Preferred Conceptual Land Use Plan

The Parcel

Prepared for:

Mammoth Lakes CALIFORNIA

Prepared by:

LWC

OPTICOS

CRABTREE GROUP INC.
ENGINEERING SMART GROWTH™

NOVIN DEVELOPMENT

THE PARCEL

Public Review Draft
November 2019

Table of Contents

Executive Summary 1
Introduction 2
Overview of Plan The Parcel Process 2
Key Definitions 4
Background 5
The Parcel Background 5
Community Housing Action Plan 6
Relevant Planning Efforts 7
Existing Conditions and Site Analysis 8
Guiding Principles and Development Objectives 14
Preferred Plan 16
Preface 16
Key Features 17
Neighborhood Character 32
Development Program 34
Implementation 37
Feasibility Analysis 37
Action Table 41

Appendix A: Future Design Considerations

Appendix B: Public Engagement Documentation

Appendix C: Additional Street Designs

Appendix D: Proforma Summary Sheets

Executive Summary

The Preferred Conceptual Land Use Plan ("Plan") for The Parcel has been prepared based on extensive community outreach and participation. The purpose of the Plan is to document the community's aspirations for The Parcel and provide conceptual design guidance to facilitate development. The Plan is not a regulatory document, and flexibility from the design, key features, and development program described in this Plan is expected to accommodate changes to the affordable housing development landscape over time; unique developer proposals; and new ideas, approaches, and strategies as build-out progresses.

The preferred plan for The Parcel includes the following:

- A variety of housing types and unit types
- Opportunities for affordable rental and ownership (120% Area Median Income and below)
- 400 to 450 affordable housing units
- Streets with multi-use paths and sidewalks
- Streets designed with traffic calming strategies to slow and discourage cut-through traffic
- An angled street network to maximize solar exposure and facilitate enhanced redevelopment opportunities for adjacent Downtown properties
- Open spaces and parks, including a linear green space along Mill Ditch
- Community spaces and amenities
- New bus stops
- Integrated snow storage areas in informal and formal open spaces
- Covered parking and supplemental on-street parking with an overall parking rate of 1.36 spaces per unit
- Transition of building height consistent with adjacent neighborhoods
- A phasing approach focused on financial feasibility
- A high-level understanding of financial feasibility for two initial phases
- A list of key action items to undertake for successful development

Additionally, appendices document more detailed design considerations for a future developer to incorporate (Appendix A); public engagement from this process (Appendix B); additional street designs not included in the preferred plan but that can provide flexibility for future developers (Appendix C); and summary sheets of the proformas completed for two initial phases (Appendix D).

Introduction

Overview of Plan The Parcel Process

Recognizing that it takes a community to build a community, the Plan The Parcel process has included extensive outreach and local participation to ensure development of a plan that is grounded in community ownership and support. The following process (Figure 1) included opportunities for public input, such as those listed in Table 1, throughout the development of a conceptual plan for The Parcel.

Figure 1: Plan The Parcel Process

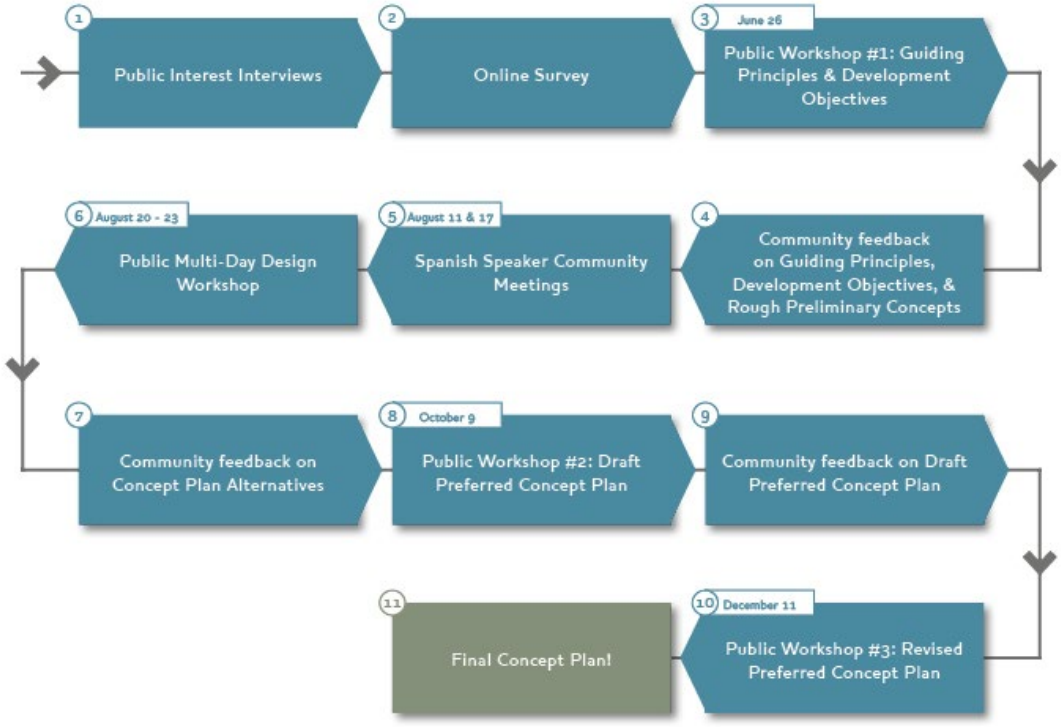


Table 1: Plan The Parcel Public Engagement Opportunities

Joint Town Council and Planning and Economic Development Commission Workshops	• Workshop 1: June 26, 2019 • Workshop 2: October 9, 2019 • Workshop 3: December 11, 2019
Multi-Day Design Workshop	• August 20 – 23, 2019 • Presentations on Facebook live
Community Meetings	• Spanish Community Meeting 1: August 11, 2019 • Spanish Community Meeting 2: August 17, 2019

Table 1: Plan The Parcel Public Engagement Opportunities

Monthly Updates at Public Meetings	• Town Council • Mammoth Lakes Housing, Inc. Board • Planning and Economic Development Commission
Local Organization Meetings	• Rotary: July 25, 2019 • Mammoth Voices: August 1, 2019 • Contractors Association: September 12, 2019
Information Tables at Local Events	• Mammoth Creek Park: July 4, 2019 • Men's Softball League: July 22, 2019 • VillageFest: July 26, 2019 • Firefighter's Foundation Picnic: July 28, 2019
Public Interest Interviews	• Interviews Day 1: May 7, 2019 • Interviews Day 2: May 8, 2019
Engage Mammoth Lakes (online)	• Survey 1 (Conceptual Land Use Planning): June 2019 • Survey 2 (Development Objectives): August 2019 • Map Your Comments: August 2019 • Survey 3 (Design Ideas for Housing at The Parcel): August 2019 • Survey 4 (Design Alternatives): September 2019 • Survey 5 (Preferred Plan): November/December 2019
Social Media	• Facebook • Twitter • Instagram

The Town maintained an email distribution list and webpage for The Parcel, which included materials in both English and Spanish. Informational cards, surveys, and social media posts were also provided in both English and Spanish. Appendix B contains documentation from public engagement activities and events.

Key Definitions

The following definitions are provided for reference.

- **Affordable Housing:** Housing is affordable if the monthly rent or mortgage payment is equal to or less than 30% of gross household income, including utilities (before deductions such as taxes, retirement, etc.).
- **Area Median Income (AMI):** AMI is determined annually by the State for each County and varies by household size. In Mono County, the 2019 AMI for a 4-person household is $81,200 (Table 2).

Examples

A household earning $57,550 could afford to rent a home for $1,295 per month.

A household earning $87,700 could afford to purchase a home for $312,000.

(Assumptions per Mammoth Lakes Housing, Inc.)

Table 2: Income Levels (2019)

Annual Income									
Number of People in Household		1	2	3	4	5	6	7	8
Median Income (100% AMI)		$56,850	$64,950	$73,100	$81,200	$87,700	$94,200	$100,700	$107,200
Income Category									
≤50% AMI	**Very Low Income**	$28,450	$32,500	$36,550	$40,600	$43,850	$47,100	$50,350	$53,600
51-60% AMI	**Low Income**	$34,110	$38,970	$43,860	$48,720	$52,620	$56,520	$60,420	$64,320
61-80% AMI		$44,750	$51,150	$57,550	$63,900	$69,050	$74,150	$79,250	$84,350
81-120% AMI	**Moderate Income**	$68,200	$77,950	$87,700	$97,450	$105,250	$113,050	$120,850	$128,650

- **Community Housing:** Housing that is intended to be affordable for and occupied by year-round or full time residents of Mammoth Lakes who are employed in Mammoth Lakes or surrounding areas.
- **Multi-Modal**: Supporting several different means of mobility or transportation (e.g., walking, biking, buses/transit, cars, etc.).
- **Parking, Garage:** A multi-story parking structure, with the first floor located at grade level.
- **Parking, Tuck-under:** Grade level parking underneath a building, but not fully enclosed.
- **Parking, Un-bundled:** When parking is not included within the cost to rent or buy a unit. This allows residents to pay for only the parking they need.

Background

The Parcel Background

The Master Plan for The Parcel (Shady Rest Master Plan) was adopted in 1991. The Shady Rest Master Plan was the result of a land exchange between the United States Forest Service and a private developer that had an affordable housing mitigation requirement for the Trails subdivision. The Shady Rest Master Plan allows up to 172 units on the approximately 25 acres of The Parcel with a mix of 120 low and very low income and 52 moderate income units (i.e., up to 120% AMI).

An Affordable Housing Overlay Zone was placed on The Parcel as a requirement of the Forest Service for the land exchange, which restricts the land for housing that is affordable to moderate income households and below (up to 120% AMI) (Municipal Code 17.32.020).

The 2007 General Plan identifies The Parcel as "intended primarily for workforce housing."

The Parcel is within the High-Density Residential 1 (HDR-1) General Plan land use designation, which allows a density of up to 12 units per acre. General Plan Policy L.2.D. allows up to 24 units per acre if all units within the project are deed restricted for workforce housing.

Since adoption of the 2007 General Plan, various concept plans have been prepared for The Parcel. These include:

- The Shady Rest Site Development Concept as part of the Downtown Neighborhood District Plan (Town of Mammoth Lakes, 2010);
- Hart Howerton Concept (Mammoth Mountain Ski Area, 2016); and
- Dahlin Concept Plan (Mammoth Lakes Housing, Inc., 2016).

Specific characteristics for The Parcel ("Shady Rest characteristics") are listed in the General Plan, such as:

- A livable in-town neighborhood for the workforce
- Preservation and restoration of unique site features, including wetlands
- Neighborhood context and connections
- Integrated site planning and architectural design
- A future catalyst to surrounding commercial areas
- Developed in phases
- Long-term affordability
- Provision of key resident amenities (e.g., childcare, active and passive recreation)

None of these previous concept plans have resulted in amendments to the 1991 Shady Rest Master Plan.

Community Housing Action Plan



The Community Housing Action Plan (CHAP), accepted by the Town Council in 2017, identifies housing goals and a plan of action to address the following Town-wide community housing objectives:

- Provide 200 to 300 community housing units within 5 years, through a combination of new development, redevelopment, housing programs, and housing policies;
- Target the full range of community housing needs currently not being met by the market, including rentals for households earning less than 80% AMI and ownership housing for households earning up to 200% AMI;
- Produce community housing at a rate faster than job growth in the near term to help address the current housing shortage, unfilled jobs, and provide opportunities for in-commuters who want to move to town; and
- Retain a strong base of residents and employees living in town.

A near term action strategy identified in the CHAP is for the Town to purchase The Parcel, which was completed in 2018. Another near term action strategy is to master plan The Parcel through a community process; that has been accomplished through the Plan The Parcel Conceptual Land Use Planning process, including:

- An understanding of circulation, housing mix, other amenities, and financial opportunities and constraints (see preferred plan);
- Working closely with neighbors, future residents, and community stakeholders (see Appendix B);
- The development of guiding principles (see Guiding Principles and Development Objectives); and
- Recognizing that development of The Parcel will need to be strategically phased based on funding and various constraints (see Implementation).

Table 3: CHAP Timeline of Priority Tools: Development Actions for The Parcel (Shady Rest)

Development Actions for The Parcel *	2018				2019				2020				2021	2022	2023	2024	2025
Quarter	1	2	3	4	1	2	3	4	1	2	3	4					
Acquisition																	
Design																	
Entitlement, Finance																	
Construction																	

* See the CHAP for additional information on each action item.

The 2017 CHAP also included a housing needs assessment, which found that 595 units will be needed to address current housing shortages and keep up with future demand through 2022. This includes approximately 275 ownership units and 320 rental units. Of those, 121 ownership units and 230 rental units were identified for moderate income households and below (351 total units at ≤120% AMI).

Figure 2: CHAP: 2017 Housing Needs Assessment

Needed Community Housing - Ownership

Income Level	Maximum Affordable Purchase Price	Ownership Distribution	Units
≤ 60% AMI	Under $162,000	12%	33
60% - 80% AMI	$213,000	7%	19
80% - 120% AMI	$325,000	25%	69
120% - 150% AMI	$406,000	20%	55
150% - 200% AMI	$541,000	21%	58
> 200% AMI	Over $541,000	16%	44
Total			Approx. 275

Needed Community Housing - Rental

Income Level	Maximum Affordable Housing Payment	Rental Distribution	Units
≤ 60% AMI	$1,035	35%	112
60% - 80% AMI	$1,360	16%	51
80% - 100% AMI	$1,725	12%	38
100% - 120% AMI	$2,070	9%	29
> 120% AMI	Over $2,070	28%	90
Total			320

These AMI levels reflect where there is a shortage of housing supply for residents and the workforce.

Relevant Planning Efforts

Recent Town planning efforts that are relevant to the Plan The Parcel process include:

- Walk, Bike, Ride: Draft 2.0 (accepted by Council in 2017)
- Downtown Revitalization Action Plan (accepted by Council in 2017)
- Resilient Mammoth Lakes (adopted by Council in 2019)

Actions from Walk, Bike, Ride: Draft 2.0 and the Downtown Revitalization Plan are to develop complete streets that are safe for all modes of travel and shift away from an auto-dominated circulation system. Also, planning for transportation advancements, such as bike share, car share, ride share, and others that could reduce the demand for parking and private vehicles in Mammoth Lakes are included.

