

## TOWN COUNCIL STAFF REPORT

Title: 2025 Town Council Strategic Planning Series introduction and review of public comments received from the Town's 40th Anniversary Visioning Exercise.

Meeting Date: November 6, 2024

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### **RECOMMENDATION:**

Receive presentation from staff and provide consensus comments or direction regarding the 2025 Strategic Planning Series and public comments received from the Town's 40th Anniversary Visioning Exercise.

### **BACKGROUND INFORMATION:**

The Town Council regularly undertakes a collaborative process to collectively identify, discuss and ratify strategic priorities and key objectives. The current Strategic Priorities and Key Objectives Statement was adopted in December 2023. Accomplishments achieved from the established Town Council Strategic Priorities were published in the [2023 Year in Review](#) document available on the Town's website. Celebrated achievements include the ongoing implementation of the Housing Now! initiative, continued development of The Parcel affordable housing project, infrastructure investment, and enhancements to community amenities in Town and in partnership with the United States Forest Service (USFS). A capstone for the year was the opening of the new Community Recreation Center (CRC) on November 24. The 40,000 square foot facility is the new home of *LA Kings Ice at Mammoth Lakes* in winter and the *Mammoth RecZone* in summer.

The accomplishments highlighted throughout 2023 reflect the quality, dedication, creativity and talent of Town employees. Every Town employee is proud of the work achieved in serving Mammoth Lakes residents, businesses, and visitors. It is through their efforts that the goals and priorities of the Town Council and expectations of the community are accomplished.

The primary purpose in defining a limited set of Strategic Priorities and Key Objectives is to establish a realistic work program. If there are too many 'priorities' or they are overly broad, measuring success becomes difficult and the lack of direction makes implementation challenging. Town Council consensus to set a limited number of strategic priorities is difficult. The setting of clear and defined objectives allows staff and Town Council to allocate appropriate resources, define tactics and programs and to take actions that can be measured (and celebrated) over an established period of time.

Over the next several months, the Town will embark on a new strategic planning process with the goal of adopting a one-page statement defining the Council's Strategic Priorities and Key Objectives for 2025.

Beginning in November, the planning process will encompass a review of comments received at the Town's 40th Anniversary visioning exercise, review of Town Core Services and the current strategic priorities statement with a presentation of large policy items at the end of the year. In the new year, discussion items will include future planning efforts (master plans, general plan update, etc.), and the recommendation of prioritized capital investment projects as outlined in the Capital Improvement Plan (CIP).

The order and outline of the planned Strategic Planning Series are as follows:

- November 6, 2024 - Overview of Strategic Planning Series and review of public comments received from the Town's 40<sup>th</sup> Anniversary Visioning Exercise
- November 20, 2024 - Town Core Services Update
- November & December – Review CIP projects, planning opportunities, and policy requests with both Planning and Economic Development Commission and Recreation Commission.
- December 4, 2024 - Review 2023 Town Council Strategic Priorities and Key Objectives
- December 18, 2024 - Presentation and review of large policy items
- January 2025 - Strategic Planning Workshop to discuss and adopt 2025 Strategic Priorities.

Additional meetings will be scheduled as needed, including the adoption of the Town of Mammoth Lakes 2025 Strategic Priorities and Key Objectives Statement at the conclusion of this process.

### **ANALYSIS AND DISCUSSION:**

The first session of the Strategic Planning Series is the review of public comments received at the Town's 40th Anniversary as part of the Town's visioning exercise. The Town celebrated its 40<sup>th</sup> anniversary of incorporation on August 24, 2024 with a community party with the theme "Celebrate the past – Build for the future!" An estimated 150 people were in attendance.

The goal of the community visioning exercise was to solicit input on major work programs and core services as represented in the Town's General Plan and to broadly guide and inform future planning efforts. The exercise included six stations, each with a different focus area that included opportunity for input from the community, as well as information sharing. The topics were: Economy; Housing and Development; Mobility and Transportation; Parks, Recreation and Trails; Public Safety; Land Use and Development, and Sustainability and Environment. These topics are not inclusive of the entire Town work program but rather, were intended to invoke and solicit ideas for the Town's next ten years in a variety of areas that impact the community. Each station included an opportunity for community input in the form of free-form comments, responding to prompts, and yes/no answers to specific questions.

Below is a summary of the input that was received for each topic area:

#### **A. ECONOMY**

##### ***Community Questions and Responses:***

- **What could the Chamber of Commerce do to support small business growth, enhancement, and stability?**

The recommendation that we received on how the Chamber of Commerce can support small business growth is by promoting more to the Hispanic community.

➤ **What changes in air service, events, or other airport services at would you like to see in the next 10 years?**

Changes that people would like to see in air service included requests for regional year-round air service, flights to Dallas or another significant hub airport, reliable and affordable air service from Mammoth Airport to anywhere, keep Mammoth air service, have Bishop air service in the summer to Denver not San Francisco, and have regular flights year-round (not daily but even just three times per week).

