

Eastern Sierra Region - Comprehensive Economic Development Strategy (CEDS)

Appendix D: Town of Mammoth Lakes Project & Program Specific Action Plan

The Town of Mammoth Lakes has identified the following projects and programs necessary to meet the strategic goals and objectives of the regional CEDS document. These projects and programs are part of the Town's planned and future work programs. This includes Town and regional projects. The following information documents how these projects advance the goals of the CEDS. The Town envisions this list to be dynamic and to be updated at least annually. The Town has evaluated most of the projects through public engagement exercises and through public meetings by the Town Council and/or other public bodies. Additionally, Town Staff facilitates several meetings and programs that directly support the advancement of the CEDS goals. The Town has organized its projects under the same framework as the CEDS document and associated projects with the goals and objectives outlined in the strategic action plan.

Access & Connectivity

Objective: Increase access to digital resources through broadband infrastructure buildout

1. The Town of Mammoth Lakes received a Local Agency Technical Assistance Program (LATA) grant for a multi-step network design process. The grant is supporting the town in its effort to expand broadband service to unserved and underserved residents. Established by the CPUC the Town of Mammoth Lakes LATA grant includes three work products, the final product will be a low-level network design developed for the identified priority unserved/underserved areas. The designs will build off the refined high-level design and foundation planning stage, resulting in "Approved for Construction" drawings that can/will be used to award contracts for construction. Low-level design and engineering will also include all required permitting, easements, and rights-of-way processing. The final product could be used to expand broadband service further creating opportunities for other economic development programs. The Town and its partners could seek additional funding to build out these opportunities. The Town is providing broadband connection to our new affordable housing project, adding value and opportunity to local residents.
2. The Public Works Department hosts quarterly utility coordination meetings. These meetings serve as a forum for its members to discuss ongoing and developing projects. Opportunities are identified to work together and leverage open ground to install infrastructure at reduced cost.
3. Incorporate by reference the projects identified in the Town's Economic Development Strategy for the Town of Mammoth Lakes Technology as adopted by the Town Council 9/13/16.

Objective: Enhance Regional Transportation Network

1. The Town of Mammoth Lakes maintains a database of roadway conditions. The StreetSaver software platform has been used consistently by the Town for nearly 15 years. The Town uses the system to record pavement condition and run analytics. The reports generated aid staff in developing treatment programs and budgeting for rehabilitation and reconstruction. Pavements in the region degrade at a faster rate than in other parts of the state. Asphalt also fails in unforeseen ways due to the stresses and impacts of snow removal. Tracking these changes helps to forecast needs and is a useful tool for the region.
2. Transit is a key component of the Towns circulation plan. At least twice a year the Town hosts meetings to discuss transit service. The first occurs at the Planning and Economic

Development Commission (PEDC) sometime in the early spring. The meeting is specific to unmet needs and informs a larger regional process undertaken by the Local Transportation Commission (LTC). The second meeting later in the fall occurs at Town Council and is intended to address larger transportation needs in the community.

3. Regional and local transit service is difficult due to several constraints. The Town is supporting the Eastern Sierra Transit Authority (ESTA) in the acquisition of rolling stock. The Town's commitment of funds will secure a fleet of vehicles for years to come and provide time to transition to a zero emissions fleet.
4. Several Town documents outline the need for larger amenity filled transit hubs. The 2022 Mobility Hub Study and Program and Mobility Element of the General Plan are the key documents. The Town would like to incorporate by reference all the projects identified in these documents and potential projects needed to advance the CEDS goals.
5. The Town has adopted a feet first policy to encourage a walkable (and bikeable) community. The strategy connects residents and visitors to the local business community, reduces traffic and VMTs, encourages the use of public transit, and improves the health of the community. This includes improved walkable connectivity between parking areas, visitor bed base, and local housing with shopping and dining facilities and portals (gondola, chairlifts, transit stops, etc.) which increases economic vitality, jobs, and long-term success. Connectivity includes sidewalks, bike lanes, paths, and linkage via pedestrian bridges, etc.

Community and Culture

Objective: Improve partnerships and interagency collaboration

1. An immediate opportunity to improve and collaborate is in the arena of regional trails. Several efforts are underway led by local agencies and private entities alike. The opportunities and bridge to economic development are significant. The Town recommends that all projects related to regional trails be accepted as key elements and directives of the CEDS.
2. The recreation facilities developed by the partner agencies are used by all residents. A key opportunity is in the development of the Whitmore Recreation Area. The Town is currently the lead agency on the development and management of this area. The Town believes that improvements to this facility will have a direct and regional economic impact and improve the quality of life for residents and visitors. The Town invites collaboration and partnership on the planning and implementation of this facility.

Objective: Enhance quality of life with additional amenities

The Town has over the years identified opportunities to construct new infrastructure to better the lives of its residents. These facilities generate local jobs, provide opportunities for new business and expansion of existing ones. The following amenities would improve quality of life and provide economic benefits.