> "Equal support for all modes of transportation is a key element to the mobility vision for Mammoth Lakes, which shifts away from the current auto-dominated system and creates choices for people to easily and comfortably walk, bike, ride transit, ski, or take a gondola to their destinations." (Walk, Bike, Ride: Draft 2.0)

The Downtown Revitalization Plan also identifies flexible workforce housing solutions, such as cost-effective construction techniques (e.g., prefabricated and manufactured housing) and missing middle housing, (multi-unit or clustered housing types compatible in scale with single family homes). This Plan also lists factors that affect affordability of housing in Mammoth Lakes, such as: efficient use and cost of land, density and design, parking accommodation, infrastructure, and type of funding. These

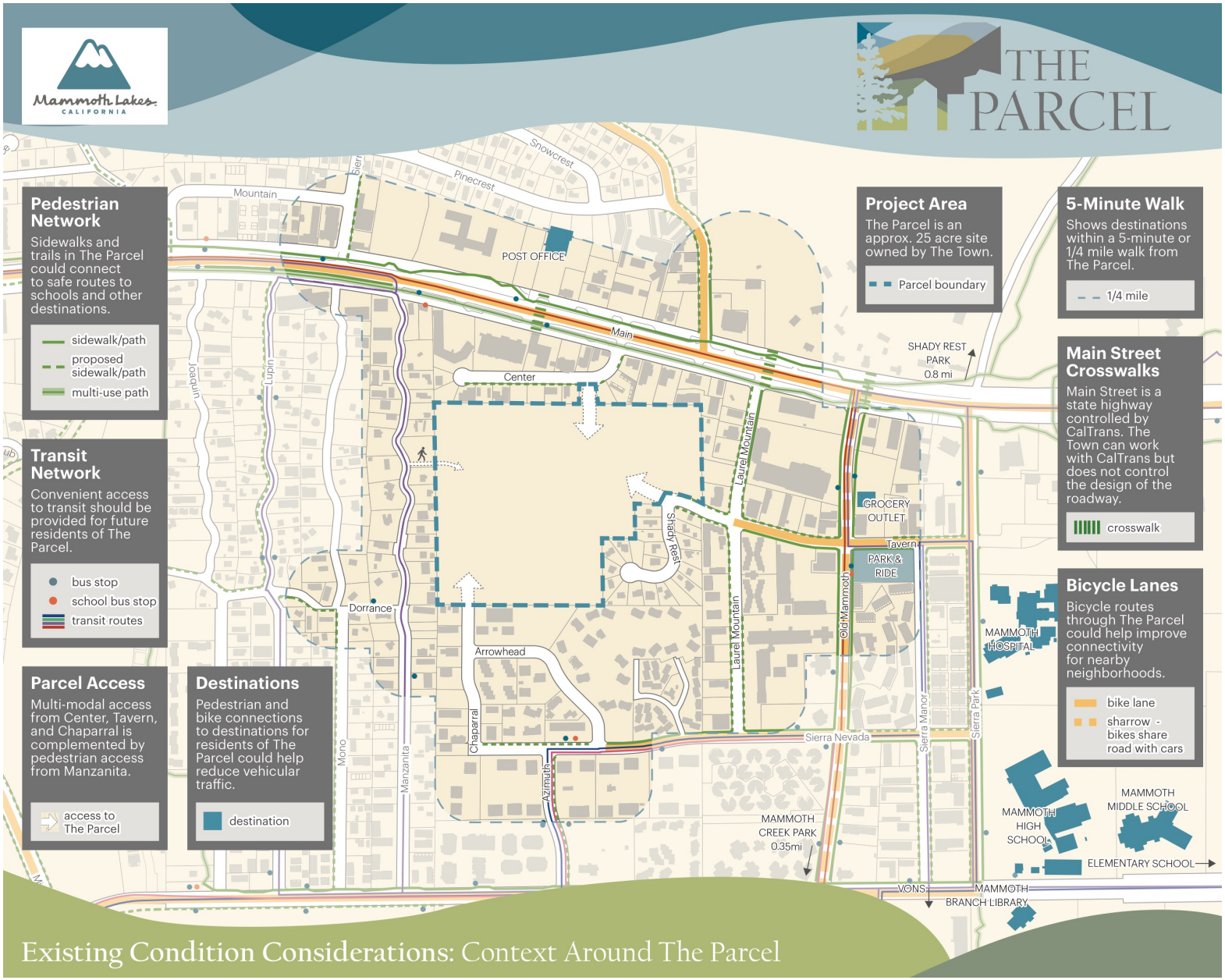
> "With limited amount of available land and high cost, efficient and effective site design and higher densities are appropriate at key locations." (Downtown Revitalization Plan)

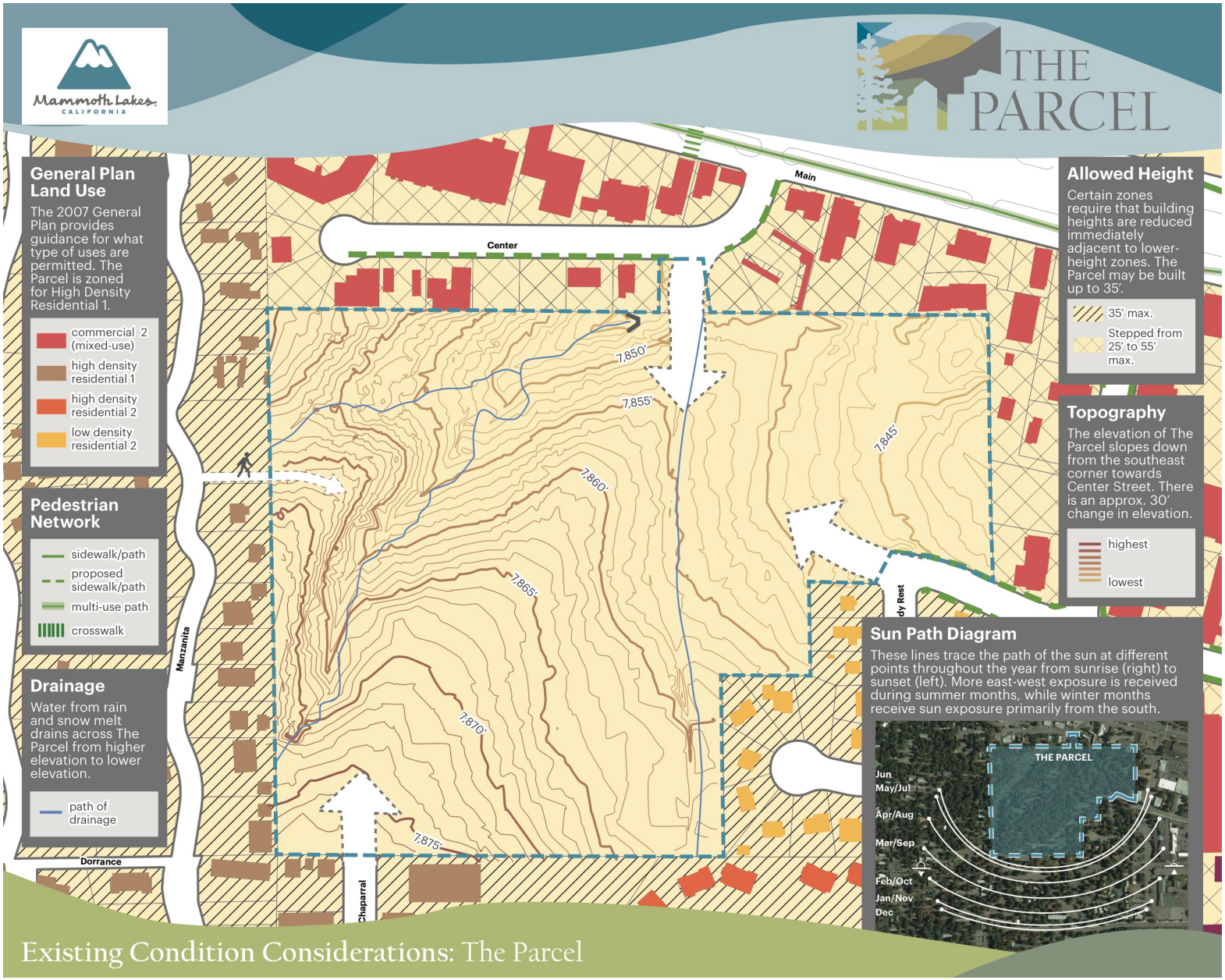
factors, in combination with Mammoth Lakes' unique climate and remote location, lead to potential increases in the cost of purchasing or renting housing in Mammoth Lakes as compared to other communities.

Resilient Mammoth Lakes included an Adaptation Strategy and updates to the General Plan Safety Element and Housing Element. The updated Housing Element includes an action to build housing on The Parcel during the housing element planning period (2019-2027). A specific State requirement for housing elements is to accommodate a fair share of the regional housing need in each city and county, as identified in the Regional Housing Need Allocation (RHNA). Mammoth's RHNA for 2019-2027 is 155 units with 90 units at moderate income and below (up to 120% AMI).

Existing Conditions and Site Analysis

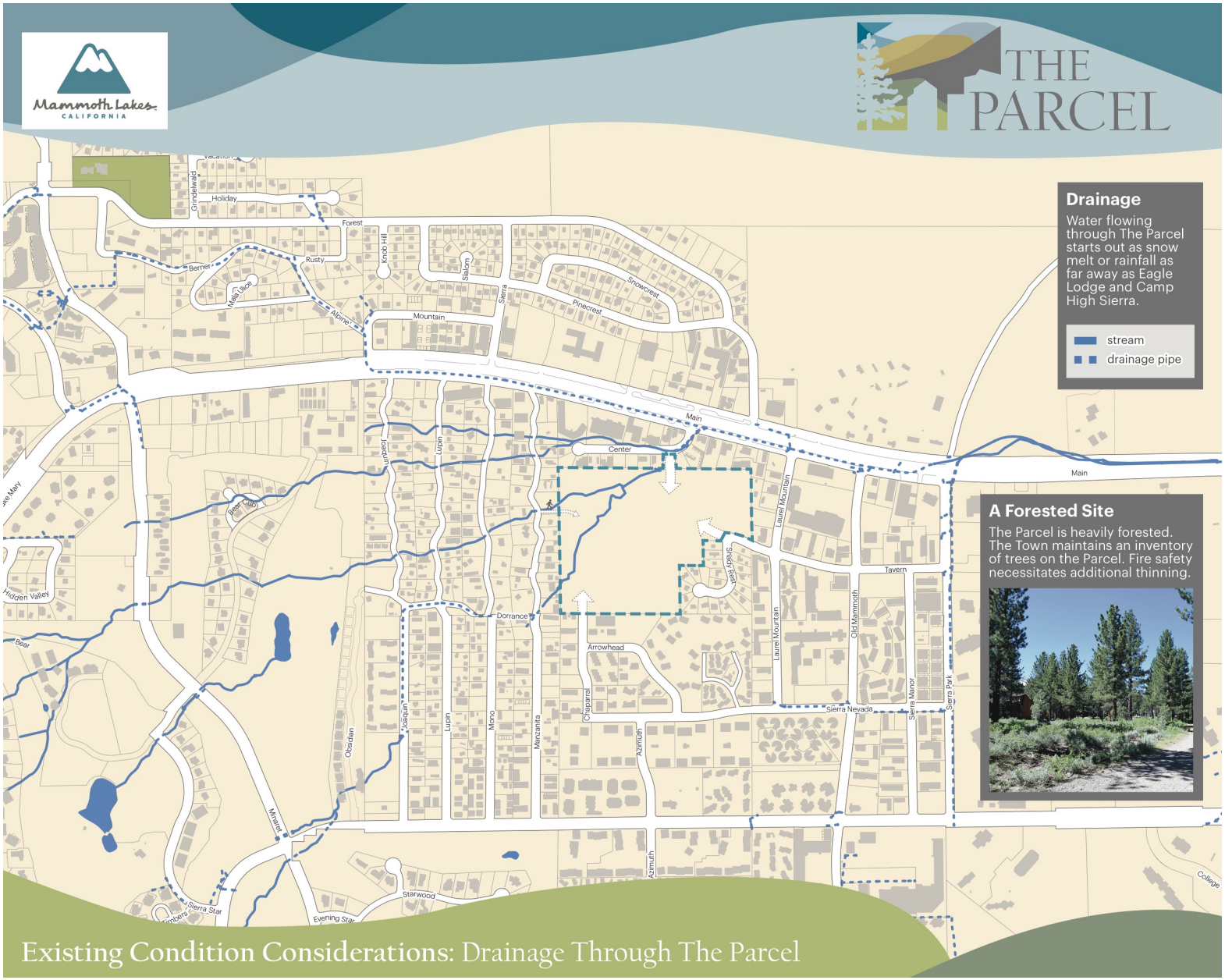
There are many opportunities and challenges to developing housing on The Parcel that is affordable to Mammoth Lakes residents and workers over the long-term. The following maps provide information about the site and surroundings that influenced the design of The Parcel's preferred plan.


Mammoth Lakes
CALIFORNIA
THE PARCEL
Pedestrian Network
Sidewalks and trails in The Parcel could connect to safe routes to schools and other destinations.
sidewalk/path
proposed sidewalk/path
multi-use path
Transit Network
Convenient access to transit should be provided for future residents of The Parcel.
bus stop
school bus stop
transit routes
Parcel Access
Multi-modal access from Center, Tavern, and Chaparral is complemented by pedestrian access from Manzanita.
access to The Parcel
Destinations
Pedestrian and bike connections to destinations for residents of The Parcel could help reduce vehicular traffic.
destination
Project Area
The Parcel is an approx. 25 acre site owned by The Town.
Parcel boundary
5-Minute Walk
Shows destinations within a 5-minute or 1/4 mile walk from The Parcel.
1/4 mile
Main Street Crosswalks
Main Street is a state highway controlled by CalTrans. The Town can work with CalTrans but does not control the design of the roadway.
crosswalk
Bicycle Lanes
Bicycle routes through The Parcel could help improve connectivity for nearby neighborhoods.
bike lane
sharrow - bikes share road with cars
Mountain
Pinecrest
Snowcrest
POST OFFICE
Main
Center
Joaquin
Lupin
Laurel Mountain
Shady Rest
SHADY REST PARK 0.8 mi
GROCERY OUTLET
Tavern
PARK & RIDE
Old Mammoth
Dorrance
Arrowhead
Chaparral
Manzanita
Mono
Azimuth
Sierra Nevada
Sierra Manor
Sierra Park
MAMMOTH HOSPITAL
MAMMOTH CREEK PARK 0.35mi
MAMMOTH HIGH SCHOOL
MAMMOTH MIDDLE SCHOOL
ELEMENTARY SCHOOL
VONS
MAMMOTH BRANCH LIBRARY
Existing Condition Considerations: Context Around The Parcel


Mammoth Lakes
CALIFORNIA
THE PARCEL
General Plan Land Use
The 2007 General Plan provides guidance for what type of uses are permitted. The Parcel is zoned for High Density Residential 1.
commercial 2 (mixed-use)
high density residential 1
high density residential 2
low density residential 2
Pedestrian Network
sidewalk/path
proposed sidewalk/path
multi-use path
crosswalk
Drainage
Water from rain and snow melt drains across The Parcel from higher elevation to lower elevation.
path of drainage
Allowed Height
Certain zones require that building heights are reduced immediately adjacent to lower-height zones. The Parcel may be built up to 35'.
35' max.
Stepped from 25' to 55' max.
Topography
The elevation of The Parcel slopes down from the southeast corner towards Center Street. There is an approx. 30' change in elevation.
highest
lowest
Sun Path Diagram
These lines trace the path of the sun at different points throughout the year from sunrise (right) to sunset (left). More east-west exposure is received during summer months, while winter months receive sun exposure primarily from the south.
THE PARCEL
Jun
May/Jul
Apr/Aug
Mar/Sep
Feb/Oct
Jan/Nov
Dec
Main
Center
Manzanita
Dorrance
Chaparral
7,850'
7,855'
7,860'
7,865'
7,870'
7,875'
7,845'
Existing Condition Considerations: The Parcel