People would like to see an Electric Vehicle charging station at the airport, overflow parking for town at the airport, and a shuttle between Mammoth Airport and the town. We received multiple comments on a shuttle, not only between Mammoth Airport and the town, but also recommendations for ESTA to connect between town, Mammoth Airport and Bishop Airport.

For events, someone mentioned adding a kids' program at the airport, either a summer workshop or a monthly get together to learn about aviation.

➤ **What events would you like to see in Mammoth Lakes?**

Locals would like to see street art, public art, performance art, and murals. We also received comments advocating for more concerts in the summer and implementing more community opinion.

➤ **What are your expectations for broadband access in the next 10 years?**

For broadband the public would like the last connections completed, consistently working internet, and they want the fiber connects as soon as possible.

Another recommendation that did not tie into a specific question is that the Town should move greater funding portions from Mammoth Lakes Tourism and put it into housing.

During the event, staff spoke with multiple people who have recently moved here with their families. They expressed great appreciation for being able to relocate to a community such as ours and raise their kids here. They also mentioned that they appreciated this event and that it was nice to learn more about the town.

## **B. HOUSING AND DEVELOPMENT**

The prompts for Housing and Development were similar to the prompts and questions presented at the Housing Solutions Workshop in July 2023, and included conceptual plans for three Housing Opportunity Sites within the Town; the Community Center site, the Bell Shaped Parcel, and the Mammoth Lakes Foundation site. The feedback received from the community was largely positive and there was agreement that the community needs more housing and that any housing development should include a variety of community amenities, such as green/open space and parks. Of the three sites presented, the Bell-Shaped Parcel received the most votes (*11 votes*) for prioritizing it for future master planning and site development, with a few voters wanting nothing to happen on that site and a few voters wanting a large open space buffer on the south side adjacent to the existing single-family residences. The Foundation site received the second most votes (*5*

votes), and the Community Center site received no votes from those in attendance. The voting results from this visioning exercise differed from the Housing Solutions Workshop results in that during the housing workshop, the Foundation site was the most favored site and the Bell-Shaped Parcel was second.

### ***Community Questions and Responses:***

- Of the three Housing Opportunity Site above, which site should the Town prioritize for future master planning and site development?
  - Mammoth Lakes Foundation Site (5 responses)
  - Bell Shaped Parcel (11 responses)
  - NO to Bell Shaped Parcel (2 responses)
  - Larger buffer at South end (2 responses)
  
- What characteristics/amenities should any future Town housing project include?
  - More green space
  - Less short-term rental permits
  - More affordable/accessible housing (5 responses)
  - Robust open space and transit for double density
  - Improvements to Alpine Circle Lodge
  - Less hotels
  - Put legs on a regional housing authority working in conjunction with government agencies and NGO to make consistent incremental progress towards housing goals
  - How valuable are outdoor sport spaces in Mammoth?

### **C. MOBILITY AND TRANSPORTATION**

The responses received from the public related to transportation reflect a community desire to see more improvements to multi-modal infrastructure. Several comments relate to projects that Town staff are currently working on and considering. This affirmation reinforces that staff is working on the right problems and mitigating community concerns. As the Town works through the 2025 strategic plan and CIP, many of these comments will be discussed for incorporation into the work program. Comments related to transit service will be relayed to ESTA and should be part of large transit service conversation.

### ***Community Questions and Responses:***

#### **Sidewalks and MUPS:**

- **What additional sidewalk or MUP connections would you like to see constructed next?**
  - More bike lanes on roads, specifically along Old Mammoth Road
  - Extend the Vista Seating Area to create a MUP loop that wraps back around by the creek
  - Full sidewalk on Lakeview from Canyon Lodge to at least Voodoo Chute
  - Connect Sierra Valley Sites to the Parcel via Manzanita easement and paved MUP
  - Main Street South side

- MUPs from Town to Airport and Whitmore Recreation Area
  - Connect Lakes Basin Path to Main Street sidewalk
- **What changes or additions would you like to see to transit routes, stops, shelters, or schedule?**
- More buses on busy weekends/peak seasons
  - Park and Ride area from airport that is an ESTA bus stop
  - Transit from Town to Whitmore Recreation Area
  - South side Meridian MUP from Minaret to Old Mammoth with bus stop pull outs
  - Restaurant bus stations
- **General responses:**
- More/Safer Main Street Crossings
  - More traffic circles at dangerous intersections
  - A light at the Post Office intersection
  - E-bikes on roads. Teach cyclists to ride on the right hand side of the road
  - Enforce rules for bikes to use bike lanes instead of sidewalks
  - Extra parking out of Town at the Airport/Whitmore, so Town streets have more room
  - Slow traffic down on Main Street
  - Install a new Minaret/Meridian roundabout and Minaret/Forest Trail roundabout
  - Add another crosswalk further up Main Street
  - Plow Lake Mary Bike Path to Twin Lakes in winter
  - Pedestrian crosswalk on Meridian Blvd. at College Parkway
  - Add a pedestrian crossing at the 76 Gas Station or Morrison's

#### **D. PARKS, RECREATION AND TRAILS**

At the Trails, Parks, and Recreation station, both Parks and Recreation and Office of Outdoor Recreation staff engaged attendees related to what recreation facilities, trails, and programs the community would like to see moving forward. The response was robust, with a community pool facility being the #1 requested item, by far (*11 unique responses*). Nearly all of the respondents felt a pool facility should be indoor and year-round. Following the pool, and tied for second most votes, were more non-motorized singletrack (3) and a path of Whitmore, along with a similar comment of more paths in general. Similarly, either soft surface singletrack or paved MUPs to Whitmore, to connect these Town facilities, was another common response. These items were the only suggestions echoed by more than one individual.

