majestic Eastern Sierra in a high mountain valley at the base of Mammoth Mountain and the Sherwin Ridge. Its meadows, creeks, mountain

vistas, surrounding forests and wildlife have made the town a unique, high quality destination resort community with year-round recreational opportunities. The town has grown graciously into the environment, respecting the resources and setting which gave rise to its existence.

Visitors come year-round to enjoy the fishing, skiing, hiking, camping and other outstanding recreational opportunities. The focus of town is along Main street and Old Mammoth Road and is the town center with quaint shops and restaurants, pedestrian promenades, the visitor's center and courtyards. Four major resort and recreation activity centers are available featuring a full range of hotel accommodations, conference facilities, golf, art festivals, athletic clubs, shopping and eating establishments, bicycling, strolling and other outdoor activities. Each resort has its own individual character reflecting the area within which it is located. Camping and other rustic accommodations are available for the outdoorsman.

Visitor population is fairly stable during the year reaching a maximum population on weekends and during any holiday period. Visitors stay for an extended period to enjoy the recreational and cultural pursuits available in Mammoth Lakes. They come by car or air, but local transportation services allow them to conveniently get to all areas of town without the need for their personal vehicles.

Residents of Mammoth Lakes appreciate the natural wonder of the area. But they make their homes and raise their families here because of the cohesive small town atmosphere and the opportunities for quality education, recreation and social interaction.

Overall, the town boasts a clean and safe, family oriented community. Residents are primarily employed in private and public service industries catering, directly or indirectly, to visitors' accommodation and recreation needs. Families comprise the majority of the population with support from seasonal residents who come to enjoy second homes or work part-time in the recreation industries. The environment and services are what attract residents to Mammoth Lakes. Ample employment opportunities are available during all seasons.

The people of Mammoth Lakes have great pride in how the community has developed. The community retains a delineation between developed and undeveloped lands. Development is restricted to the private lands with expansion occurring only in the South Gateway area to accommodate educational and public facilities. Clearly defined residential areas, neighborhood parks, the downtown area, full-service hotels, cultural and theater arts and outstanding recreational experiences have brought Mammoth Lakes into the forefront of destination resorts.

Mountain vistas, viewsheds, clean air, native trees and vegetation have all been protected from intrusive development. Building and landscaping aesthetics conform to standards which include common design elements. Natural elements are noticeable in all forms of development. Neighborhoods are developed according to standards which meet the needs of all segments of the community. A variety of housing types are available throughout town. Businesses are typically small and retain individualized, quaint characteristics. Transportation networks link public transit with pedestrian and trail systems to discourage automobile use and promote the small-town atmosphere.

Economic Vitality

Recreation and visitor services are the mainstay of the economy. New businesses are primarily recreation and resort oriented. Cottage industries, education and non-tourist dependent businesses have created other year-round employment. Commercial and industrial development has occurred commensurate with the population which can support such business ventures. Opportunities to make a sustainable living are numerous. Residents are able to obtain job skills through local employment and training opportunities. Opportunity for business growth and expansion are available through support from the Chamber of Commerce and the Town.

Recreation

Mammoth Lakes is the hub of recreational opportunities in the Eastern Sierra. Along with the diverse experiences available within the Town, Mono County is the gateway to the east entrance to Yosemite National Park. The Ansel Adams and John Muir Wildernesses abut the Town. Fishing and hiking in the June Lake, Crowley Lake and Owens River areas are close by and the Ancient Bristlecone Pine Forest, Bodie Ghost Town, Mono Lake and other regional recreational attractions are within an easy day's drive.

Recreation is the engine which powers the Mammoth Lakes area economy. Promotion of recreation activities which offer greater economic stability to the town has been achieved. In recognizing the need for better recreation options, Mammoth Lakes also recognizes that further development must be in keeping with our setting, natural resources and economic means. An emphasis on the quality of each experience and how it effects the capacity of the natural environment are carefully evaluated.

Mammoth Mountain Ski Area is one of the best ski experiences anywhere. The ski area has expanded to a capacity of 24,000 skiers which are served from five base lodges. Access has been improved so that skiers may reach the runs from an in-town gondola or from public transportation which delivers

people to any one of the five base facilities quickly and economically from anywhere in town.