1. Community pool and aquatics center.
2. Indoor community gym, wellness, gymnastics, and arts studios.
3. Facilities to support popular and unique sporting activities in the region – climbing, cycling, extreme sports.
4. Whitmore Recreation Area improvements - Indoor fieldhouse and locker rooms, sports fields (i.e. baseball, softball, soccer, etc.), dugouts, trailheads, outdoor fitness stations, restrooms, support facilities and multi-use trails.
5. Community Theater with Arts and Cultural Center.
6. Park spaces, playgrounds, outdoor multi-use sport courts, bike parks, climbing parks and dog parks.

7. Trails and MUP's- Incorporate projects identified in the Trails System Master Plan and Mobility Element of the TOML General Plan.

Economic Expansion & Diversification

Goal: Grow and diversify regional economy through support of existing and new businesses.

The Town has identified a few businesses that would help to create jobs, meet community needs, diversify the local economy, and provide new jobs. The following projects are currently being pursued and facilitated by the Town. These projects will generate local and regional jobs, increase economic activity through visitation and support working families.

1. Bioenergy/Biomass Facility
2. Forest fuels and restoration projects.
3. Childcare Centers
4. Outdoor Events Venue
5. High Altitude Training Facilities
6. New and Expanded amenities noted above

Objective: Enhance network of entrepreneurial and small business resources

1. Incubator spaces could provide an opportunity for developing businesses to grow by having access to lower cost amenities. The Town sees a need in the areas of retail, restaurant, and hospitality. Facilities such as community kitchen space, pop-up retail, and local market could aid smaller businesses. Such opportunities could be hosted at existing facilities during events that have greater than average visitation.

Environmental Resilience & Sustainability

Objective: Reduce the challenges experienced by residents and visitors during climate events

1. An Emergency Operations Center (EOC) would provide a single location for the community to disseminate information, host solutions, and manage emergencies. The Town has developed schematic plans for a facility that would help the Town to manage emergencies directly related to climate change such as extreme weather events and fire. The facility would include a warming / cooling center, bunk rooms, showers, space for emergency operators, a community commercial kitchen, and food storage/pantry.
2. The Town encourages the development of a revised Hazard Mitigation Plan (HMP). Recent extreme events have demonstrated that changes need to be made to better serve the community. The Town believes the plan should include specific projects for implementation that would help to mitigate the impacts of future emergencies.
3. The Town should consider the development of a 911 dispatch center to support regional operations. The Town is in a unique position to provide these services and should work with regional partners to decide how best to provide these services. A new facility in town could be mutually beneficial to the agencies currently served by the current program.
4. Complete high level and quality After Action Reports (AAR) for all disaster and extreme events. Carefully weigh and implement mitigations to better manage future situations. Incorporate recommended mitigation measures into associated documents such as an HMP.
5. Expansion of the electric grid and facilities supporting expanded use of electric vehicles.
6. Expansion of clean energy generation such as the use of geothermal, bioenergy and solar production facilities.
7. The development of drainage/flood control facilities are important safety features that protect life and property.

Government Affairs & Advocacy

Goal: Promote stronger government affairs & advocacy efforts

1. Work with lobbyists to champion the ideas and values of CEDS. Promote and support legislative activities to advance projects and legislation that aid in bringing resources to regional partners.
2. Enhance the Eastern Sierra regional voice at the State and Federal level supporting policies, programs, services and funding that enhance the economic vitality of the region while respecting the natural environment that is the primary economic driver of the region.

Housing Availability & Land Use

Goal: Increase stock and availability of housing units with a focus on affordability for regional workforce.

The Town's Housing Now! program is a multi-faceted program focused on expanding the availability of affordable workforce housing throughout the community in the near-term to support housing at all economic levels. The Housing Now! initiative aims to leverage Federal and State grant program funds and local funds to achieve affordable new housing development and the creation of affordable housing through the conversion of existing market-rate housing. The program has four key components:

1. The Parcel - The Parcel development is a 25-acre undeveloped site centrally located in the Town of Mammoth Lakes intended for affordable housing. The Town acquired the site in 2018 and subsequently launched a comprehensive planning procedure to determine how best to develop the site. The Parcel Master Plan allows for up to 580 permanent affordable housing units.
2. Small Site Development - Town-sponsored affordable housing projects that take advantage of smaller sized lots.
3. Bridge Program - The Bridge Program is aimed at increasing the number of affordable ownership units within the Town through the purchase of existing market-rate homes that are then deed restricted and sold to qualified households at a subsidized price.
4. Partnership Programs - Partnership programs are intended to advance housing projects by working with local partners. Partners could include private businesses and local non-profit organizations. Leveraging opportunities and advantages of various partners helps the region to best use the limited resources available. These partnerships help overcome the challenges with complicated projects such as adaptive reuse and conversion of existing structures to housing.
5. Provision of infrastructure improvements to unserved/underserved potential development areas for housing with access, water, sewer, power, broadband, drainage etc. will reduce the cost of housing development assisting us to achieve attainable (affordable) community based workforce housing that supports regional and local jobs.