Whitmore, and the addition of amenities was a popular topic among respondents. For example, one respondent desired to see an airbag at a location such as Whitmore. Currently, many members of the Mammoth Mountain Ski & Snowboard Teams travel all the way to Park City, UT in order to train on an airbag. Respondents felt having an amenity such as this in the Eastern Sierra would draw participants looking to train from across CA and adjacent western states. Due to the Town's shooting ordinance, it was also suggested to have an archery range at Whitmore, which would promote a safer and more controlled environment than unregulated shooting in the adjacent forest. Another Whitmore related suggestion was a playground. It was also suggested, either at a place

like Whitmore or at TOML parks in town, to have outdoor (body weight only) exercise machines to promote health and wellness.

***Community Questions and Responses:***

- **What additional recreation programs would you like to see?**
  - Air Bag
  - More gymnastic programming
  - Adult outdoor fitness machines (body weight only)
  - More High School age programming such as basketball and pickleball.
  - Programming related to teen summer camps or summer work.
  - USFS/TOML partnership to offer camp for teens to do trail maintenance
  - “Paddle up” system at pickleball courts to help assist with player rotation when the courts get busy.
  
- **What kind of new trails do you desire to see on the landscape?**
  - Single track/paved bike path to Whitmore Recreation Area
  - Non-motorized single track
  - South side of Meridian Blvd. Walk/bike path/MUP
  - Protected bike paths
  - More bike paths
  
- **What additional recreation facilities would you like to have?**
  - New indoor, year-round pool (11 responses)
  - Better maintain the tennis courts at the Community Center and add pickleball to this location.
  - Make the Hockey Rink at the CRC year-round.
  - Another multi-purpose facility for non-ice activities for winter use.
  - Parachute area
  - Café
  - Playground at Whitmore Recreation Area
  - Archery range
  - TOML purchase of the Sam’s Wood Site to be used as a multi-purpose event space.

**E. PUBLIC SAFETY**

The Public Safety station included both the Police and Public Works Departments. Bicycle helmets, bicycle bells, and dog waste bag dispensers were given out at the booth, which made it quite popular. This allowed MLPD staff a great opportunity to discuss bicycle safety as children and young adults were being fitted for helmets. People enjoyed seeing historical photos of the Police Department along with photos of snow removal during the big winters. They also seemed to prefer writing down their feedback as opposed to discussing anything with staff at the booth. There were three community questions on our Visioning Board and the following responses were received:

***Community Questions and Responses:***

- **What safety improvements would you like to see made in the Town of Mammoth Lakes?**
  - No “Lime” scooters
  - Enforcement of bike path/MUP speed limits
  - More enforcement of Main Street speed limits
  - No bikes on sidewalks
  - Defensible space training/volunteer group
  - Helmets required for bike rentals
  - Enforcement of “Dogs on Leash” areas
  - Education/Enforcement of E-bikes on roads (ride on right side)
  - Dedicated bike lane on Old Mammoth Road
  - Continued bike path improvements and connectivity in town
  - Get more info to bicycle riders, especially e-bike riders, on bike safety and courtesy
  - Are there currently inspections of homes to give more input on Defensible Space? Maybe train a volunteer squad?
  - Wonderful Snow Removal on the roads and MUPs
  
- **Have you signed up for Emergency Alerts on the READY Mono Portal?**
  - 12.5% of respondents answered “No”
  
- **Do you like the idea of having cameras in police vehicles?**
  - 100% of respondents answered “Yes”

**F. ENVIRONMENT AND SUSTAINABILITY**

At the Environment and Sustainability station, staff handed out reusable water bottles from Buoy and a variety of information about upcoming events and local and state mandates. A theme in the comments that were received was an overall general sense of better access to recycling including making it easier, more accessible, and expanding the types of items that can be recycled. 94% of the respondents were supportive of the Town’s plastic water bottle ban that will go into effect for retail sales on January 1, 2026. A summary of all the comments that were received is below.

***Community Questions and Responses:***

- **What actions can our community take to be good stewards of our environment?**
  - Ban single use plastic and Styrofoam
  - Cite businesses that still use Styrofoam/ single use plastic
  - Help initiative of businesses using return containers (Buoy)
  - Make recycling easier
  - Comingled recycling
  - Composting facility
  - More expansive recycling for plastic
  - “Normal” EV chargers
  - Encourage electric appliances

- Stick to 2007 General Plan PAOT (People at one time)
- Program during Town Clean Up Day for items unaccepted by thrift stores for people to drop off and/or grab for free
- Actively participate in better landfill closure with County, ASDA, and State
- Get grants to create an ALL electric Town
- Efficient home appliances
- **Do you believe climate change is impacting our community?**
  - 94% of respondents answered “Yes”
- **Are you supportive of the single-use plastic water bottle ban?**
  - 90% of respondents answered “Yes”
- **Do you recycle cardboard?**
  - 94% of respondents answered “Yes”

## **G. LAND USE AND DEVELOPMENT**

The questions for Land Use and Development were focused on the Community Vision Statement that will be part of the future General Plan update and how to improve community engagement during the planning process.