Mammoth Lakes
CALIFORNIA
THE PARCEL
Bicycle Connectivity
Bicycle routes provide another transportation option for residents of The Parcel to reach other parts of Town.
bike lane
sharrow - bikes share road with cars
Summer Bus Lines
Bus transit can help to connect residents of The Parcel to other parts of Mammoth Lakes without adding additional cars to local streets.
Town Trolley
Midtown LIFT
Old Mammoth LIFT
bus stop
school bus stop
Vacation
Holiday
Forest
Berner
Rusty
Knob Hill
Slalom
Sierra
Snowcrest
Pinecrest
Alpine
Mountain
Main
Center
Lupin
Dorrance
Arrowhead
Laurel Mountain
Tavern
Old Mammoth
Sierra Nevada
Sierra Manor
Sierra Park
Chaparral
Manzanita
Mono
Joaquin
Obsidian
Bear
Hidden Valley
Meadow
Starwood
Azimuth
Existing Condition Considerations: Summer Transit Connections


Mammoth Lakes
CALIFORNIA
THE PARCEL
Bicycle Connectivity
Bicycle routes provide another transportation option for residents of The Parcel to reach other parts of Town.
bike lane
sharrow - bikes share road with cars
Winter Bus Lines
Bus transit can help to connect residents of The Parcel to other parts of Mammoth Lakes without adding additional cars to local streets.
Red Line
Purple Line
Green Line
Evening Trolley
Evening Hospitality Shuttle
bus stop
school bus stop
Vacation
Holiday
Forest
Berner
Rusty
Knob Hill
Slalom
Sierra
Snowcrest
Pinecrest
Alpine
Mountain
Main
Center
Lupin
Joaquin
Laurel Mountain
Tavern
Hidden Valley
Bear
Dorrance
Arrowhead
Chaparral
Sierra Nevada
Sierra Manor
Sierra Park
Obsidian
Mono
Manzanita
Azimuth
Minaret
Starwood
Existing Condition Considerations: Winter Transit Connections


Mammoth Lakes
CALIFORNIA
THE PARCEL
Drainage
Water flowing through The Parcel starts out as snow melt or rainfall as far away as Eagle Lodge and Camp High Sierra.
stream
drainage pipe
A Forested Site
The Parcel is heavily forested. The Town maintains an inventory of trees on the Parcel. Fire safety necessitates additional thinning.
Existing Condition Considerations: Drainage Through The Parcel

Guiding Principles and Development Objectives

The CHAP identified that guiding principles be developed during the community process to master plan The Parcel. The following Guiding Principles and Development Objectives were established based on community input. The Guiding Principles convey overarching community priorities and shared values for The Parcel, while the Development Objectives are more specific and may include measurable outcomes. The Development Objectives are intended to help achieve the Guiding Principles. Guiding Principles are lettered (A – F) and there are four or five Development Objectives (i, ii, iii, etc.) for each Guiding Principle.

Community feedback showed three top Development Objectives, which have been highlighted in yellow below. Both English and Spanish respondents identified the same top three development objectives. Additionally, both English and Spanish respondents identified providing deed-restricted rental and ownership products and safe and intuitive pedestrian and bicycle connections (see blue highlights below) in their top 10 Development Objectives; no other top 10 Development Objectives overlapped between English and Spanish respondents (see Appendix B, Multi-Day Design Workshop Opening Presentation).

A	**Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.**
i	Provide a variety of housing types (e.g., small house, duplex, triplex, townhouse, apartment).
ii	Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom) to meet the needs of a variety of families and individuals.
iii	Provide both deed-restricted rental and ownership products to accommodate households of different ages and incomes.
iv	Serve moderate income households and below (≤ 120% AMI) consistent with the 2017 Needs Assessment.
B	**Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.**
i	Provide safe and intuitive pedestrian and bicycle connections through The Parcel to surrounding areas.
ii	Design a circulation network that prioritizes pedestrians, bicyclists, and transit.
iii	Explore transit potential to determine how best to provide transit stops, possible shelters, and connectivity to the larger Mammoth Lakes community.
iv	Include traffic calming measures to create a safe, family-oriented neighborhood that minimizes vehicular speeding.
v	Explore parking and traffic management strategies to further encourage alternative travel modes, considering that some future residents will rely on individual vehicles.
C	**Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.**
i	Incorporate supportive uses (such as childcare facility) into the design.
ii	Provide amenities (such as community gathering spaces and/or parks and playgrounds) necessary for the successful functioning of a livable neighborhood.

iii	Design amenity spaces to be multi-purpose (such as park space with snow storage, when compatible).
iv	Consider pets in the design of the neighborhood.
v	Provide parking for residents and guests, but limit the land required for parking, thereby reserving available land for other uses.

D	**Focus on environmentally sustainable design concepts.**
i	Integrate natural features (wetlands, trees, and open space) into the neighborhood design.
ii	Incorporate sustainable infrastructure and energy-efficient designs.
iii	Integrate well-planned snow storage areas and accommodate efficient snow management operations.
iv	Minimize the amount of impervious paving to allow water absorption into soil on site and minimize runoff.
v	Design for high durability and low-maintenance.
E	**Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.**
i	Create a neighborhood that connects seamlessly to the street network and reflects a design character appropriate to the Eastern Sierra Nevada mountain setting.
ii	Design the site to provide a transition in building scale and type from the adjacent higher intensity commercial areas to neighboring residential areas.
iii	Ensure the site is designed to be pedestrian-oriented and comfortable to walk in and through.
iv	Build upon the recent efforts of Walk, Bike, Ride and Downtown Revitalization to ensure the new neighborhood becomes an integral part of the greater community.
F	**Balance guiding principles and development objectives with a viable development program that is sustainable over the long-term and can be constructed in an orderly and timely fashion.**
i	Prepare an overall program for development and management that implements guiding principles, to the extent feasible, while achieving long-term viability.
ii	Accommodate densities and design features necessary to qualify for essential funding.
iii	Consider specific and relevant regulatory actions that would be necessary to implement the development program.
iv	Consider economic factors, including those related to potential investors, affordable housing developers, and future residents.
v	Develop a phasing plan that reflects market conditions and encourages construction to begin as early as practical.

Legend:

Yellow Highlight = Top three Development Objectives, as identified by English and Spanish community feedback

Blue Highlight = Development Objectives identified in top 10 list by English and Spanish community feedback, but not in the top three

Preferred Plan

Preface

This preferred plan provides conceptual design guidance based on the Guiding Principles and Development Objectives established by the Mammoth Lakes community. The specific features included in the plan represent a distillation of ideas provided by community members, Town staff, and the project consultant team with an understanding that considerations for construction and financing feasibility may require modifications and other new ideas and approaches throughout the ongoing process. This plan is meant to communicate the community's aspirations for The Parcel while providing flexibility to accommodate unique developer proposals and changes to the affordable housing development landscape over time as build-out progresses.

Figure 3: Preferred Plan (3D Model)

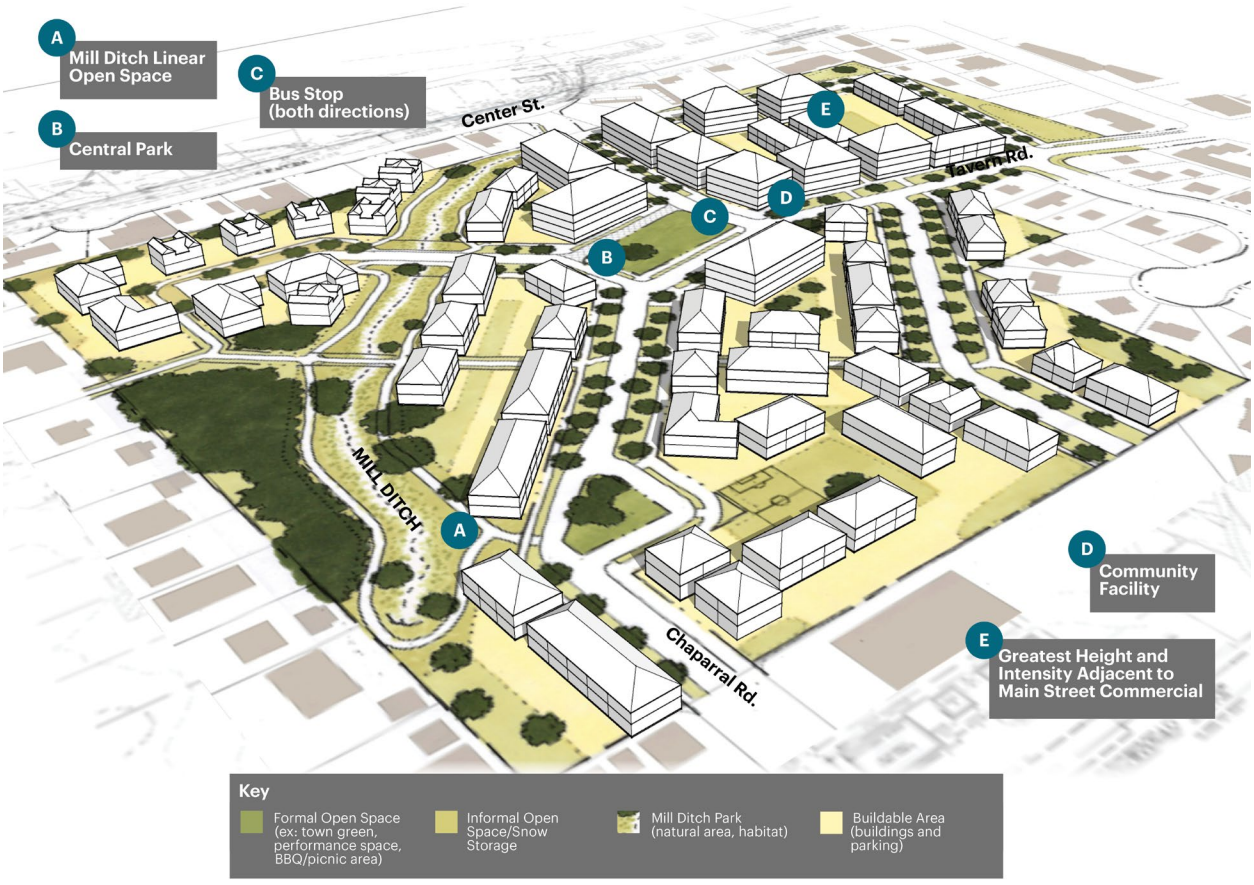
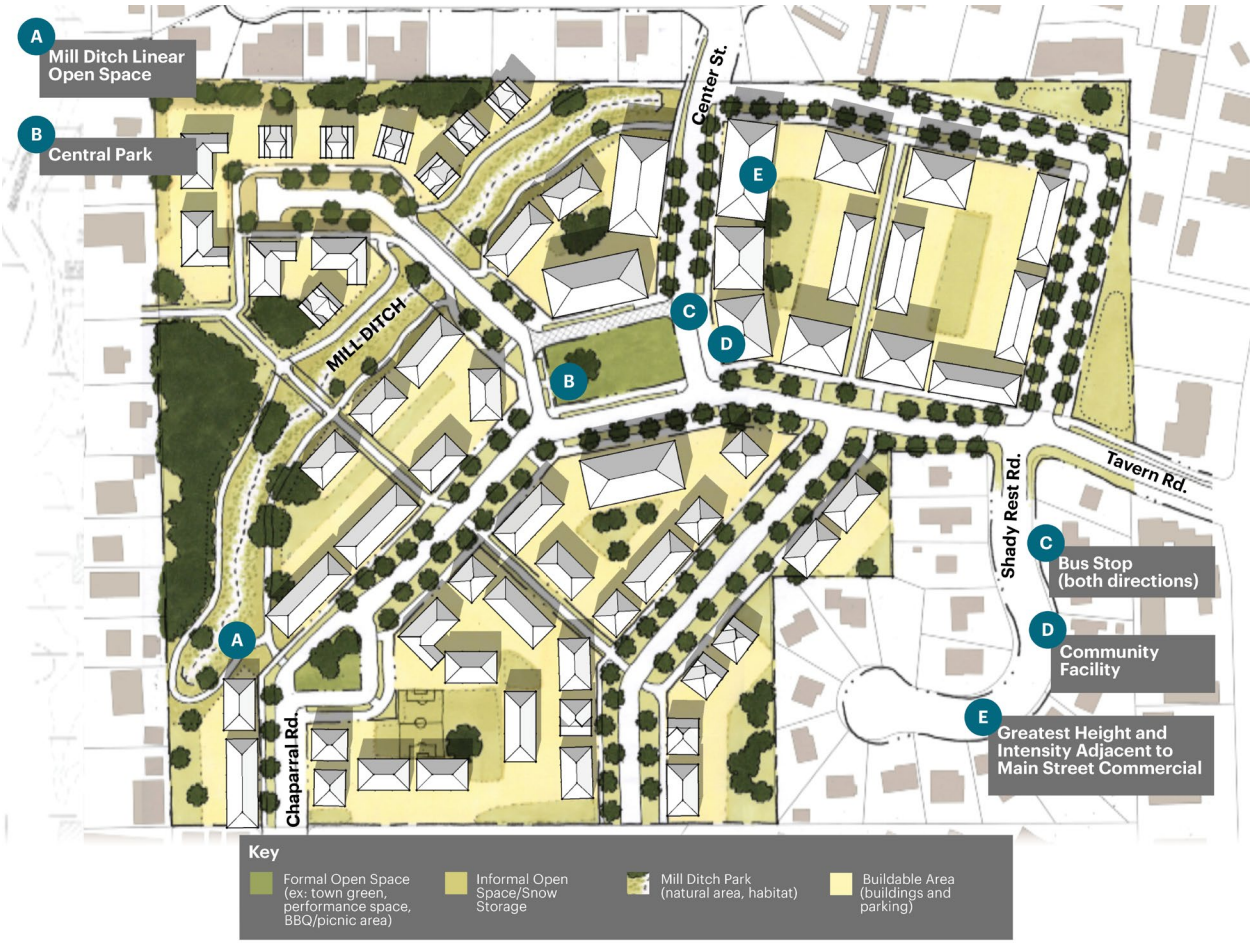


Figure 4: Preferred Plan (2D Plan)



Key Features

Circulation Network

The circulation network within The Parcel is meant to facilitate multi-modal transportation options for residents of The Parcel and neighbors living nearby. The circulation network is made up of a variety of street types, trails, and multi-use paths for drivers as well as pedestrians and cyclists. The network maximizes connections to surrounding neighborhoods to provide a variety of route options and to minimize the distance that residents of The Parcel would need to walk to access nearby amenities and destinations.

Transit

In support of the Town's "Feet First" policies, The Parcel will be served by frequent, reliable transit using bus stops located in The Parcel and on surrounding streets. At least one bus stop pair — one stop in both directions on the bus line with shelters at each stop — will be located within The Parcel. This bus stop pair should be located in proximity to the primary community facility and park. Transit

services will be provided by the Eastern Sierra Transit Authority (ESTA) in coordination with the Town of Mammoth Lakes. Additional bus stops may be provided as necessary for funding requirements and/or as desired by the Town. Furthermore, school bus stops may also be considered depending on the demand after build-out.

The preferred plan assumes that the primary transit connection will be Old Mammoth Road-Tavern Road-The Parcel Central Park Bus Stop-Center Street-Main Street. However, the development of this route should be flexible to ensure high quality and reliable transit for The Parcel (e.g., an express route through The Parcel). Residents of The Parcel can also walk east to the transit stop at Old Mammoth/Tavern, or to the south at Sierra Nevada/Azimuth, and/or to the west at Manzanita – all within a few minutes' walk (less than ¼ mile from The Parcel) – as alternatives to on-site bus stop(s).While the street framework has been designed to accommodate a bus route that goes through The Parcel — entering on one street and leaving through another — it is possible that a bus line could be routed to enter The Parcel via Center Street or Tavern Road, stop for passengers, then loop around and exit the way it entered.