Sherwin/Snowcreek Ski Area is located on the south side of town. It serves up to 8,000 skiers from a base lodge within the Snowcreek Resort. While it is primarily a ski area, the Snowcreek Resort provides golfing, tennis, ice skating, and other recreational pursuits.

The Lakes Basin is a heavily used fishing and Nordic skiing area. Camping, hiking, climbing and boating are all experiences pursued by avid and first-time outdoor enthusiasts. Through a sustained fishing enhancement program and special events, Mammoth Lakes has become a premier trophy trout area.

Throughout the community there are both public and private recreational facilities. Gymnasiums, tennis courts, swimming pools, softball and soccer fields and other community oriented recreation opportunities are plentiful.

Resorts

Mammoth Lakes has provided the visitor with a selection of four full-service resorts, each with its own identity and character, in addition to Mammoth Mountain's accommodations and services. North Village, Lodestar, Juniper Ridge and Snowcreek provide for over 4000 hotel rooms combined. Housing and shopping opportunities, as well as numerous amenities are available in each resort making it convenient for visitors, employees and residents to enjoy their stay without the need for services beyond the resort. Easy pedestrian access among all facilities and amenities in the resort make each resort an attraction unto itself. The architecture and sense of scale are different in each resort to reflect the surroundings of the immediate area.

North Village is a bustling, tightly-knit pedestrian oriented resort located in the vicinity of Main Street and Minaret Road. It contains large luxurious hotels as well as smaller moderate priced hotels and inns. There are many restaurants and shops oriented around a central plaza. Community and cultural activities are planned throughout the year on the plaza and in the meeting halls. The gondola to Mammoth Mountain leaves from the plaza area making North Village a premier winter destination. Parking is understructure and public transportation serves the resort and surrounding neighborhoods. Housing is provided on-site for those people wishing to reside close to work and play.

Lodestar is a true four-season resort. Two full-service hotels, condominiums, single-family housing and shopping areas front onto lakes and a golf course in the center of town. Tall trees frame the lakes and hotels offering a secluded

outdoor experience. Again, the car is subordinate to the pedestrian. Golfing, ice-skating, hiking, bicycling, tennis, swimming, strolling and cross country skiing are activities enjoyed at Lodestar. Commercial establishments are sufficient to serve Lodestar and are not community oriented. Conference facilities provide strong activity in the Fall and Spring.

Juniper Ridge is located at the base of Chair 15 and has one of the most spectacular settings in town. Because it is within such a prominent viewshed, its presence is more subdued with architecture and scale which blends into the surroundings. A large hotel and small supporting shops are the mainstay of this resort. Some amenities are available, including ski-in/ski-out accommodations. Housing is available on-site for renters and owner occupants. Juniper Ridge is a major skier destination, served by the public transit system, due to the upgraded lift and base lodge facilities.

Snowcreek Resort offers a variety of recreational experiences. Skiing, golfing, ice-skating, swimming, bicycling, hiking, tennis, and fishing are available at Snowcreek. Full-service hotels, an athletic club, conference facilities, inns, shopping centers and restaurants, are found at the base of the Sherwin Mountains in a "village" setting. Condominiums and single family homes abut the golf course and the National Forest. Meadows and creeks are preserved and walking or bicycling through the village is commonplace. Most travel outside of the resort is unnecessary because all services and amenities are provided.

Mammoth Mountain has its own high quality accommodations and recreational experiences to offer. The Mammoth Mountain Inn and associated restaurants, the Main Lodge for the ski area, access to the Mountain Bike Park and Minaret Vista/Devil's Postpile are the amenities offered from this resort. Located on US Forest Service administered land 5 miles from Town, it has the unique setting of being surrounded by forests and lakes, yet is close enough to Town to take advantage of the experiences offered in the community.