The comments received on the future vision statement can be grouped into the following categories:

- **Housing** (increase density, housing for locals, housing for essential workers (i.e., nurses, teachers, firefighters, etc),
- **Resiliency** (impacts from climate change, climate adaptation,
- **Recreation** (CRC for other sports, aquatics center, trails/MUPs)
- **Economy** (increase retail options, limit hotels/AirBNBs)
- **Community** (family friendly options, engage at schools, engage with the Latino community)

The comments received related to improving community engagement during the General Plan update process also apply to improving engagement on general planning processes. Some of the ideas included going into the schools and interacting directly with the students, engaging directly with the Latino community, hosting events on weekends to engage with a different component of the community (*many are working nights and can't attend evening meetings*), and maintaining an email interest list to receive updates throughout the process.

### ***Community Questions and Responses:***

- **What values and principles are important to include in the future Community Vision Statement for the Town's next General Plan Update?**
- **What outreach efforts should the Town use to increase community involvement in the Town General Plan update process?**

### **General comments:**

- CRC type building for year-round use (sport court options available in winter)
- Invest in resilient infrastructure that is prepared for future climate hazards
- More long-term multi-family housing be prioritized in zoning. Less SFH



- Mobility options and affordable housing
- More housing options for locals and more buying options for everyday essentials (socks, health needs, printer cartridges)
- Family friendly options engaging the entire community
- More RMF1 and less RMF2
- Community that can adapt to climate change
- Going into schools - make Town involvement something talked about at the dinner table
- Elevate the Latino community
- Aquatic center x2
- Email list for General Plan updates
- Stop big hotel development
- Safety, well rounded options, community involvement
- Housing for teachers, hospital staff, Fire Department, and Police Department
- Hold informational meetings at community center or community engagement areas
- More sidewalks/MUPs, encourage public transit, walking/biking
- Hotel development could feed back housing to people. Current Air BnB rentals have destroyed rentals and home ownership for locals
- Identify areas of high-density housing and build more units across all AMI categories for local full-time residents
- Community engagement for entire community
- Executing the plan
- More events on Saturdays and Sundays for increased blue collar and Latino involvement

**RECOMMENDATION:**

Receive presentation from staff and provide consensus comments or direction regarding the 2025 Strategic Planning Series and public comments received from the Town's 40th Anniversary Visioning Exercise.

**ATTACHMENTS:**

- A. Town's 40<sup>th</sup> Anniversary Visioning Exercise Displays
- B. 2023 Strategic Priorities and Key Objectives Statement

**Attachment A**  
**Town's 40<sup>th</sup> Anniversary Visioning Exercise Displays**

2007 GENERAL PLAN

# 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:**

- 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.
- 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.
- Adequate and appropriate housing that residents and workers can afford.
- Being a premier year-round resort community based on diverse outdoor recreation, multi-day events and an ambiance that attracts visitors.
- Protecting the surrounding natural environment and supporting our small town atmosphere by limiting the urbanized area.
- 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.
- Offering a variety of transportation options that emphasize connectivity, convenience and alternatives to use of personal vehicles with a strong pedestrian emphasis.



# Instructions



- The Town provides a wide variety of programs and services to the community. These categories represent some key areas of accomplishment and future potential within the Town of Mammoth Lakes.
- These exercises are not inclusive of all the Town's accomplishments but are some highlights and are intended to invoke and prompt ideas for the future.
- The Town is soliciting input to gauge interest in these topics and to help broadly guide future planning efforts.
- Use sticky dots to answer some yes/no questions and please write any other comments on post-its and stick them to the boards.



# Economy



## Accomplishments

### Chamber of Commerce

The Mammoth Lakes Chamber of Commerce was formed in 1989. The Chamber's mission is to foster an environment that promotes business development, supports established businesses and encourages new businesses and investment in the Town of Mammoth Lakes. The Town contributes \$300,000 annually to the Chamber.

### Mammoth Yosemite Airport

The Town purchased the airport (796 acres) from Mono County in 1993. Mammoth Yosemite Airport (MYA) contains critical infrastructure that provides a foundation for emergency services, disaster relief, multi-modal connectivity, utility maintenance, charter operations, and business and recreational flying.

### Digital 395

In 2013, the Digital 395 fiber optic project was completed which increased internet capacity to Mono, Inyo, and eastern Kern Counties. The project, \$120 million, was funded by the California Public Utilities Commission (CPUC) and California Advanced Services Fund (CASF) and included funding for connecting municipalities to the new service which provided access to the Library and Town offices. With the completion of the project, Mammoth Lakes became the first resort community in the U.S. to offer residential Gigabit internet service. The Town continues to work with service providers to extend Digital 395 service throughout additional parts of town.