Trails and Multi-Use Paths (MUPs)

Multi-Use Paths (MUPs) in The Parcel will complement and bolster the existing MUP network in Mammoth Lakes to help connect residents to destinations around town and support "Feet First" policies. In order to allow for year-round connectivity, MUPs in The Parcel would be paved with asphalt that can be cleared of snow. During the next phase of design/layout of the overall access/mobility system, the Town will evaluate the MUP system to determine which sections should be cleared year-round (see Snow Removal Strategy).

To make the open space around the Mill Ditch accessible, both a dirt trail and a paved MUP will run parallel to the watercourse. While the paved MUP can be cleared of snow in winter to function as a year-round connection for pedestrians and people on bicycles, the dirt trail would not be cleared of snow and could be used for snow play and potentially cross-country skiing and snowshoeing.

MUPs located adjacent to streets will, in general, be located on the north and east sides of the street to take advantage of maximum solar gain that will be enhanced by the planting of deciduous street trees.

Both dirt trails and MUPs will have wayfinding signage and be linked to the town-wide system of existing MUPs. To enhance connectivity, bike lanes and sidewalks should be added to Tavern Road between The Parcel and Laurel Mountain Road, and to Center Street between The Parcel and Main Street; including transitions from two-way flow MUPs to separated bike and pedestrian pathways on the connecting streets (such as a street crosswalk at The Parcel property boundaries).

Neighborhood Streets

The street framework and cross section designs holistically integrate design elements to achieve multi-benefit infrastructure that exceeds any known complete streets implementation. Streets in The Parcel prioritize pedestrians and cyclists through MUPs and sidewalks that are separated from automobiles by wide tree-lined planting strips or bioswales. These bioswales serve as both winter snow storage and distributed rainwater infiltration.

This unique system creates greenways through the entire neighborhood which, in combination with the Mill Ditch greenway, weave year-round natural corridors through The Parcel to provide great habitat for humans, plants, and wildlife.

Street Framework

Attention to solar orientation, efficient block form, and traffic calming strategies are balanced in the street alignment design. Strict north-south and east-west orientation of streets is minimized through the use of an angled street grid pattern that maximizes beneficial solar exposure. North-facing block faces remain in shade during winter months, leading to icing, greater snow accumulation, and slower melt rates in spring. As such, blocks are oriented such that most block faces receive some sun exposure from the east, south, and/or west, even during winter months.

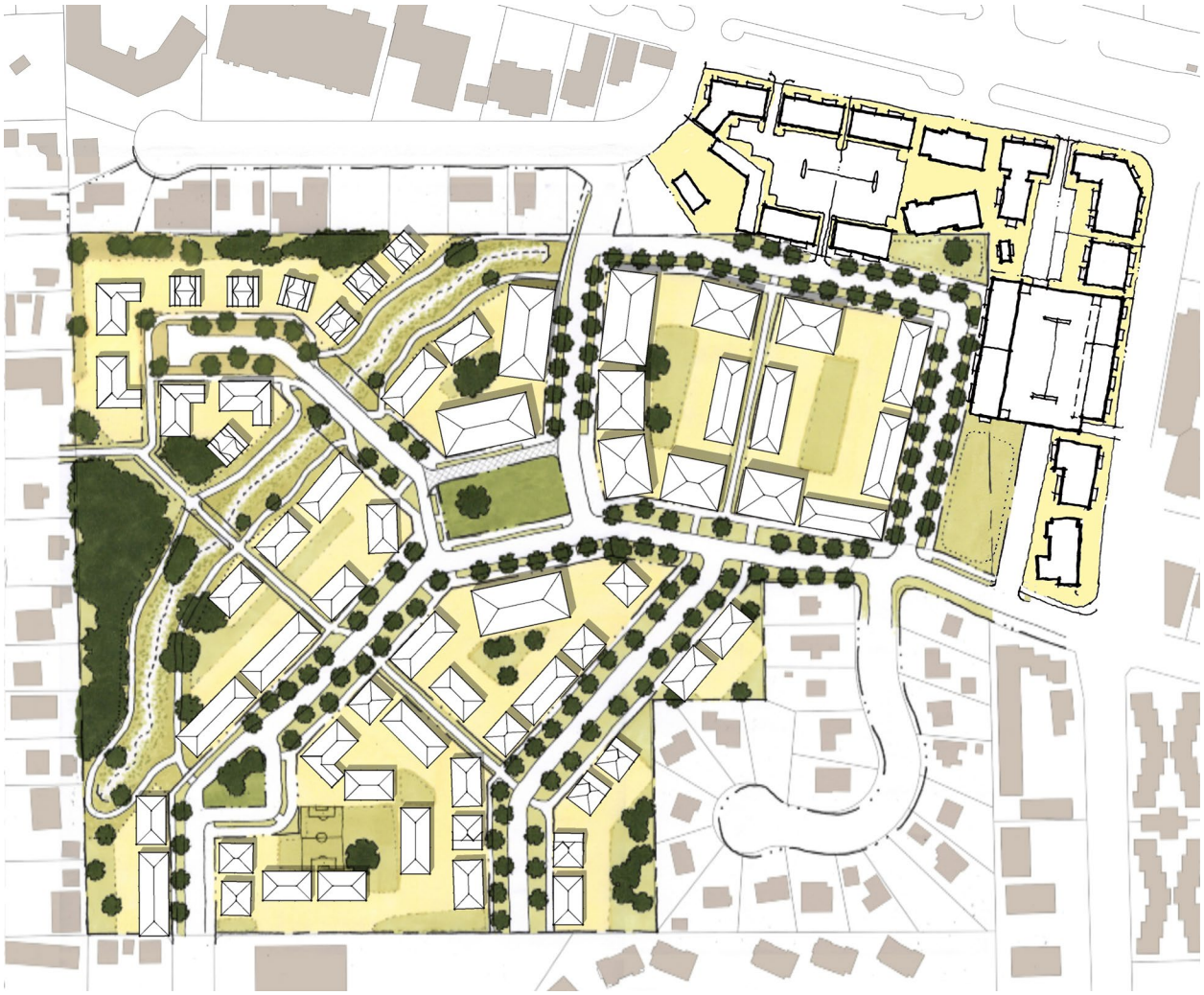
Most people are willing to walk between ¼ and ½ of a mile to reach their destination. To keep distances within this range, a street network that supports relatively frequent intersections and provides a variety of different routes is included to make walking and riding bikes convenient. Connections through larger development blocks are provided by MUPs that reduce the overall block length for pedestrians and cyclists, providing more route options within The Parcel.

Specific traffic calming strategies such as narrow travel lanes, curb extensions at intersections and crosswalks (pinch points), on-street parking, and street trees provide visual and physical cues that help to reduce traffic speeds. A holistic approach to traffic calming involves these strategies, in addition to a street network that is designed to slow traffic. The alignment of the streets includes frequent intersections and no "through streets." Cars must come to a complete stop or slow down at several intersections in order to travel through The Parcel, enforcing a slower driving speed and encouraging drivers to use larger arterial streets outside The Parcel to reach their destinations, rather than neighborhood streets in The Parcel.

The Downtown Revitalization Action Plan envisions redevelopment of properties along Main Street and Laurel Mountain Road, including properties that back up to The Parcel's northeast corner. This redevelopment provides an opportunity to improve adjacent properties' interface with The Parcel through better frontage conditions that could help activate streets. The preferred plan shows a street alignment in the northeastern corner of The Parcel that takes into consideration how these lots could redevelop in a way that enables an enhanced relationship with The Parcel.

The street alignment would make it possible to square off the back end of lots along Main Street and Laurel Mountain Road, making redevelopment more attractive and providing more straightforward development of frontage conditions along streets in The Parcel. Additionally, the street alignment allows spaces for a parking garage lined with development between The Parcel and Laurel Mountain Road, if the Town and/or property owners choose to pursue this parking strategy in the future.

Figure 5: Street Alignment and Redevelopment Potential (illustrative concept only)



Connections to the Community

Opportunities for connecting streets in The Parcel to existing streets exist at Center Street, Tavern Road, and Chaparral Road, in addition to a connection for pedestrians and cyclists to Manzanita Road. These connections extend existing dead-end streets or utilize a vacant lot owned by the Town (Center Street) or an easement that has already been acquired by the Town (Manzanita Road).

Opportunity for a new connection to Arrowhead Drive behind the Sherwin Park Apartments on land owned by Mammoth Mountain Ski Area was explored during the Multi-Day Design Workshop and would require additional investigation, coordination, and right-of-way or easement acquisition in order to be feasible. If this connection opportunity is not feasible, an alternative street design could be used.

Community Facility

To support a high quality of life for residents and strengthen neighborhood stability, the preferred plan includes space for at least one community-serving facility such as a childcare center, community center, or supportive service. This facility should be located near a transit stop to provide good access for residents and could benefit from locating adjacent to or nearby the central park to benefit from and contribute to activities taking place at the park. Additionally, community facilities can help to make affordable housing projects in The Parcel more competitive for some funding sources. The preferred plan does not identify a specific size or precise location for the community facility. An operations partner and operations funding will be identified over the course of project implementation once the specific nature of the facility has been determined.

Formal Open Space

At least half an acre of programmed open spaces equipped with amenities necessary for recreation are included in the preferred plan. These spaces include a central park that anchors the neighborhood, along with a smaller pocket park that serves as a gateway along the roadway connection with Chaparral Road. While these open spaces will likely be used for snow storage during winter, they are primarily intended to facilitate active and/or passive recreation for residents of The Parcel when clear of snow.

The formal open space at the intersection of Center Street and Tavern Road, and the smaller formal open space on Chaparral Road, are meant to provide intimate gathering spaces, which could be used for community performances, picnicking, celebrations (e.g., birthdays), outdoor kids play activities and yoga or exercise classes, horseshoes and cornhole, and other outdoor activities. These formal open spaces will help to provide a range of open space environments for residents of The Parcel by complementing the more expansive linear open space provided by the Mill Ditch and other informal open spaces.

Informal Open Space/Snow Storage

While primarily intended to provide snow storage capacity during winter, informal open spaces such as bioswales, planting strips, and open spaces within and adjacent to development blocks may be used for additional purposes when clear of snow, such as recreation for residents of The Parcel and habitat for native flora and fauna. As such, these open spaces should be appropriately landscaped and maintained to add to the natural beauty of The Parcel and support a high quality of life for Parcel residents.

Informal open space along Chaparral Road near the southern edge of The Parcel is large enough to accommodate a U-8 soccer field for use by younger residents of The Parcel, and is surrounded by multi-unit residential buildings that have frontage along the open space to create a friendly, neighborhood environment and encourage activation of space.

Transition of Intensity

Development on The Parcel should be compatible with the surrounding context (existing and anticipated). The Parcel development should transition in height and intensity to match the height allowed in adjacent neighborhoods and commercial areas. Development adjacent to The Shady Rest neighborhood should not exceed two stories in height, while development adjacent to the Sierra Valley

Sites and existing buildings along Chaparral Road and Arrowhead Drive should not exceed three stories. Development should not exceed four stories site-wide. Development of four stories is most appropriate near the northern and northeastern boundaries of The Parcel, where existing adjacent properties are in the Downtown Zone. The diagram below shows where different heights are appropriate at the edges of The Parcel.

Figure 6: Maximum Building Heights along The Parcel Boundaries



An area west of the Mill Ditch linear open space and south of the pedestrian connection to Manzanita Road is shown as undisturbed open space due to access issues. If a future developer resolves access while allowing for the Mill Ditch linear open space, development in this area could occur.

Drainage

Significant drainage flows pass through The Parcel with a Q100 of 416 cfs. A 4-foot-deep trapezoidal channel with a 10-foot-wide bottom and 3:1 side slopes as shown in the Mill Ditch cross-section will carry this flow. A low-flow meandering stream within the bottom will carry baseline flows and provide seasonal stream features and year-round natural amenities.

The wide bioswales adjacent to the streets and alleys throughout the site will accept rainwater and snowmelt and provide natural irrigation, infiltration, water quality filtration, and groundwater recharge with minimal need for any stormwater pipes or inlets.

Parking

The surface parking used at existing affordable housing developments in Mammoth Lakes has the potential to provide inconsistent parking capacity due to heavy snowfall, inadequate snow storage capacity, and/or the seasonal use of undesignated and irregular dirt areas as parking space. The preferred plan for The Parcel relies primarily on "tuck-under" parking to accommodate the majority of residents' parking needs (518 spaces). Tuck-under parking is located in the rear of a building at the ground-level. The parking is "tucked-under" the upper floors of the building, fully covering the parking spaces. Additionally, because the parking is contained within the overall envelope of the building, there is opportunity to provide direct unit access to parking spaces via a back door. The tuck-under configuration satisfies a variety of performance needs including substantially reduced snow removal (including storage and trucking), year-round availability, protection from the weather for the convenience and safety of residents, and efficient use of land. While surface parking lots create additional impervious surfaces that must be cleared of snow during the winter, tuck-under parking is sheltered from snow by building roofs that are performing two functions by covering both housing units and parking spaces, reducing the overall amount of impervious surface and associated needs for additional snow storage capacity.

In addition to tuck-under parking spaces that correspond to units in the building where the spaces are located, public on-street parking has been incorporated into many of the street designs to add approximately 85 additional parking spaces (shown on the plan below). These spaces could be utilized for visitor parking, parking for community amenities such as parks, or additional parking reserved for residents of The Parcel through a resident parking permit program. Availability of on-street parking during winter months will be subject to weather conditions and snow removal situations.

Parking for adjacent commercial uses is not provided on The Parcel; however, additional parking for commercial uses could be accommodated to the northeast of The Parcel development on adjacent commercial properties that undergo redevelopment in accordance with the proposed street network (see "Street Framework" and Figure 5, above).

Figure 7: On-Street Parking Spaces



Additional options to address parking in creative ways should be explored, in coordination with the Town's Mobility Hub Study (underway). This could include other parking or mobility options, such as mechanical parking stacker structures that could be disassembled if not needed in the future and replaced with housing, off-site parking/car storage, and/or enhanced transit opportunities.

Street Design

During the Multi-Day Design Workshop, variations for street designs were developed in consultation with the Town's Public Works and Engineering staff and Mammoth Lakes Fire Protection District. These variations satisfy project design objectives, but not all designs are included in the preferred plan. To provide additional flexibility, street designs that are not included in the preferred plan, but may be considered in the future, are included in Appendix C. Street designs that have been incorporated into the preferred plan are described below.