Downtown - Entrance to Town

In addition to the resorts, Downtown Mammoth Lakes is an equally important commercial district. As the entrance to Town, it is the focus of Town activities. Two distinct shopping districts form the "town center". One encompasses a 4 block area primarily on the south side of Main Street and caters to tourist activities focusing around a visitor's center. Small shops, restaurants, cafes and courtyards front along the pedestrian promenade. People enjoy the "town center" because of the variety of plazas and gathering places available to meet friends and experience the small town atmosphere. Design of buildings and landscaping is compatible

forming an identifiable town center. Public parking is available, but separated from the pedestrian experience. Connection to the commercial uses on the north side of Main Street is safe and convenient. The town's transit routes connect here so access is available to and from all parts of town. Motels, small chalets and residences surround the "town center".

The other commercial district is located around the intersection of Meridian Blvd. and Old Mammoth Road. It contains more service oriented businesses for residents and visitors. Offices, grocery stores, clothing stores, restaurants, theaters and small businesses are found here. The schools and hospital are nearby. This area forms the nucleus of Mammoth Lakes' residents daily lives. While also emphasizing pedestrian circulation, transit serves the district and public and private parking is available near every business. Community activities are frequently held here because of the constant flow of people who come to take care of local needs. Shopping centers have been upgraded with new facades and landscaping. Lodging and residential areas are located between and around the downtown shopping areas, providing housing and accommodations near transit facilities and commercial services.

Industry

Industrial uses have been relocated from the commercial districts to the Industrial/Business Park at the east end of town. Cottage industries relating to the recreation uses in the area are located here as well as construction-related and heavy commercial uses. Some screening of uses is evident, but design standards are minimal to encourage the more intense uses to locate in the industrial park.

Gateways

There are two gateways into Town. Until one reaches town from Highway 395 there is only the natural landscape to enjoy. Continuing up Highway 203, the gateway to Town is marked by the USFS Visitor's Center and campground, inviting landscaping and lighting, medians separating east and westbound travel lanes in the highway, pathways for bicycling and walking and the Town Center with its "quaint" and cohesive shops and restaurants fronting along the many plazas and walkways.

Entering Town from the Meridian Blvd./Highway 203 intersection, one travels along a boulevard which passes by the educational facilities and supporting recreational uses on the way into the commercial business district. The Industrial/Business park is well screened from view and a

single family subdivision abuts the elementary school and high school.

Residential Neighborhoods

Three types of housing are prevalent in Mammoth Lakes. Single family homes, apartments and condominiums provide a variety of housing types for families and residents of all income levels in all neighborhoods. High density neighborhoods are concentrated around activity areas and commercial centers. When viewshed considerations are minimal, even higher density accommodations can be found near commercial and activity centers. Lower density, single-family neighborhoods are developed at the periphery of the town.

All residential developments have tried to protect steeper slopes and natural vegetation. Design and site planning techniques promote the preservation of open space and limit the amount of impervious surfaces. Development standards limit mass, guide development on ridges, bluffs and hillsides, and encourage building materials which complement the surrounding natural environment.

The Old Mammoth area has a character all its own. Development is more rural in nature and densities are lower. Properties along Mammoth Creek and the Bluffs have been especially attentive to design and site planning to protect the viewshed within which they are located. Some dirt roads have now been paved to reduce erosion into Mammoth Creek, but impervious surfaces have been discouraged through lot coverage, common driveways and density requirements.

Condominiums are abundant but have been de-emphasized over the last several years in favor of higher density rental/apartment development which better meets the needs of resident income groups. Most of the remaining condominiums serve visitors and second-homeowners who wish to enjoy a more relaxed stay in Mammoth Lakes. Older condominiums have been refurbished improving community aesthetics and the overall housing stock.

Low income housing and employee housing developments are located throughout town. All sizes and styles of units have been developed to meet the needs of families, singles and unrelated households. The resorts have provided much of their own housing on-site to accommodate the employees and families which they generate. Likewise, affordable housing has been developed in the center of town to take advantage of the proximity to services, employment and transit. Single-room-occupancies and small apartments have been built within commercial developments downtown and in the resorts to bring people closer to their place of employment and provide some vitality to the districts.

Development Characteristics

Development has occurred over the years commensurate with available resources and market demand. Comprehensive water, energy and environmental policies enable development to occur within the carrying capacity of our resources, with careful attention to retaining a high quality of life for residents and visitors. Levels of service for fire, police and health care remain high in conjunction with continued growth.