Quinn's Photo Center

### MLT, TBID, TOT

The Town formed Mammoth Lakes Tourism (MLT) in 2010. MLT's mission is to promote the Town, increase tourism, help coordinate the marketing efforts of the total tourism community, and to provide complete, objective information to our visiting guests. MLT participates in community engagement and special events and promotes and encourages responsible tourism. Special event funding enhances the visitor experience and helps our event promoter establish their event and work towards independent financial sustainability. Recently, special event funding has been used to build visitation in the slower months for Mammoth Lakes. The Town contributes \$1,250,000 annually to MLT.

The Tourism Business Improvement District (TBID) was formed in 2013 to provide a dedicated funding source to support marketing efforts. TBID is collected from Lodging, Retail, Restaurants, and Ski Resort businesses within the Town. The funds generate approximately \$6.2M annually to be used for marketing, media relations and communications programs, infrastructure and amenities supporting tourism and visitation, and air service marketing and subsidy programs. Funds generated by TBID are managed by MLT on behalf of the business community.

When the Town incorporated, the majority of the property tax generated within the town remained with Mono County. The property values within the Town account for almost 75% of the property value in Mono County, while the Town receives only 4% to provide the majority of revenue for our services. The Town relies on Transient Occupancy Tax (TOT) provided by our visitors. This revenue can be as high as 72% of the General Fund revenue received. The General Fund provides for services such as snow removal, Police services, recreational programming, and road maintenance. Our town runs on tourism.



## Questions for the Community

- What could the Chamber of Commerce do to support small business growth, enhancement, and stability?
- What are your expectations for broadband access in the next 10 years?
- What changes in air service, events, or other airport services would you like to see in the next 10 years?
- What events would you like to see in Mammoth Lakes?



# Housing



## Accomplishments

### Housing Element (2019-2027)

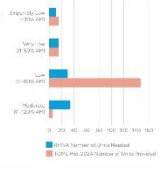
The Town has implemented the state-mandated Housing Element of the General Plan which establishes the Town's policy relative to the maintenance and development of safe, decent, and affordable housing to meet the needs of existing and future residents. It covers the period of 2019-2027 and is intended to assess current and future housing needs, identify constraints in meeting those housing needs, and establish housing goals, policies, and actions.



The Town Board

### Regional Housing Needs Allocation (RHNA)

The Town has strived to satisfy the Regional Housing Needs Allocation (RHNA), which is an allocation assigned by the State during the Housing Element update process that sets the target for how many units at the various income levels the Town needs to plan and issue building permits for and is intended to identify the number of units that are needed at various income levels to satisfy the minimum housing demand to 2027 based on projected population and the number of existing housing units. Through August 2024, the Town has met the allocated numbers for all income categories, except the moderate-income category (200% - 120% AMI).



### Area Median Income (AMI)

AMI	1	2	3	4	5
80%	\$62,360	\$59,800	\$67,500	\$74,800	\$80,740
100%	\$74,150	\$84,700	\$95,300	\$106,900	\$114,350
120%	\$88,950	\$101,700	\$114,400	\$127,300	\$137,250
150%	\$111,200	\$127,100	\$142,850	\$159,850	\$171,550
200%	\$148,250	\$169,450	\$190,800	\$211,800	\$228,750

### Housing Now!

Since 2018, the Town has committed substantial financial resources towards the implementation of the Housing Now initiative which is a multi-faceted program intended to provide a range of community housing that is available and affordable to those working in the community. The program aims to provide housing opportunities across the entire housing affordability spectrum ranging from low-income earners (< 80% Area Median Income) up to upper-middle income earners (100% - 200% Area Median Income). More than 340 affordable units will result from the following programs:

- Rental Opportunities:**
  - The Parcel Phase 1 (The Sawyer) and 2 (The Kingfisher) will provide a combined 229 rental apartment units, of which 228 will be affordable to households earning up to 80% AMI. The Sawyer was completed in August 2024 and the initial phase of the Kingfisher (26 units) broke ground in August 2024.
  - Partnership projects with Eastern Sierra Community Housing will provide 29 rental apartments that will primarily target households earning up to 80% AMI, with 6 of the units targeted to households earning up to 120% AMI.
  - The lease-to-own program provides cash incentives to homeowners to convert their units into long-term rentals for local employees. The program targets individual employees and households earning an average of 150% of the AMI.
- Ownership Opportunities:**
  - Small Site development efforts focus on the development of three Town-owned vacant parcels that have the potential to provide up to 18 units. 4 units are currently under construction on the initial site that will be available for purchase by households earning up to 150% AMI, starting in 2025.
  - The BRIDGE Program provides financial subsidies to convert existing market-rate units into affordable ownership units targeting households earning up to 150% AMI. The Town has set a goal of providing 20 units through the Program as of August 2024. 11 have been sold or are available for purchase by income-eligible households.
  - The Parcel Phase II will create ownership opportunities for up to 50 households with incomes ranging from 100% - 200% AMI.