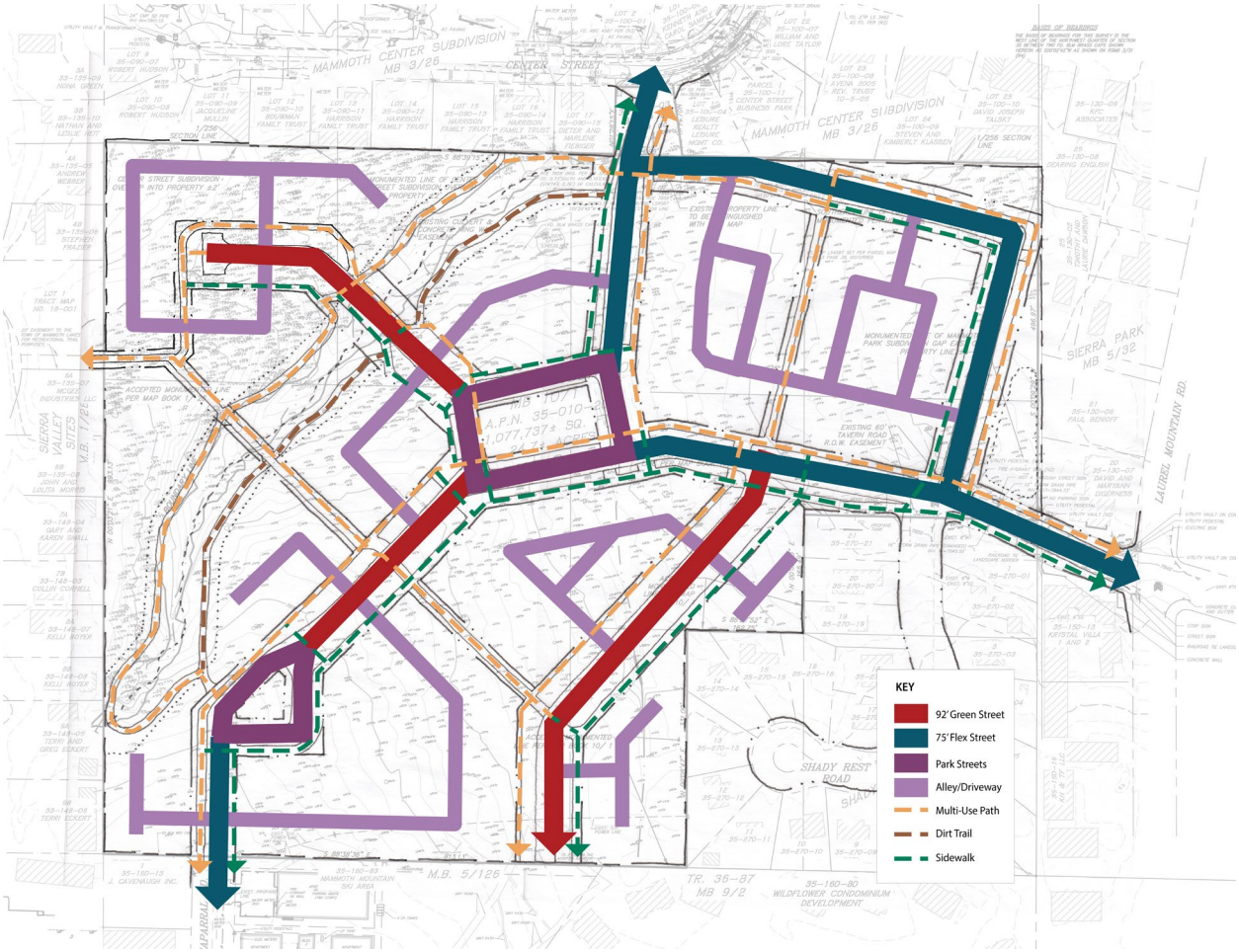
All street designs include:

- Pedestrian facilities on both sides of street

- 13' drive lanes
- Bioswales or planting strips for pedestrian separation and snow storage
- Deciduous street trees to provide shade in summer and solar exposure in winter
- Assumption that Town will be responsible for maintenance and snow removal unless otherwise noted

The diagram below shows the street type framework for the preferred plan. Additional details about the design of each street type follow.

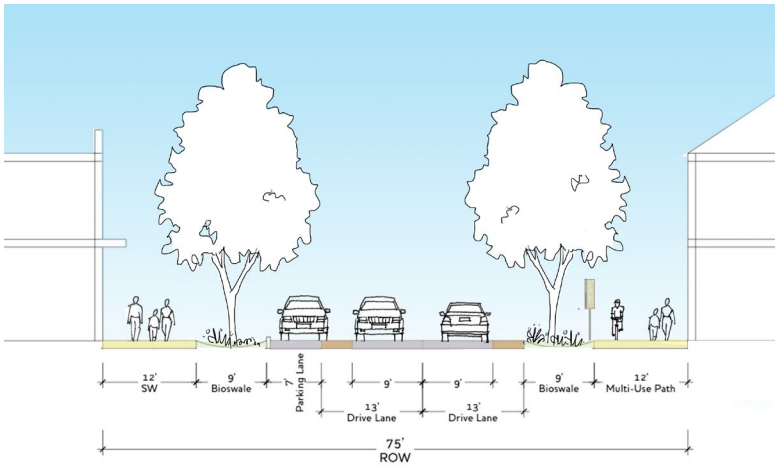
Figure 8: Street Type Framework



75' R.O.W. "Flex Street"

- Multi-use path located for optimal solar exposure (typically north or east side of street)
- Wide sidewalk on opposite side of street of multi-use path (typically south or west)
- On-street parking on same side of street as sidewalk (typically south or west) to serve nearby park or community facility

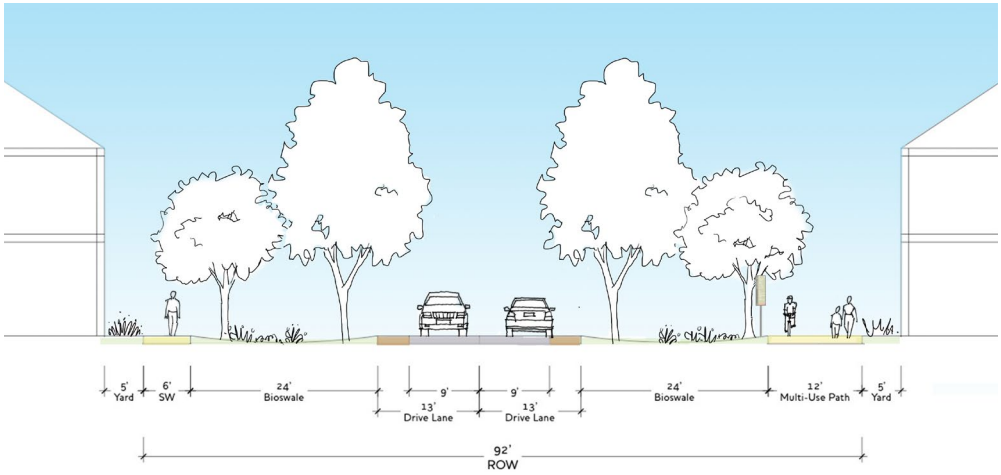
Figure 9: 75' R.O.W. "Flex Street"



92' R.O.W. "Green Street with Multi-Use Path and Sidewalk"

- Multi-use path located for optimal solar exposure (typically north or east side of street)
- Sidewalk on opposite side of street of multi-use path (typically south or west)

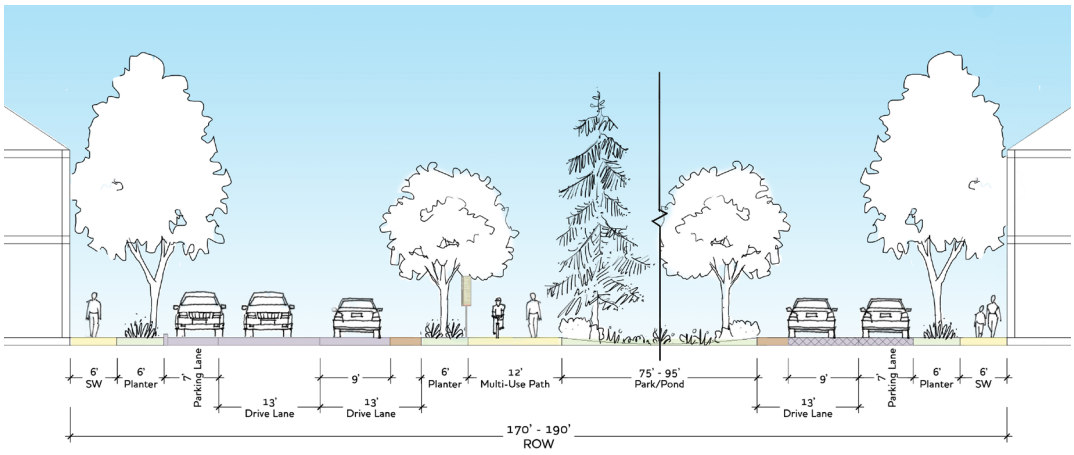
Figure 10: 92' R.O.W. "Green Street with Multi-Use Path and Sidewalk"



170'-190' R.O.W. "Park Street" (looking west)

- Frames the central park
- Multi-use path on south side of central park/north side of two-way street
- Sidewalks on all outside edges of streets
- On-street parking to serve park and nearby community facility
- One-way westbound street on north side of park to calm traffic, designed to be easily closed to traffic to provide more space for community events taking place in central park

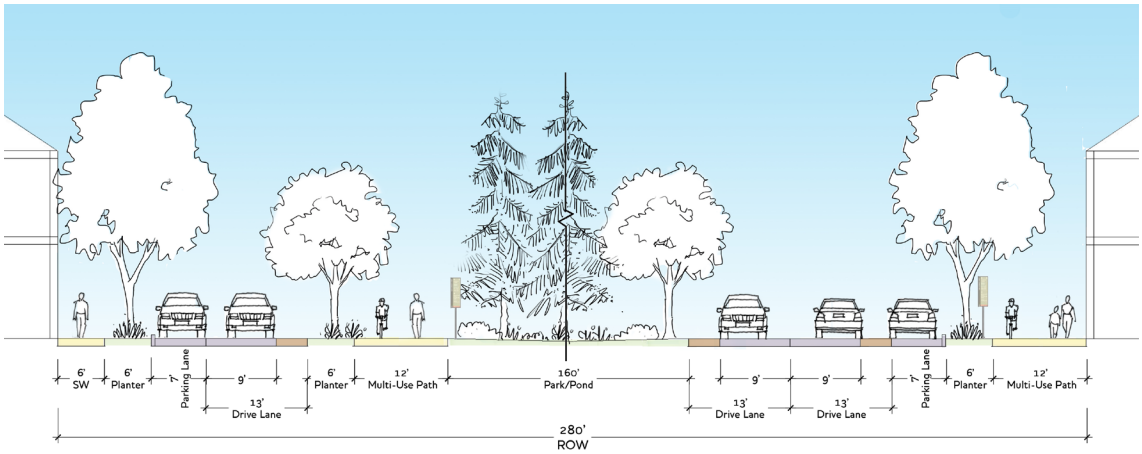
Figure 11: 170-190' R.O.W. "Park Street" (looking west)



280' R.O.W. "Park Street" (looking north)

- Frames the central park
- Multi-use path on west side of central park/east side of one-way street
- Sidewalks on outside edge of western street
- One-way southbound street on west side of park to calm traffic
- On-street parking to serve park and nearby community facility

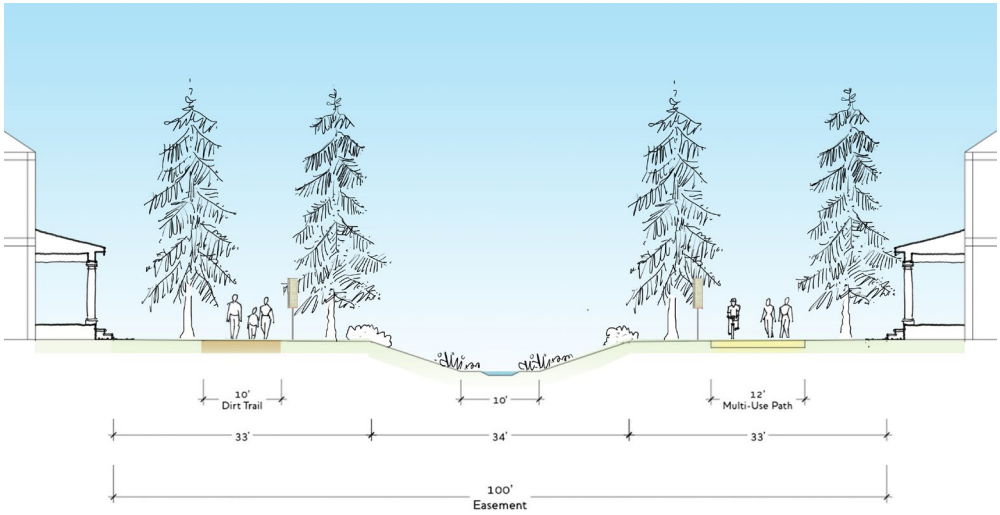
Figure 12: 280' R.O.W. "Park Street" (looking north)



100' Easement "Mill Ditch"

- Paved multi-use path on north side of Mill Ditch to maximize solar exposure
- Dirt trail on south side of ditch could be used for snow play or cross-country skiing or snowshoeing in winter
- 34' wide area including a low-flow meandering stream for drainage and habitat along length of ditch

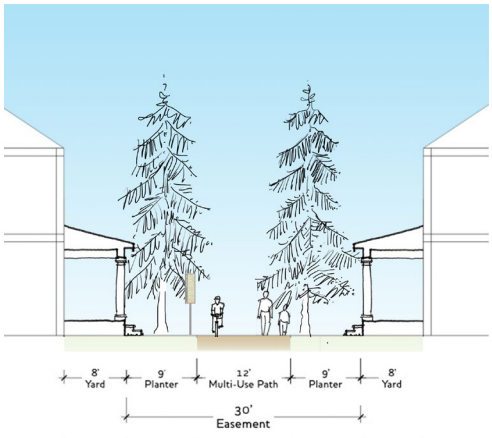
Figure 13: 100' Easement "Mill Ditch"



30' Easement "Multi-Use Path"

- Multi-use path buffered by planting areas to provide space for snow storage

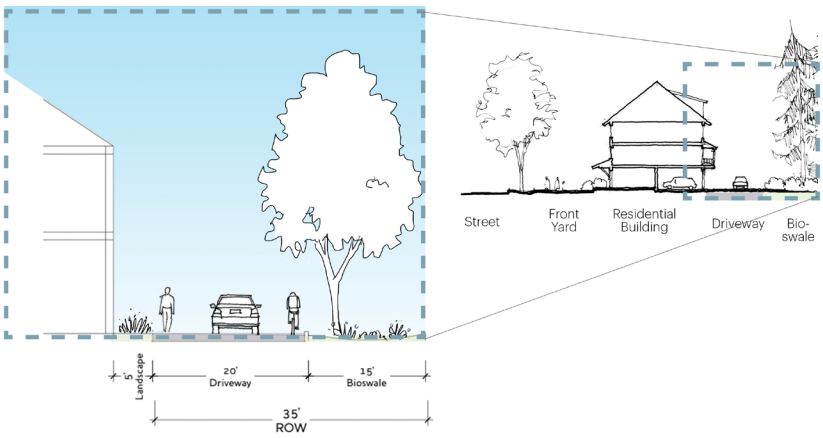
Figure 14: 30' Easement "Multi-Use Path"



35' R.O.W. "Alley"

- Driveway to access service areas and tuck-under parking at rear of buildings
- Bioswale for drainage and snow storage
- Specific location of alleys will depend on layout of buildings and snow storage areas
- Note: funding for construction and ongoing maintenance of alleys, including snow removal, to be covered by developer and/or homeowner/neighborhood association

Figure 15: 35' R.O.W. "Alley"



Snow Removal Strategy

To support year-round multi-modal transportation options, the preferred plan assumes a robust snow removal program for streets, sidewalks, and multi-use paths. However, during the next phase of design/layout of the overall access/mobility system, the Town will evaluate the multi-use path system to determine which sections should be cleared year-round. The focus will be on maintaining those sections used primarily as access first, with recreational uses secondary. It is likely significant portions will be cleared year-round to continue to encourage a feet-first environment.