The resorts have progressed only when the market conditions and financing dictate and when water, transportation, drainage and other community services are in place or are developed concurrent with each resort development. Residential development has kept pace with resort development. No faction of the community has been forced to sacrifice to allow another element to proceed.

The town has a consistent image and character reflecting the Alpine and historic setting. New developments have been designed using the vernacular of the immediate surroundings. Likewise, older developments have been renovated to form a cohesive design throughout the commercial districts.

Environment

The environment surrounding Mammoth Lakes is the dominant feature in all public policy and development issues. Not only does the environment provide the resources for our recreation and tourism based economy, it places constraints on development through weather, available private lands and the carrying capacity of the air, water, and wildlife resources.

The Alpine character of Mammoth Lakes has been retained by protecting environmentally and visually sensitive areas from urbanization. Compact development has occurred leaving the National Forest as the backdrop to the community. Open space has been preserved in areas of wetlands, streams and significant slopes and rock outcroppings within and outside the developed area of town. Stands of trees remain allowing the Forest to penetrate into the community. Vistas have been maintained and buildings are subdued in deference to the landscape.

Fish and wildlife share the resources with the community. Water resources have been protected by using primarily groundwater for public use, leaving surface waters for recreation and wildlife.

Conservation has been the norm in construction techniques and in domestic habits. Newfound geothermal resources have been used efficiently for heating and recreational purposes.

Landscaping has taken many forms. Drought tolerant, native or adaptive species are most abundant, accented by small lawns and flower or vegetable gardens. All properties have either retained the natural landscaping or have revegetated to form a cohesive appearance. Erosion control and a high mountain image have benefited from the landscaping efforts of the community.

Restrictions on the use of natural resources are commensurate with community values. Tree management has preserved many healthy trees within private developments. New, native trees have been planted, where appropriate, promising a healthy forest for the future. The community's acceptance of water conserving devices and drought tolerant and native vegetation has reduced the need for water use restrictions.

Transportation

Traffic flow in the community is variable based upon visitor arrival and departure hours. Main Street, Old Mammoth Road, Meridian Blvd. and Minaret Road carry the most vehicle traffic in-town because all neighborhoods, resorts and commercial districts are accessed from these streets. However, once visitors and residents reach their destination automobile travel is subordinate to transit, pedestrian or cycling.

A comprehensive transportation system has been established creating a more pedestrian and transit oriented community which minimizes auto usage. The coordinated system includes bus transportation, strategically located parking facilities, reliable air transportation, interconnecting paths and bikeways and improved sidewalks. Expansion of arterial, collector and local roadways has been discouraged and is only accomplished when other modes of transportation are not capable of serving the community in a convenient and reliable manner.

Travel is improved to major destination areas, including the ski areas, businesses districts, schools, resorts and neighborhoods as well as to the Lakes Basin and Devil's Postpile area. Visitors and residents find that private automobile use is unnecessary in most cases.

The airport has been expanded to provide convenient and reliable air service from major market areas. Terminal and runway improvements have made Mammoth Lakes a featured destination for world-wide travelers. Convenient and economical shuttle service delivers visitors to their selected accommodations.

Public Facilities

The Town has continued to expand recreation and educational facilities, commensurate with growth and based upon the resources of the natural environment. New educational facilities have been developed with gymnasiums, learning facilities and recreation amenities available for community use in the South Gateway. Neighborhood parks with easy pedestrian access have been established to compliment the community parks. Networks of trails connect most parks, neighborhoods, and commercial/employment centers.

A recycling center has been provided to meet the needs of the community. Convenient government service is available to citizens.

A variety of art and cultural facilities is available. The indoor/outdoor theater is heavily used for all types of events. Education of and respect for the natural environment is promoted through interpretive exhibits, nature trails, stream viewing chambers, and other public facilities.

Ice skating, golfing, swimming and outdoor activities of all types are available, whether provided by the private sector through dedications or by the public sector through available financing alternatives.

Town of Mammoth Lakes

Vision Statement

December, 1992

Reformatted with
minor revisions
May, 1998

Town of Mammoth Lakes Vision Statement

Mammoth Lakes will be a high quality, destination resort community with year-round recreation opportunities. The natural environment will be the dominant feature in all public policy and development issues, and will coexist with a high quality resort center. The community will be stable, strong, safe, and family oriented. There will be high quality local educational and training opportunities, and a wide range of facilities to support recreational and cultural pursuits. Automobile usage will be minimized due to the efficient pedestrian and transit system.