## Questions for the Community



- Of the three Housing Opportunity Sites above, which site should the Town prioritize for future master planning and site development?
- What characteristics/amenities should any future Town housing project include? (e.g., parks, recreational amenities, open space, parking, transit, etc.)

# Land Use and Development



## Accomplishments

### General Plan Implementation

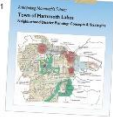
The Town's current General Plan was adopted in 2007 and serves as a blueprint for meeting the community's long-term vision for the future. The General Plan links the expressed values and vision of the community with the resulting public policies and decision-making that affect the physical, social, environmental and economic character of the Town. A comprehensive update to the General Plan is likely to occur within the next few years.

**Community Vision Statement:** The "Community Vision" for Mammoth Lakes embodies important values and principles that recognize the village-ness of our natural surroundings and desired character as a village in the trees.

### District Planning

Staff developed "Neighborhood District Planning Concepts & Strategies" which summarizes and integrates the accepted and consensus district concepts developed to date.

- North Village: Completed in 2008
- Downtown / Main Street and North Old Mammoth Blvd.: Completed in 2010
- Snowcreek: Completed in 2008
- Shady Rest: Completed in 2010
- South District: Completed in 2011
- Sierra Valley: Completed in 2011



### Zoning Code

The Town's Zoning Code carries out the policies of the Mammoth Lakes General Plan by classifying and regulating the uses of land and structures within the Town of Mammoth Lakes.

Additionally, the Zoning Code is intended to:

- Implement the General Plan by encouraging the use of land as designated by the General Plan;
- Provide standards for the orderly growth and development of the Town;
- Require high quality planning and design for development that enhances the visual character of the Town, avoids conflicts between land uses, enhances functionality and safety, and preserves the scenic qualities of the Town by maintaining adequate open space;
- Conserve and protect the natural resources of the Town, its natural beauty and significant environmental amenities;
- Encourage a range of transportation options with a strong pedestrian emphasis and promote connectivity, convenience, and alternatives to use of personal vehicles;
- Assist in reducing dependence on the automobile by fostering development that is compact in form, and pedestrian-oriented, and
- Create a comprehensive and stable pattern of land uses upon which to plan transportation, water, sewer, and other public facilities and utilities.



### Master and Specific Plans

The Town has adopted 2 Specific Plan and 6 Master Plans. These plans are stand alone documents in that they provide a more customized regulatory framework for approving land use and development within a specific geographic area.

- Arts, Charitable, Religious, Junior Ridge, Lodestar, North Village, The Parcel, Snowcreek,
- Future Specific Plan Proposal - Main Lodge Redevelopment Plan

## Questions for the Community

What values and principles are important to include in the future Community Vision Statement for the Town's next General Plan update?

See existing Community Vision Statement to your right.

What outreach efforts should the Town use to increase community involvement in the next Town General Plan update process?

Ideas: social media, night meetings, pop-up events (e.g. sporting events, coffee shops, social gatherings), surveys, workshops, etc.

# Mobility and Transportation



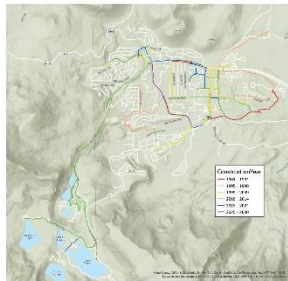
## Sidewalks and MUPs

The Town has constructed 6.0 miles of sidewalks and 18.1 miles of multi-use paths (MUPs).

### Question for the Community

What additional sidewalk or MUP connections would you like to see constructed next?

- Some sections currently in design or under consideration include:
- Main Street Road MUP - Construction funded
  - South Main St MUP (between Oldham and Highway 101) - Design funded
  - Old Mammoth Road MUP (between Main Street and Oldham)
  - Chateau Hill sidewalk
  - Astorville Dr sidewalk
  - Center St sidewalk
  - Sierra Nevada Rd sidewalk (over new tunnel) (Architectural Concept)
  - Main Street Rd sidewalk (over new tunnel) (Architectural Concept)
  - Lakeview Blvd sidewalk
  - Others?



## Transit

The Town worked with regional partners to form the Eastern Sierra Transit Authority (ESTA) to provide free transit throughout town as well as regional transit connections.

### Question for the Community

What changes or additions would you like to see to transit routes, stops, shelters, or schedule?



# Parks, Recreation, and Trails



## Accomplishments

### Programming

The Parks and Recreation Department provides year-round, indoor, and outdoor recreation opportunities accessible to all visitors and residents. Recreation programs promote personal health and well-being, foster community interaction, promote connectivity within and beyond the Town, and nurture collaborative partnerships.

Our popular recreation programs include Adult Leagues (Indoor Soccer, Indoor Volleyball, Softball, Hockey, and Curling), Summer Camps, and After-School Programming.

Recent additions to our recreation programs include the Squat, Skate School, Cooking Class, Backpacking Camp, Art and Photography Camps, Gymnastics, Little Wrestlers, and Pickleball Lessons and Tournaments.