The following plan shows those streets and pedestrian facilities (sidewalks and multi-use paths) initially anticipated to be cleared by the Town and those alleys and driveways anticipated to be cleared by the developer and/or a homeowner/neighborhood association(s).

Figure 16: Preliminary Snow Removal Diagram



Neighborhood Character

Mill Ditch Trails

The Mill Ditch is intended to function as both a necessary piece of stormwater management infrastructure and as an amenity for residents. Flanked by a paved multi-use path on the north and a dirt trail on the south side of the Ditch, this linear, informal open space provides an opportunity for passive recreation and a north-south route through The Parcel for pedestrians and cyclists. Deciduous trees along the Mill Ditch provide shade for path users during the summer and allow for solar exposure to facilitate snow melt in the winter and spring. Residences should face the Mill Ditch with porch and stoop frontages to ensure that the space is integrated into The Parcel neighborhood, provide opportunities for socializing, and put "eyes on the path" to help maintain a safe environment for pathway users.

Figure 17: Mill Ditch Perspective



The Parcel Central Park

A formal open space near the center of The Parcel serves as a central gathering place to anchor the neighborhood. Nearby transit stops and community facilities reinforce the park's nature as a focal point for the neighborhood. Facilities are provided for outdoor activities such as barbecuing and picnicking, small outdoor performances, and play on the large open lawn. Since this space will be utilized for snow storage during winter, all facilities and fixtures should be durable to withstand snow loads. Similarly, while this is an appropriate location to preserve some existing pine trees, new planting should favor deciduous tree varieties to provide shade in the summer and allow for solar exposure to melt snow in the winter and spring. The fronts of buildings across the street from the central park should face the park with porch and stoop frontages to promote a welcoming environment, provide opportunities for socializing, and put "eyes on the park" to help maintain a safe environment for park

users. The preferred plan includes a one-way street that can be closed to traffic on the north side of the park to create more space for community events that may take place in the park.

Figure 18: Central Park Perspective



Typical Residential Street

Typical residential streets include a multi-use path located for optimal solar exposure in winter and sidewalks on the side of the street opposite the multi-use path. Buildings front the streets with porch and stoop frontages connected to the sidewalk or multi-use path to provide front-door access to the street. The sidewalk and multi-use path are separated from the street by a wide planting strip or bioswale to provide adequate snow storage space for snow cleared from the street, and buildings are set back from the sidewalk to accommodate snow cleared from the sidewalk. Roof forms or porches and buildings are designed to minimize shedding of snow onto sidewalks. Street trees planted in the planting strip or bioswale are deciduous varieties that provide shade in the summer and allow for solar exposure to melt snow in the winter and spring.

Figure 19 reflects initial conceptual design ideas that have been refined to better align with Development Objectives. In the preferred plan, design elements include wider bioswales for snow storage between the curb and sidewalk, larger front yard setbacks, and larger side setbacks compared to what is illustrated in this image.

Figure 19: Residential Street Perspective



Development Program

The preferred plan development program includes 400 to 450 units, which equates to 16 to 18 dwelling units per acre (gross) or 22 to 25 dwelling units per acre (net[1]). All units would be reserved for households with incomes at or below 120% Area Median Income (AMI).

The following housing types have been considered when determining the feasibility of different development scenarios that informed the preferred plan. Each of these types has been used in the preferred plan to provide a variety of housing options for residents, and to create diverse environments within The Parcel. Certain housing types are appropriate for both rental and ownership, as noted in the table, and may be adaptable to various construction techniques including site-built, prefabricated, and modular strategies.

[1] Net density calculation is based on the project overall. It excludes street right-of-ways, pedestrian pathways, and formal open spaces, and includes parking, alleys, and snow storage within blocks.

Table 4: Housing Types

Building Type	Studio Units	1-BR Units	2-BR Units	3-BR Units	Tuck-under parking	Rental	Ownership	Height (in stories)
Duplex A				2	4	●	●	2
Duplex B			2		4	●	●	2
Duplex C			1	1	4	●	●	2
Fourplex		2	2		4	●		2
Sixplex		4		2	8	●		2
Multiplex	4	4	2		10	●		2
Small Townhouse			3		6	●	●	2
Large Townhouse			3	2	10	●	●	2
Small Apartment	3	6	3	3	16	●		3-4
Large Apartment	6	15	6		24	●		3-4

Figure 20: Housing Type – Large Townhouse



Figure 21: Housing Type – Small Apartment

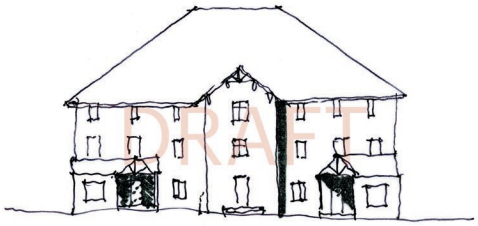
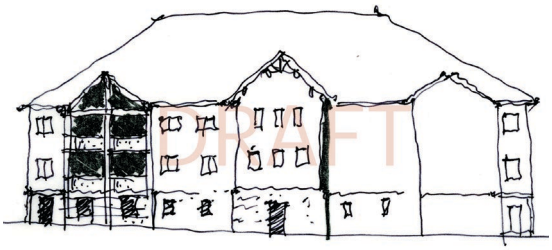


Figure 22: Housing Type – Large Apartment



In compliance with the Town's housing livability standards (Municipal Code 17.136.120), units within these housing types can comply with the following minimum square foot standards (also see Feasibility Analysis):

- Studio: 450 square feet
- One-bedroom: 650 square feet
- Two-bedroom: 900 square feet
- Three-bedroom: 1,150 square feet

As described under Key Features, The Parcel is located and designed to provide convenient transit access and high-quality pedestrian and bicycle facilities. Furthermore, the preferred plan includes parks, community facility space, and covered ("tuck-under") parking; development will include storage and charging space for bikes and e-bikes (see Appendix A); and the site is within walking distance to many daily destinations (markets/grocery stores, pharmacy, post office), shopping, and restaurants. Additionally, in support of the Town's "Feet First" policies to reduce car reliance and trends towards reduced car ownership (e.g., car/ridesharing), the following average parking rates are included:

- 0.5 space per studio unit
- 1 space per 1-bedroom unit
- 1.5 spaces per 2-bedroom and 3-bedroom units

Table 4 provides the number of tuck-under parking spaces in each housing type. A sitewide average of 1.36 spaces per unit is provided (including both tuck-under and on-street parking and is inclusive of ADA spaces).

In addition to the Community Facility described as part of the Key Features meant to serve the entire neighborhood at The Parcel, smaller community facilities are recommended for each phase of development to serve residents within those phases (e.g., community gathering space, barbeque areas, learning/computer center, playground, childcare, etc.). Resident-serving community facilities can help to make a project more competitive in terms of financing and responsive to the needs of future residents.

Implementation

Feasibility Analysis

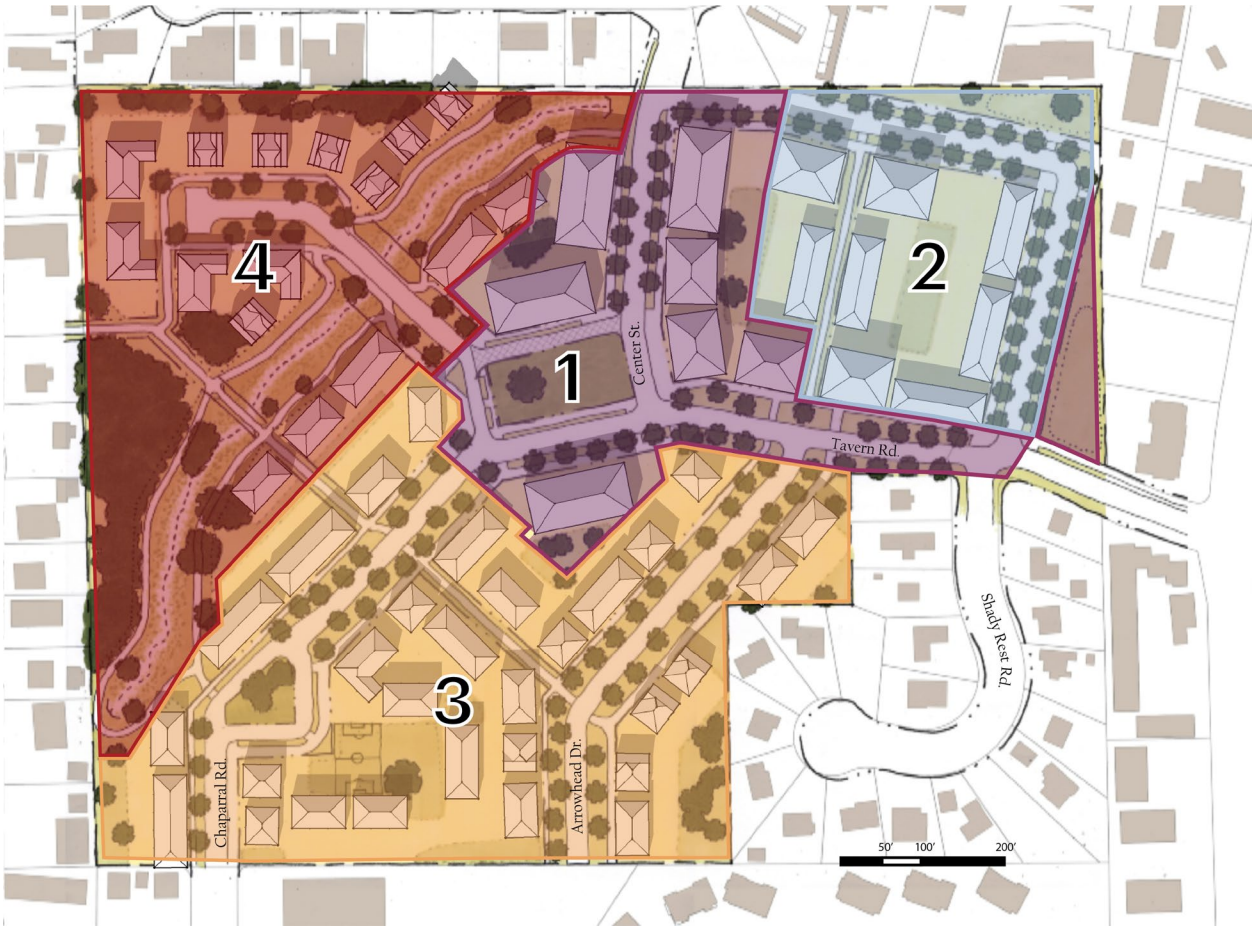
A feasibility analysis was conducted to ensure the preferred plan is grounded in reality. The analysis was based on conditions and assumption at the time of preferred plan development and does not limit future developers to the assumptions or funding strategies applied. The analysis and assumptions are dynamic and subject to market fluctuations, evolving funding sources and programs, and changes based on future developer(s) proposals.

Four phases were preliminarily identified for The Parcel (see below). The phases generally group similar building types and reflect funding program thresholds, specifically low-income housing tax credits (LIHTC), and delineate infrastructure improvements anticipated in each phase. These phase boundaries and unit mixes may be adjusted based on future developer(s) proposals.

Table 5: Preliminary Phasing Summary

Phase	1	2	3	4	Total
Studio units	30	12	16	8	66
1-bedroom units	72	24	48	38	182
2-bedroom units	30	27	64	21	142
3-bedroom units	6	22	8	17	53
Total	138	85	136	84	443

Figure 23: Preliminary Phasing Diagram



A proforma feasibility analysis was conducted for phases 1 and 2. Summary tables are provided below (detailed proforma sheets are in Appendix D).

Table 6: Phase 1 Feasibility

PHASE	1
Total Units	138
AMI	30-80%
Tenure	Rental
Total Development Costs	$60,000,000
Public Funding Sources	AHSC, STIP, 4% LIHTC, HOME
Total Funding Gap	($5,000,000)
Funding Gap per Unit	($36,000)

Table 7: Phase 2 Feasibility

PHASE	2
Total Units	85
AMI	30-80%
Tenure	Rental
Total Development Costs	$45,000,000
Public Funding Sources	STIP, 9% LIHTC, HOME
Total Funding Gap	($9,000,000)
Funding Gap per Unit	($106,000)

The following was assumed during this analysis:

Major Cost Drivers

- Prevailing wage and cost escalation alone account for a significant contribution to the overall project gap (in the order of $4-8M per phase).
- Unit sizes: It will be important to design for a balance between livability and tax credit subsidy efficiency. Units that are too large will create cost inefficiencies related to escalating per-unit costs relative to fixed per-unit tax credit amounts (in the order of $1.5-4M per phase, assuming per-unit excess of 250-350 SF compared to standard tax credit sizes).
- Construction interest and period: Phases are assumed to be completed in 18-month timeframes. Given the uncertainty of construction progress during winter months, construction interest carried beyond the anticipated timelines could result in significant added cost (in the order of $500K-$1.0M per phase).
- Parking: Partially enclosed or covered tuck-under parking has been assumed. Structured or fully enclosed garage parking would increase costs $12-20K per space. Covered spaces will save in snow removal costs.

Other Funding Sources

Funding sources not included in the proforma feasibility analysis may be used to replace or supplement assumed funding sources. Two other funding sources that require further analysis are discussed below, but additional funding sources are available (e.g., Community Development Block Grant (CDBG), etc.). Follow up items for some of these funding sources are listed in the Action Table (Table 8, below).

- Section 8 Vouchers
    - No Section 8 voucher subsidies were assumed in the proformas as project-based Section 8 vouchers are not currently provided in Mammoth Lakes.
    - If available, these vouchers would help to size additional permanent loans and provide a beneficial operating subsidy, especially for 9% LIHTC projects requiring deeper affordability targeting.
    - If available, when applied to 30% AMI rents, vouchers can generate $85-130K per unit (depending on size) in Tranche B permanent loans (e.g., when applying 26 vouchers on a mix of 30% AMI units, the funding gap could be reduced by $2.6M).
- Infill Infrastructure Grant (IIG)
    - The IIG program may be appealing if available State Transportation Improvement Program (STIP) funding is lower than anticipated.
    - IIG covers more core infrastructure costs like streets, utilities, etc. compared to Affordable Housing Sustainable Communities (AHSC) - Sustainable Transportation Infrastructure (STI) geared toward GHG reducing connectivity and mobility.
    - Further review is necessary to assess this potential funding source.

Other Assumptions

- Proforma analysis assumes a total of $3.75M in total STIP funding, with $2M for Phase 1 starting in 2021 and $1.75M for Phase 2 starting in 2023.
- AHSC was capped at $20M per past award cycles, the Round 6 NOFA for 2019/2020 is increasing the per project limit to $30M.
- Proforma analysis assumes Town development impact fees are waived and no land acquisition cost to the developer.

Action Table

Building affordable housing is a complex endeavor. Various actions will need to be undertaken to execute successful development of The Parcel. The following table lists key action items along with associated timeframes and responsible parties. Additional tasks and coordination will be necessary, and the Town may update this table as new tasks arise.