The following narrative describes what the Mammoth Lakes community has stated it hopes to become in the future.

Maintaining a Strong Community

While residents of Mammoth Lakes appreciate the natural wonder of the area, they make their homes and raise their families here because of the cohesive small town atmosphere and the opportunities for quality education, recreation, and social interaction.

Comprehensive water, energy and environmental policies have enabled development to occur within the carrying capacity of our resources, with careful attention to retaining a high quality of life for residents and visitors. Levels of service for fire, police and health care remain consistently high in conjunction with continued growth.

All residential developments have tried to protect steeper slopes and natural vegetation. Design and site planning techniques promote the preservation of open space and limit amounts of impervious surfaces. Development standards limit mass, guide development on ridges, bluffs and hillsides, and encourage building materials that complement the surrounding natural environment.

The mix of single family homes, apartments and condominiums provide a variety of housing types for families and residents of all income levels throughout the community. High-density neighborhoods are concentrated around activity areas, with lower densities occurring at the periphery of Town.

Of the neighborhoods in the community, Old Mammoth is more rural in nature and densities are lower. Properties along Mammoth Creek and the Bluffs have been especially attentive to design and site planning to protect the view-shed within which they are located. Most condominiums serve visitors and second homeowners who wish to enjoy a more relaxed stay in Mammoth Lakes. Older condominiums have been refurbished improving community aesthetics and contributing to the overall resident housing stock.

Low-income housing and employee housing developments are located throughout town. All sizes and styles of units have been developed to meet the needs of families, singles, and unrelated households. The resorts have provided much of their own housing on-site to accommodate their employees and families they generate. Likewise,

affordable housing has been developed in the center of town to take advantage of the proximity to services, employment and transit. Single-room-occupancies and small apartments have been built within commercial developments in the resorts to bring people closer to their place of employment and provide some vitality to the districts.

The service commercial center is located near Meridian Blvd. and Old Mammoth Road. It contains the most service-oriented business for residents and visitors. Offices, grocery and clothing stores, restaurants, theaters and small businesses are found here. The schools and hospital are nearby. The area is the center of our community's daily lives.

While emphasizing pedestrian circulation, transit serves the district and public and private parking is available near every business. Community activities are frequently held here because of the constant flow of people who come to take care of local needs. Shopping centers have been upgraded with new facades and landscaping. Lodging and residential areas are located between and around the commercial center, providing housing and accommodations near transit facilities and commercial services.

Industrial uses have been relocated from the commercial districts in the community to the Industrial/Business Park at the east of Town. Cottage industries relating to the recreation uses in the area are located here as well as construction-related and heavy commercial uses. Design standards require some screening of uses from surrounding areas.

The Town has continued to expand recreational and educational facilities, commensurate with growth and based upon the resources of the natural environment. New educational facilities have been developed with gymnasiums, learning facilities and recreational facilities available for community use in the South Gateway. Neighborhood parks with easy pedestrian access have been established to complement the community parks. Networks of trails connect most parks, neighborhoods, and the commercial/employment centers.

A recycling center has been provided to meet the needs of the community. Convenient government service is available to citizens.

A variety of art and cultural facilities are available. The indoor/outdoor theater is heavily used for all types of events. Education of and respect for the natural environment is promoted through interpretive exhibits, nature trails, stream viewing chambers, and other public facilities.

Ice skating, golfing, swimming and outdoor activities of all types are available, whether provided by the private sector through dedications or by the public sector through available financing alternatives.

Building a Successful, High Quality Resort

Mammoth Lakes is the hub of recreational opportunities in the Eastern Sierra. Along with the diverse experiences available within the Town, major local and regional recreational attractions are within easy access. Fishing and hiking are also available nearby.

Recreation is the economic engine. Through promotion of recreation activities the town has achieved greater economic stability. While further development to increase recreation options is recognized, it must be in accordance with our setting, natural resources and economic means. An emphasis on the quality of each experience and how it affects the capacity of the natural environment are carefully evaluated.