The Parks and Recreation Department also supports Mono County Youth Sports organizations, in addition to Mammoth Unified School District and Mono County Office of Education programs.



### Trails

The Office of Outdoor Recreation (OOR) is tasked with providing accessible, sustainable, and high-quality recreational opportunities for community members and visitors alike with a specific focus on the interface between Town and adjacent public lands. The OOR leverages voter-approved Measures 5 & 6 funding to maintain & enhance trails & other recreational infrastructure while implementing the necessary stewardship mechanisms to ensure enjoyment by future generations.

### Facilities

Parks and recreation facilities in Mammoth Lakes contribute to the Town's quality of life and allow people to experience the area's spectacular natural environment. Combined with the area's abundant open space and recreation trails, parks and recreation facilities promote a healthy, active community and enhance the Town's economic vitality.

- NEW Mammoth Lakes Pickleball Complex
- NEW Community Recreation Center - LA Keys Ice at Mammoth Lakes and the Mammoth RecZone
- NEW Mammoth Lakes Dog Park
- Shady Rest Park
- Whitmore Track and Sports Fields
- Whitmore Pool
- Community Center, Park, and Community Tennis Courts
- Volokov Brothers and Little Brothers Skate Park
- Trails East Park
- Mammoth Creek Park



Adopted most recently in 2011, The Trail System Master Plan provides the guiding principles and recommendations for sustainable recreational development. The vision of the Mammoth Lakes Trail System Master Plan makes it unique. It envisions an integrated system of infrastructure and programs that support recreation and mobility simultaneously, by seamlessly connecting homes, schools, businesses, recreation routes, and backcountry experiences. It is based on the notion that the recreational trail experience begins when you leave your home or hotel, not just when you park your car at the trailhead.

## Questions for the Community

- What additional recreation programs would you like to see?
- What kind of new trails do you desire to see on the landscape?  
Examples: non-wilderness hiking, multi-use non-motorized singletrack, motorized singletrack, equestrian, other?
- What additional recreation facilities would you like to have?

# Public Safety

## Accomplishments

### Emergency Operations Plans

The Town has done significant work in helping to shape and develop the Town's Emergency Operations Plans (EOP), Mammoth Lakes Police Department (MLPD) has partnered with the County's Office of Emergency Management to offer Mammoth Lakes residents "READY Mono", a one-stop shop for timely, accurate information related to local emergencies. Whether it be a wildfire, seismic sector issue, or a global pandemic, READY Mono is the go-to resource for readiness, response, and recovery.

### OHV & OSV Program

The MLPD launched an Off-Highway Vehicle (OHV) and One-Wheel Vehicle (OSV) Program in 2021, with a Grant from the State of California OHV Division. Since then, MLPD has continued to build the program by obtaining a Polaris RZR, 2 Snowmobiles, and 2 Trailers. The OHV Grant also covers additional safety and recovery gear to outfit the vehicles and staff and encourage officers' health. OHV Law Enforcement protects public safety by patrolling trails that are shared with other outdoor recreation enthusiasts.

### Body & Vehicle Cameras

The MLPD has invested in Body Worn Camera Technology. Officers began wearing body cameras in 2014. Body cameras protect the public and the officers by recording the facts. It provides a first-person perspective of incidents, which can be critical in investigations and in maintaining public trust in law enforcement. MLPD has applied for a grant to purchase cameras to install in patrol vehicles.



### Specialized Task Forces

The top three crimes that occur in Mammoth Lakes are domestic violence/assaults, property crimes, and thefts. The Department has addressed these by forming specialized task forces with other local Agencies, such as the Sexual Assault Response Team (SART), and by assigning a detective to investigate neighbor crimes.

### Snow Removal

The Town oversees 24/7 snow removal services on Town roads, multi-use paths and sidewalks. This is accomplished by running two separate crews on 12-hour shifts. We have established a pattern that prevents coverage to occur in a 24-hour period, pending changes due to extreme weather conditions. Residential streets may not be plowed if parked vehicles or other obstructions interfere with the safe and continuous operation of snow removal equipment.

- The Town has increased its fleet since approximately 1984. The Town continues to monitor its fleet with a well-established vehicle replacement program to replace the equipment as it comes to its end-of-life cycle, providing the Town with the most up-to-date equipment. 2022/2023 was a challenging year for all - by having a newer and well-maintained fleet we were able to keep things going while other agencies struggled due to older equipment.
- Snow removal on multi-use paths and sidewalks has grown substantially over the past 40 years. Our main priority is the "Safe routes to schools", providing clear pathways to the schools during snowstorms. The development of new sidewalks and multi-use paths has grown, providing alternatives to driving a vehicle during the winter months. To keep up with the demand, we have grown from just 2 snow blowers to 6 in the last 10 years. We provide 24/7 service during snow events. The multi-use paths and sidewalks can be cleared up to 4 times in that 24-hour period.

## Questions for the Community

- What safety improvements would you like to see made in the Town of Mammoth Lakes?

## Yes or No?

Have you signed up for Emergency Alerts on the READY Mono portal?