Table 8: Action Table

	ACTION ITEM	TIMEFRAME	RESPONSIBLE PARTY
1	**Retain a Developer(s)**		
1.A	Evaluate pros and cons of hiring a fee developer to build out the entire The Parcel on behalf of the Town and in partnership with Mammoth Lakes Housing, Inc. vs. awarding individual phases to private developers through a competitive RFQ/RFP process.	Short	Town
1.B	Determine whether multiple RFQs/RFPs will be issued to align with phasing or a master developer selected under one RFQ and proceed more as a phased master plan.	Short	Town
1.C	Draft RFQ wording and scoring to address experience points accordingly.	Short	Town
1.D	Organize existing due diligence materials for RFQ/developers.	Short	Town
2	**Outline Timeline with Key Funding Milestones**		
2.A	Review funding deadlines and sync with project timeline. Include and analyze streamlining opportunities.	Short	Town/Developer/MLH
2.B	Determine when to make hand-off to developer (particularly with AHSC).	Short	Town
2.C	Determine point of emphasis for exclusive negotiating agreement (ENA) terms with selected developer.	Short	Town
3	**Explore Funding Options**		
3.A	Pursue Section 8 project-based voucher program or other rental assistance means (Town and MLH co-facilitate).	Short	Town/MLH
3.B	Assess options for addressing funding gap, including establishment of a Workforce Opportunity Zone (SB 540) and/or a Housing Sustainability District (AB 73), other grants sources, and local sources.	Short	Town/Developer/MLH
3.C	Work with developer(s) to align funding options.	Short/Ongoing	Town/Developer/MLH
3.D	Evaluate funding options for the Community Facility (e.g., childcare, Family Resource Center, etc.), including CDBG.	Short	Town/Developer IMACA/First 5
3.E	Pursue additional STIP funding for The Parcel improvements.	Short/Ongoing	Town

	ACTION ITEM	TIMEFRAME	RESPONSIBLE PARTY
4	**Refine Phasing Plan**		
4.A	Work with developer(s) to determine refined phasing plan.	Short/Ongoing	Town/Developer
5	**Refine Mobility Details**		
5.A	Work with ESTA to locate new bus stops, evaluate existing routes and schedules, and develop high quality new route(s) (e.g., express route) through The Parcel that conform to criteria for AHSC and/or other funding eligibility. Consider interim changes that may service the first phase if not a full buildout (e.g., a stop along Laurel Mountain Rd.).	Medium	Town
5.B	Provide ESTA funding to operate the transit route(s) through/around The Parcel.	Long	Town
5.C	Coordinate and/or integrate the plan design with the Mobility Hub Study.	Short	Town
5.D	Determine management strategy for on-street parking, such as a resident parking permit program.	Long	Town
5.E	Determine management strategy for tuck-under parking, such as parking passes or numbered spaces.	Long	Developer
5.F	Work with developer to un-bundle parking for rental units at The Parcel (i.e., the cost of rent will not include a parking space) so that renters without a car are not penalized.	Long	Town
5.G	Acquire secondary access (possibly emergency only) point to Arrowhead Drive if acquisition terms are reasonable and desirable.	Long	Town
6	**Address Ownership Considerations**		
6.A	Determine ownership of future streets/right-of-ways (e.g., Town owned and maintained vs. privately owned).	Short	Town
6.B	Determine ownership of future formal open space (e.g., Town owned and maintained vs. privately owned).	Short	Town/Developer
6.C	Resolve error in The Parcel's property boundary survey.	Medium	Town
6.D	Evaluate ground lease and land trust models for ongoing Town ownership of The Parcel and preservation of affordable housing.	Long	Town/MLH

	ACTION ITEM	TIMEFRAME	RESPONSIBLE PARTY
7	**Conduct Regulatory Amendments and CEQA**		
7.A	Work with developer(s) to determine necessary CEQA analysis and approach (e.g., will Town or developer be the CEQA proponent?).	Short	Town/Developer
7.B	Update the Shady Rest Master Plan and complete CEQA analysis.	Long	Town/Developer
7.C	Subdivide The Parcel to facilitate the first phase(s) of development.	Long	Town/Developer
7.D	Obtain necessary permit approvals to construct the first phase(s) of development (specific permits required will be identified in the updated Shady Rest Master Plan).	Long	Town/Developer
8	**Other**		
8.A	Continue conversations regarding long-term staffing needs and roles with partners such as Mammoth Lakes Housing, Inc. to support substantially more tenant assistance programs and inventory.	Long	Town/MLH
8.B	Determine level of on-site management necessary for each phase after construction is complete.	Long	Town/Developer/MLH

Legend:

Short = January – June 2020

Medium = June – December 2020

Long = 2021

Appendix A

Future Design Considerations

The following items were raised during the Plan The Parcel process and should be considered at future stages of design and development of The Parcel.

- Provide reasonable storage space for each unit in both interior and exterior storage closet/space (bikes, skis, snowboards, paddleboards, wheelchairs, etc.), including secured storage space. Also, consider space for mud rooms and coat closets.
- Provide space for electric bike and vehicle charging.
- Provide space for car and ride sharing.
- Incorporate shared trash/recycling facilities.
- Design entryways to minimize snow shoveling (e.g., ground level entrances with interior access to garage).
- Design individual unit entries, not entries accessed via shared internal hallways. Shared internal hallways are less desirable (e.g., tenants in Aspen Village Apartments must pay for heating and lighting in shared internal hallways).
- Provide on-site management for snow removal and maintenance.
- Consider simple roof lines and metal roofs to address issues with snow shed and ice dams (Aspen Village Apartments roof lines create snow shed and ice dam issues, and the use of heat tape on these roofs was unsuccessful).
- Orient buildings and decks to face south. Aspen Village Apartments face north, which is an issue for maintenance and safety of tenants (e.g., icing issues, snow falling off roofs, etc.).
- Design and locate buildings so snow doesn't shed onto pedestrian areas (e.g., Aspen Village Apartments shed roofs are located two feet from sidewalks, so ice dams will fall onto sidewalks).
- Preserve existing trees as feasible but prioritize solar access and orientation.
- Incorporate new deciduous trees to maximize solar access but select durable trees that can survive well and are low maintenance (e.g., don't drop sap/berries/etc.). Aspen Village Apartments has found that aspen trees don't survive heavy snow seasons well.
- Utilize a lens of Latino Urbanism for design of public spaces, internal and external unit configurations, public art, etc.

- Consider space for a Family Resource Center(s) where one or more non-profits or government entities (e.g., Mono County Social Services) could provide services to residents on-site. Services could include childcare, job search, after school programs for children, mental health, substance abuse, domestic violence services, etc.

- Provide restrooms in formal open space areas.

- Provide seating and benches around trails.

- Consider pets in the design of trails and open spaces.

- Prohibit short-term (transient or nightly) rentals.

- Obtain FHA approval for ownership units during development.

- Adhere to building code requirements for energy efficiency and accessibility features at a minimum.

- If modular construction is used, ensure the construction reflects snow conditions and is of high quality to avoid maintenance issues (e.g., Aspen Village Apartments has issues with drywall buckling, dry rot, and roof icing/snow fall issues). The quality of modular construction has improved (e.g., Manzanita Apartments and Jeffreys Apartments, also constructed with modular, are in better condition than Aspen Village Apartments).

- Ensure that the buildings are not subject to flooding.

- Ensure design addresses rain-on-snow events.

Appendix B

Public Engagement Documentation

- Public Interest Interview Summary Memo
- Workshop 1 Summary Memo (includes presentation, which includes summary of Online Survey 1 Results)
- Spanish Community Meetings Presentation
- Multi-Day Design Workshop
    - Opening Presentation (includes summary of August Online Survey and Map Your Comments Results and Spanish Community Meetings)
    - Informational Boards
    - Activities Information
    - Closing Presentation (includes summary of August Online Survey Results - Design Ideas for Housing at The Parcel)
- Workshop 2 Summary Memo (includes presentation, which includes summary of September Online Survey Results - Design Alternatives)
- Workshop 3 Presentation (includes summary of November/December Online Survey Results)

Public Interest Interview Summary Memo

The Parcel

To: Town of Mammoth Lakes

From: Lisa Wise Consulting, Inc. (LWC)

Date: May 31, 2019

Introduction

On Tuesday and Wednesday, May 7 and 8, 2019, two representatives from Lisa Wise Consulting, Inc. (LWC) conducted in-person interviews with 45 individuals as part of the Conceptual Land Use Planning for The Parcel.

The interviews were the first step in the outreach effort aimed at gathering input from the community to inform the development of a conceptual land use plan for The Parcel.

The public outreach strategy (described in the Public Outreach Plan) includes, but is not limited to:

- Public Interest Interviews
- Engage Mammoth Lakes (Bang the Table)
- Town Council and Planning and Economic Development Commission Workshops
- Charrette

Methodology

Jen Daugherty, Senior Associate, and Spencer Johnson, Associate, conducted 14 interviews with individuals and groups that ranged from one to six respondents. Survey questions were used to guide the interviews and included nine open-ended questions. The questions enabled respondents to drive the interview process and voice their perspective of The Parcel's opportunities, challenges, and future vision. The survey questions are attached as Exhibit A.

Confidentiality builds trust, protects respondents from real or perceived harm, and assures more accurate responses. As such, respondents were informed that interview results would be reported in aggregate, where no comment(s) could be attributed to any individual. The following affiliations were represented:

Small group and one-on-one interviews are an effective way to gather insight that may be difficult in larger group settings.

- Architect
- Business Owner/Group
- Developer/Builder
- Government Agency/District
- Non-Profit Housing Organization
- Major Employer
- Property Manager
- Realtor
- Resident

Summary of Findings

Generally, respondents were prepared, articulate, and deferential in the small group format. The majority of respondents expressed an understanding of The Parcel, its opportunities, and potential development challenges. Opportunities and objectives included providing substantial affordable housing, creating park space, providing child care facilities, preserving natural features, and developing a well-connected and well-integrated community. Challenges included potential community and neighbor opposition and project financing and funding. Also, some respondents voiced uncertainty regarding whether development of The Parcel will be realized.

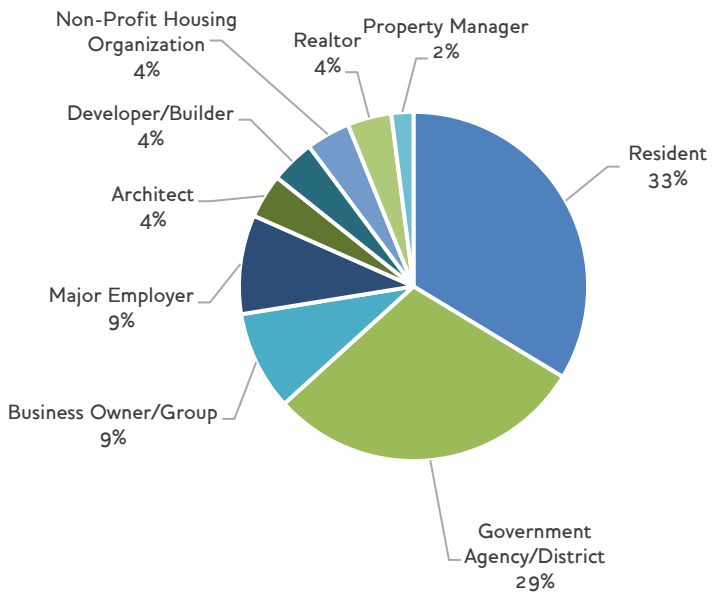
Other feedback included recommendations for improving community outreach strategies, such as hosting outreach events at various times and in diverse locations to ensure comprehensive participation. Respondents were also given the opportunity to provide any additional input, which is summarized at the end of the memo.

The following charts summarize the responses to each question.

Interview Participants

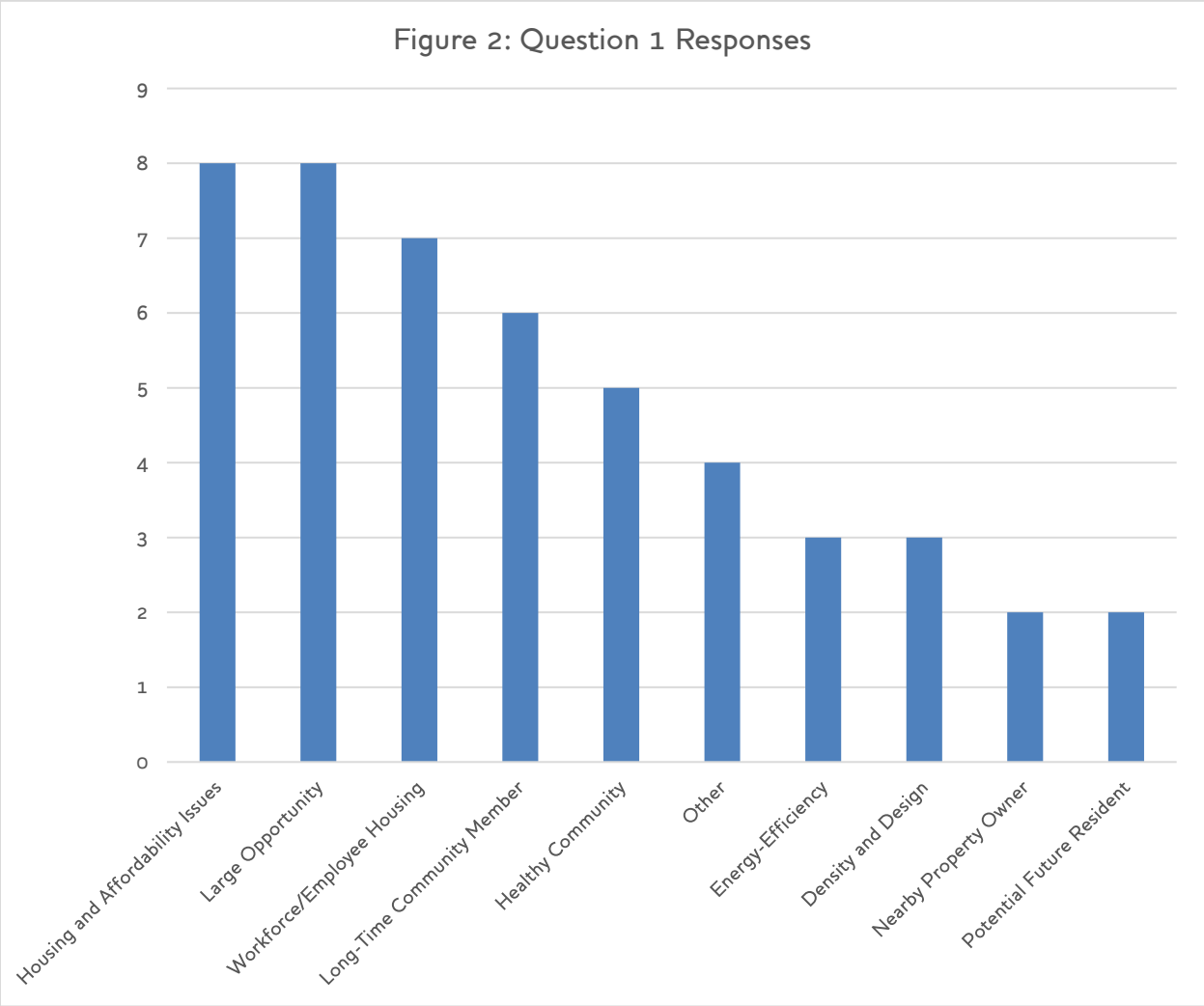
Interview participants were asked to identify their primary affiliation. Figure 1 illustrates the percentage of interview participants by primary affiliation.