Mammoth Mountain Ski Area is one of the best ski experiences anywhere. The ski area has expanded to a capacity of 24,000 skiers, which are served from five base lodges. Access to the ski area facilities has been improved with in-town gondolas, and from public transportation which delivers people to any one of the five base lodges quickly and economically from anywhere in town.

Sherwin/Snowcreek Ski Area serves up to 8000 skiers from a base lodge within Snowcreek Resort. While primarily a ski area, the resort provides golfing, tennis, ice skating, and other recreational pursuits.

The Lakes Basin is a heavily used fishing, Nordic skiing, snowmobiling area. Camping, climbing and boating are all experiences pursued by both avid and first-time outdoor enthusiasts. Through a sustained fishing enhancement program and special events, Mammoth Lakes has become a premier trophy trout area.

Throughout the community there are both public and private recreation facilities. Gymnasiums, tennis courts, swimming pools, softball and soccer fields and other community oriented recreation opportunities are plentiful. Mammoth Lakes has provided the visitor with a selection of four full service resorts, each with its own identity and character, in addition to Mammoth Mountain's accommodations and services. North Village, Sierra Star, Juniper Ridge and Snowcreek provide for over 4000 lodging units combined. Housing and shopping opportunities, as well as numerous amenities are available in each resort making it convenient for visitors, employees and residents to enjoy their stay without the need for services beyond the resort. Easy pedestrian access among all facilities and amenities in the resort make each resort an attraction unto itself. The architecture and sense of scale are different in each to reflect the surroundings of the immediate area.

North Village (Gondola Village) is a bustling, tightly knit pedestrian resort containing many hotels, inns, restaurants and shops. There are many restaurants and shops oriented around a central plaza. Community and cultural activities are planned throughout the year on the plaza and in the meeting halls. The gondola to Mammoth Mountain leaves from the plaza area making North Village a premier winter destination. Parking is understructure and housing is provided on-site for those people wishing to reside closer to work and play.

Lodestar (Sierra Star) is a true four-season resort. Full-service hotels, condominiums, single-family housing and shopping areas front onto lakes and a golf course. Tall trees frame the lakes and hotels offering a secluded outdoor experience. Again, the car is subordinate

to the pedestrian. Golfing, ice-skating, hiking, bicycling, tennis, swimming, strolling and cross-country skiing are activities enjoyed at Sierra Star. Commercial establishments are sufficient to serve Sierra Star and are not community oriented. Conference facilities provide strong activity in the fall and spring.

Juniper Ridge has one of the most spectacular settings in Town. Because it is in such a prominent viewshed, its presence is more subdued, with architecture and scale which blends into the surroundings. A large resort lodge and small supporting shops are the mainstay of this resort. Some amenities are available, including ski-in/ski-out accommodations. Housing is available on-site for renters and owner occupants. Juniper Ridge is a major skier destination, due to the upgraded gondola and base lodge facilities, and the public transit system.

Snowcreek Resort offers a variety of recreational experiences. Skiing, golfing, ice-skating, bicycling, hiking, tennis, and fishing are available. Full-service hotels, an athletic club, conference facilities, inns, shopping centers and restaurants, are found at the base of the Sherwin Mountains in a "village" setting. Condominiums and single family homes abut the golf course and the National Forest. Meadows and creeks are preserved and walking or bicycling through the village is commonplace.

Mammoth Mountain has its own high quality accommodations and recreational experiences to offer. It also provides access to the Mountain Bike Park and the Minaret Vista/Devil's Postpile. It has the unique setting of being surrounded by forests and lakes, yet is close enough to Town to take advantage of the experiences being offered by the Community.

The Main Street Commercial Area is an equally important commercial district. As the primary entrance to Town, it is the focus of Town activities. The Main Street commercial area caters to visitor activities focusing around a visitor's center. Small shops, restaurants, cafes and courtyards front along the pedestrian promenade. People enjoy this "town center" because of the variety of plazas and gathering places available to meet friends and experience the small town atmosphere. Design of buildings and landscaping is compatible, forming an identifiable town center. Public parking is available, but separated from the pedestrian experience. Connection to the commercial uses on the north side of Main Street is safe and convenient. The town's transit routes connect here so access is available to and from all parts of the community. Motels, small chalets and residences surround the "town center".