Do you like the idea of having cameras in police vehicles?

# Environment and Sustainability



## Accomplishments

- The Town has focused on sustainability by proactively adopting measures including a plastic bag ban (earlier than the state), complying with state mandates, banning Styrofoam takeout containers, and prohibiting single-use plastic water bottles.
- The Town has emphasized the importance of environmental stewardship and education through the establishment of the host program, numerous volunteer opportunities, and partnerships with local non-profits to foster engagement among residents and visitors alike.
- The Town has improved air quality by taking measures such as air quality monitoring, investing in more efficient street sweepers, and implementing a wood stove replacement program.
- The Town is working with the Whitebark Institute on a forest restoration project to reduce wildfire risk on 54,000 acres of land surrounding Mammoth Lakes. This will help build the forest's resilience to wildfires, diseases, pests, and droughts in the future.



## Questions for the Community

- What actions can our community take to be good stewards of our environment?

## Yes or No?

Do you believe climate change is impacting our community?

Are you supportive of the single-use plastic water bottle ban?

Do you recycle cardboard?



## Attachment B

### 2023 Strategic Priorities and Key Objectives Statement

**SHORT TERM VISION: “INVESTING IN OUR COMMUNITY QUALITY OF LIFE THROUGH ECONOMIC, ENVIRONMENTAL, AND FINANCIAL SUSTAINABILITY”**

<p style="text-align: center;"><b>General Plan Vision Statement – 2007</b></p> <p><b>COMMUNITY VISION</b> 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.</p> <p>To achieve this vision, Mammoth Lakes places a high value on:</p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>3. Adequate and appropriate housing that residents and workers can afford.</li> <li>4. Being a premier, year-round resort community based on diverse outdoor recreation, multiday events and an ambiance that attracts visitors.</li> <li>5. Protecting the surrounding natural environment and supporting our small-town atmosphere by limiting the urbanized area.</li> <li>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.</li> <li>7. Offering a variety of transportation options that emphasize connectivity, convenience, and alternatives to use of personal vehicles with a strong pedestrian emphasis.</li> </ol>	<p style="text-align: center;"><b>Town Council Strategic Priorities and Key Objectives Statement</b> (Adopted December 20, 2023)</p> <p><b>Strategic Priority: Investment in Community Focused Projects</b></p> <ul style="list-style-type: none"> <li>➤ Continue implementation of the Town’s Housing Now! Initiative programs to deliver a mix of community housing opportunities (e.g., ‘missing middle’ and Parcel Phase 2).</li> <li>➤ Complete community facilities to enhance programs and services including, community recreation center, performing arts venues, childcare, and parks.</li> <li>➤ Implement connections and development of “mobility hubs” – including EV stations, Restrooms, &amp; MUPs, transit, &amp; trail connectivity with added amenities (Walk, Bike, Ride Concepts).</li> <li>➤ Finalize design for new broadband infrastructure deployment.</li> </ul> <p><b>Strategic Priority: Enhance Sustainability &amp; Diversity of Local Businesses &amp; Tourism Economy</b></p> <ul style="list-style-type: none"> <li>➤ Partner on amenities on federal lands to enhance visitor &amp; resident experiences with improved recreational access points with parking, signage, trash service &amp; restrooms.</li> <li>➤ Invest in beautification of primary business frontages and supporting services (i.e., animation, parking, snow management &amp; associated Downtown Revitalization Concepts).</li> <li>➤ Engage in the Mammoth Main Base Redevelopment Project to ensure community benefits and long-term added economic value to the Town and region.</li> <li>➤ Leverage state and other resources to support regional arts &amp; culture, events, and sports related facilities to leverage regional competitions and athlete training.</li> </ul> <p><b>Strategic Priority: Environmental Resiliency by Proactive planning and Project Implementation</b></p> <ul style="list-style-type: none"> <li>➤ Support marketing and on-the ground engagement to develop a culture of stewardship, responsible recreation, preparedness for natural disasters and to address climate change.</li> <li>➤ Provide support for long-term forest recreational, health and safety projects such as ESCCRP, USFS planning processes, and amenity investment, working with local and regional partners.</li> <li>➤ Engage with recreational planning &amp; development projects that focus on adaptation, resiliency, &amp; mitigation strategies to preserve long-term vitality &amp; diversity of uses.</li> <li>➤ Pursue funding sources to support forest wildfire mitigation projects and housing such as federal and state grants, EIFD/Climate Resiliency Districts and Town resources.</li> </ul> <p><b>Strategic Priority: Implementation of Enhanced and Required Municipal Services</b></p> <ul style="list-style-type: none"> <li>➤ Maintain long-term financial stability to support strategic community investments and resiliency and long-term maintenance and sustainability of capital investments and services.</li> <li>➤ Enhance Town’s public outreach/engagement/information strategies, tools, social media, surveys, customer facing technology services and direct public interaction.</li> <li>➤ Completion of “Civic Center” vision with construction of new Town Offices.</li> <li>➤ Implementation of programs/policies to meet state mandates in solid waste management, electrification, housing development, and climate adaptation.</li> </ul>
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