There are two gateways into town. Until one reaches town from Highway 395 there is only the natural landscape to enjoy. The gateway to Town is marked by the USFS Visitors Center and campground, inviting landscaping and lighting, medians separating east and westbound travel lanes in the highway, pathways for bicycling and walking and the Town center with its "quaint" and cohesive shops and restaurants.

Entering town from Meridian Blvd. one passes by the educational facilities and the well-screened Industrial/Business

Park on the way to the commercial business district.
The resorts have progressed only when market conditions and financing dictate and when water, transportation, drainage and other community services are in place, or are developed concurrent with each resort development. No faction of the community has been forced to sacrifice to allow another element to proceed.

The town has a consistent image and character reflecting the alpine and historic setting. New developments have been designed using the vernacular of the immediate surroundings. Likewise, older developments have been renovated to form a cohesive design throughout the commercial districts.

Traffic flow in the community is variable based upon visitor arrival and departure hours. Once visitors and residents reach their destination, automobile travel is subordinate to transit, pedestrian or cycling.

The comprehensive transportation system includes bus transportation, strategically located parking facilities, reliable air transportation, interconnecting paths and bikeways and improved sidewalks.

Expansion of arterial, collector and local roadways has been discouraged and is only accomplished when other modes of transportation are not capable of serving the community in a convenient and reliable manner.

Travel is improved to all major destination areas, and visitors and residents find that private automobile use is unnecessary in most cases.

The airport has been expanded to provide convenient and reliable air service from major market areas. Terminal and runway improvements have made Mammoth Lakes a featured destination for worldwide travelers. Convenient and economical shuttle service delivers visitors to their selected accommodations.

Maintaining a Sustainable Environment

The environment surrounding Mammoth Lakes is the dominant feature in all public policy and development issues. Not only does the environment provide the resources for our recreation and tourism based economy, it places constraints on development through weather, available private lands and the carrying capacity of the air, water, and wildlife resources.

Protecting environmentally and visually sensitive areas from urbanization has retained the alpine character of Mammoth Lakes. Compact development has occurred leaving the National Forest as the backdrop to the community. Open space has been preserved in areas of wetlands, streams and significant slopes and rock outcroppings within and outside the developed area of Town. Stands of trees remain allowing the forest to penetrate into the community. Vistas have been maintained and buildings are subdued in deference to the landscape.

Fish and wildlife share the resources with the community. Water resources have been protected by using primarily groundwater for public use, leaving surface water for recreation and wildlife.

Conservation has been the norm in construction techniques and in domestic habits. Newfound geothermal resources have been used efficiently for heating and recreational purposes.

Landscaping has taken many forms. Drought tolerant, native or adaptive species are most abundant, accented by small lawns, and gardens. All properties have either retained the natural landscaping or have revegetated to form a cohesive appearance. Erosion control and a high mountain image have benefited from the landscaping efforts of the community.

Restrictions on the use of natural resources are commensurate with community values. Tree management has preserved many healthy trees within private developments. New, native trees have been planted, where appropriate, promising a healthy forest for the future. The community's acceptance of water conserving devices and drought tolerant and native vegetation has reduced the need for water use restrictions.

Achieving Financial Sustainability

Recreation and visitor services are the mainstay of the economy. New business is primarily recreation or resort oriented. Cottage industries, education and non-tourist dependent business have created year-round employment. Commercial and industrial development has occurred commensurate with the population, which can support such business ventures. Opportunities to make a sustainable living are numerous. Residents are able to obtain job skills through local employment and training opportunities. Opportunity for business growth and expansion are available through support from the Chamber of Commerce and the Town.

The General Plan for Mammoth Lakes

This plan establishes standards, guidelines and priorities that define the community now and for the future, a future where Mammoth Lakes is a premier, thriving, sustainable community. The community takes seriously our responsibility as stewards of the environment, protectors of residents' quality of life, and caretakers of visitors' quality of experience. The "Community Vision" for Mammoth Lakes embodies important values and principles that recognize the uniqueness of our natural surroundings and our character as a village in the trees.

COMMUNITY VISION

Surrounded by uniquely spectacular scenery and diverse four-season recreational opportunities, the community of Mammoth Lakes is committed to providing the very highest quality of life for our residents and the highest quality of experience for our visitors.

To achieve this vision, Mammoth Lakes places a high value on:

1. Sustainability and continuity of our unique relationship with the natural environment.
   As stewards, we support visitation and tourism as appropriate means to educate and share our abundant resources. We are committed to the efficient use of energy and continuing development of renewable resources.

2. Being a great place to live and work.
   Our strong, diverse yet cohesive, small town community supports families and individuals by providing a stable economy, high quality educational facilities and programs, a broad range of community services and a participatory Town government.

3. Adequate and appropriate housing that residents and workers can afford.

4. Being a premier, year-round resort community based on diverse outdoor recreation, multi-day events and an ambiance that attracts visitors.

5. Protecting the surrounding natural environment and supporting our small town atmosphere by limiting the urbanized area.

6. Exceptional standards for design and development that complement and are appropriate to the Eastern Sierra Nevada mountain setting and our sense of a "village in the trees" with small town charm.

7. Offering a variety of transportation options that emphasize connectivity, convenience and alternatives to use of personal vehicles with a strong pedestrian emphasis.

"Vision without execution is a hallucination" -- Albert Einstein

Mammoth Lakes Town Council
Agenda Action Sheet

Title: Review of Organizational Capacity and Partnership Alignment in the Implementation of Key Strategies

Council Meeting Date: 4/29/2026

Prepared by: Rob Patterson, Town Manager

Recommended Motion: No Action – Discussion and consensus on a pathway forward

Summary: The Town has various plans and strategies, either fully developed or in process that will need effective implementation for their success. The most effective implementation strategy will play on the strengths of Town departments, Non-Governmental Organizations (NGOs), commissions and agencies that contribute to the success of our community. The role of each of these entities is clearly defined, however the integration of their efforts, how they work with each other and the supportive role they play, is not well defined. In most cases, these entities have been functioning for many years, each evolving and branching out in their development. This individual evolution, coupled with changing conditions that will significantly affect our business model / product delivery, necessitates review of capacities and alignment of resources.

The Town is currently working on plans like the Destination Stewardship Plan, and an update to various master plans, starting with Parks and Recreation that will ultimately culminate in a Master Plan update, within the next 7-10 years. Planning has always been the strong point of our community. However, the switch to effective and efficient implementation, getting stuff done, is the goal.

Staff will lead with the introduction of the concept, providing examples of where capabilities have diminished over time. The goal is a clear understanding of this efficiency exercise, to plan our approach over the next several months, and engage our partners in this effort. The best approach to success has not currently been identified and staff are looking for Town Council discussion on the pathway forward.

This is a very large undertaking and will require an approach that engages all Town Council, staff, various boards and commissions, and our community. The outcome of this effort should provide a well-orchestrated alignment of roles and responsibilities across various entities supporting our community.

Mammoth Lakes Town Council
Agenda Action Sheet

Title: Town Council Dynamics and Staff Support

Council Meeting Date: 4/29/2026

Prepared by: Rob Patterson, Town Manager

Recommended Motion: No Action – Discussion and consensus

Summary: An elected board like the Town Council will naturally have a variety of ways they go about performing the job of a Town Council member. There are different goals, areas of interest, experiences, connections to the community, and styles in which they engage with constituents and staff. This variety is what provides the substance of the collective group. The role of the Town Manager is to work closely with each different approach to support the success and effectiveness of each member's time on the Town Council.

The primary goal of this discussion is to review the various members' philosophies on the role of a legislative, policy-making body for the community, and what success looks like in that role. This discussion should include the delicate balance between their legislative role and the overall output of the organization. This balance can be difficult because the difference between a hand on the overall direction and a hand in the overall output is often minute yet vastly different.

The second goal of this discussion is to discuss the approach staff should play with agenda item structure and development that will provide the largest benefit for an effective discussion on the dais. This can range from a presentation of key points and elements with a pathway of options, to a tightly packaged presentation around key objectives and staff recommendations. While no approach is effective on every item, it is important to understand the expectations of the current Town Council and decide what will provide the most support for their work.