Figure 1: Interview Participants



Question 1: What is your interest in The Parcel?

Figure 2 illustrates the responses to the first question: *Other than simply our invitation, what brings you here today? Are you, a relative or a friend a potential future resident, a business looking for housing for staff, or are you simply interested in a healthy Mammoth Lakes Community? As we go through other questions, please be thinking about what you can add to make this a success.*



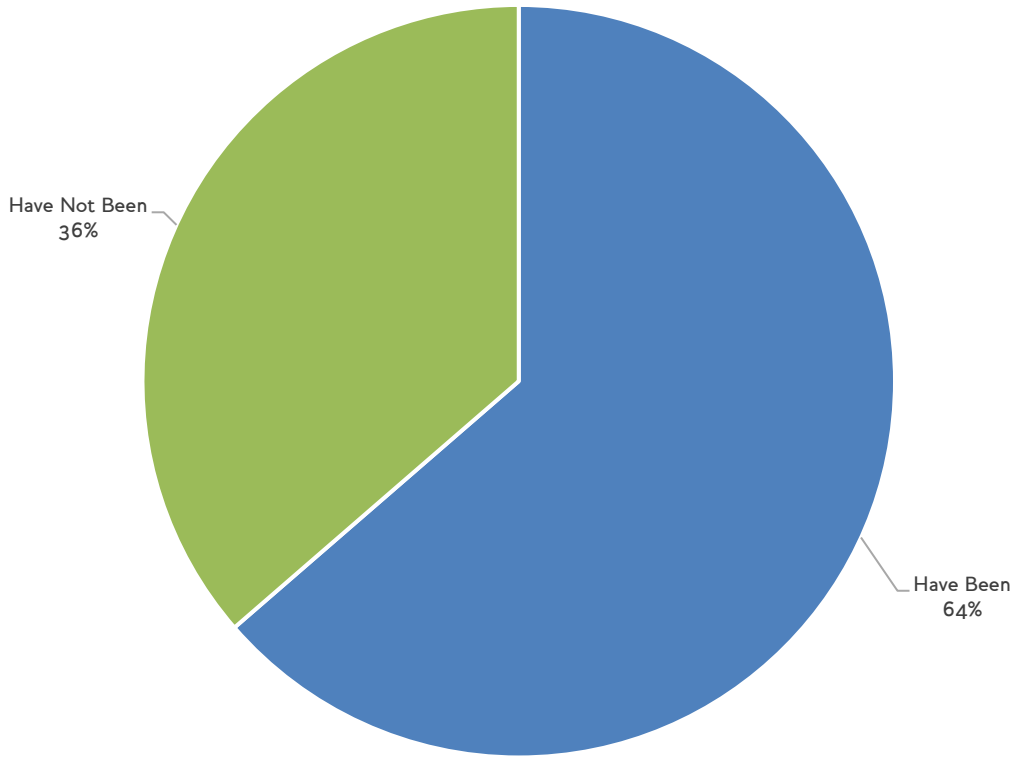
Question 2: If you've been to The Parcel, how did you get there, what did you do, and what were your impressions?

The second question asked: *If you've been to The Parcel, how did you get there, what did you do, and what were your impressions?*

Question 2.1: Have you been to The Parcel?

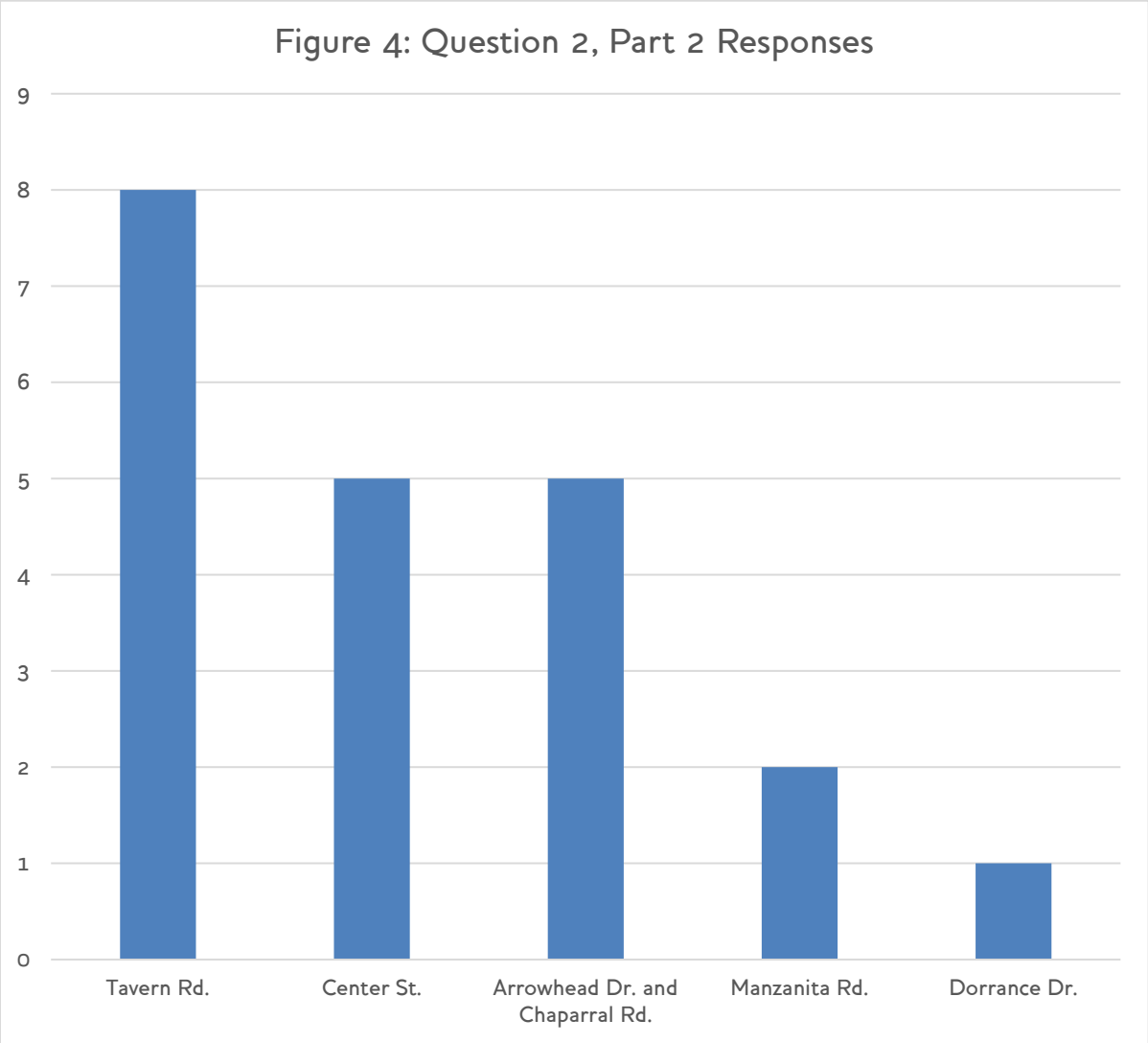
Figure 3 illustrates the responses to the first part of the question: Have you been to The Parcel (note: this was prompted by asking "If you've been to The Parcel…")?

Figure 3: Question 2, Part 1 Responses



Question 2.2: Where did you enter The Parcel?

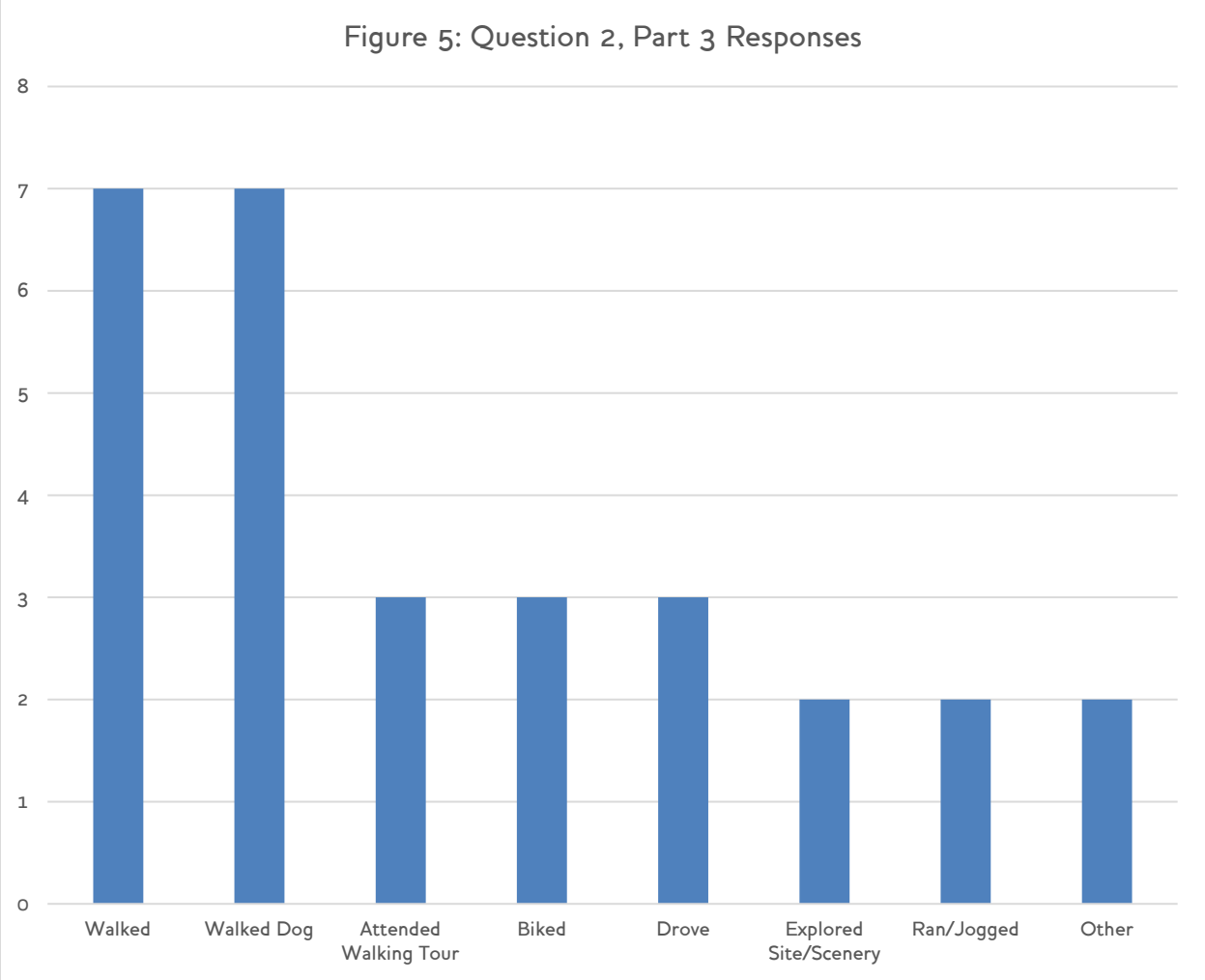
Figure 4 illustrates the responses to the second part of the question: If you've been to The Parcel, how did you get there (i.e., where did you enter the site)?



Note: Respondents who identified they entered the site at Arrowhead Drive, accessed The Parcel through the east portion of the Sherwin View Apartments property (Mammoth Mountain Ski Area housing), west of the Wildflower Condos.

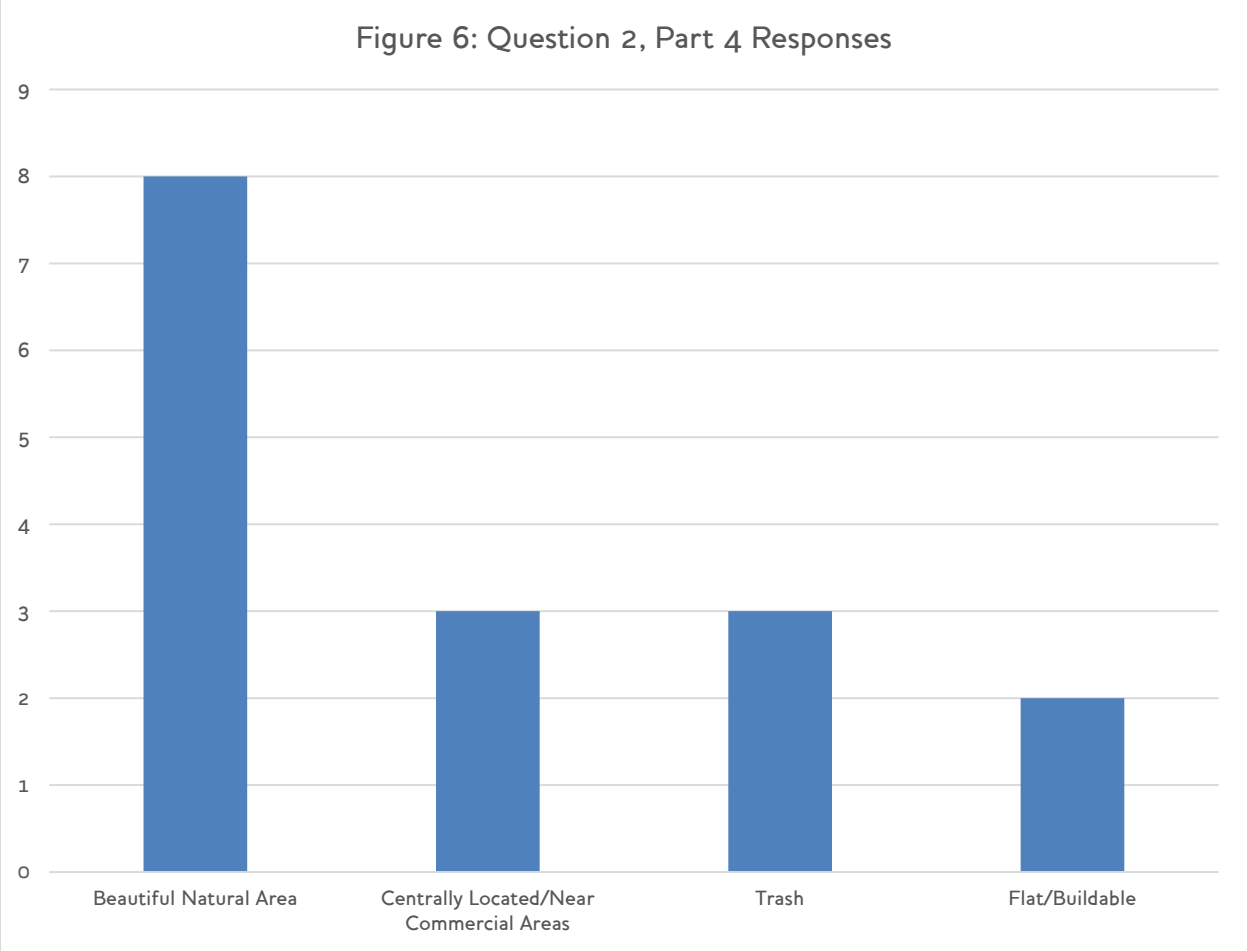
Question 2.3: What mode of transportation did you use and what did you do?

Figure 5 illustrates the responses to the third part of the question: If you've been to The Parcel, how did you get there (i.e., what mode of transportation) and what did you do?



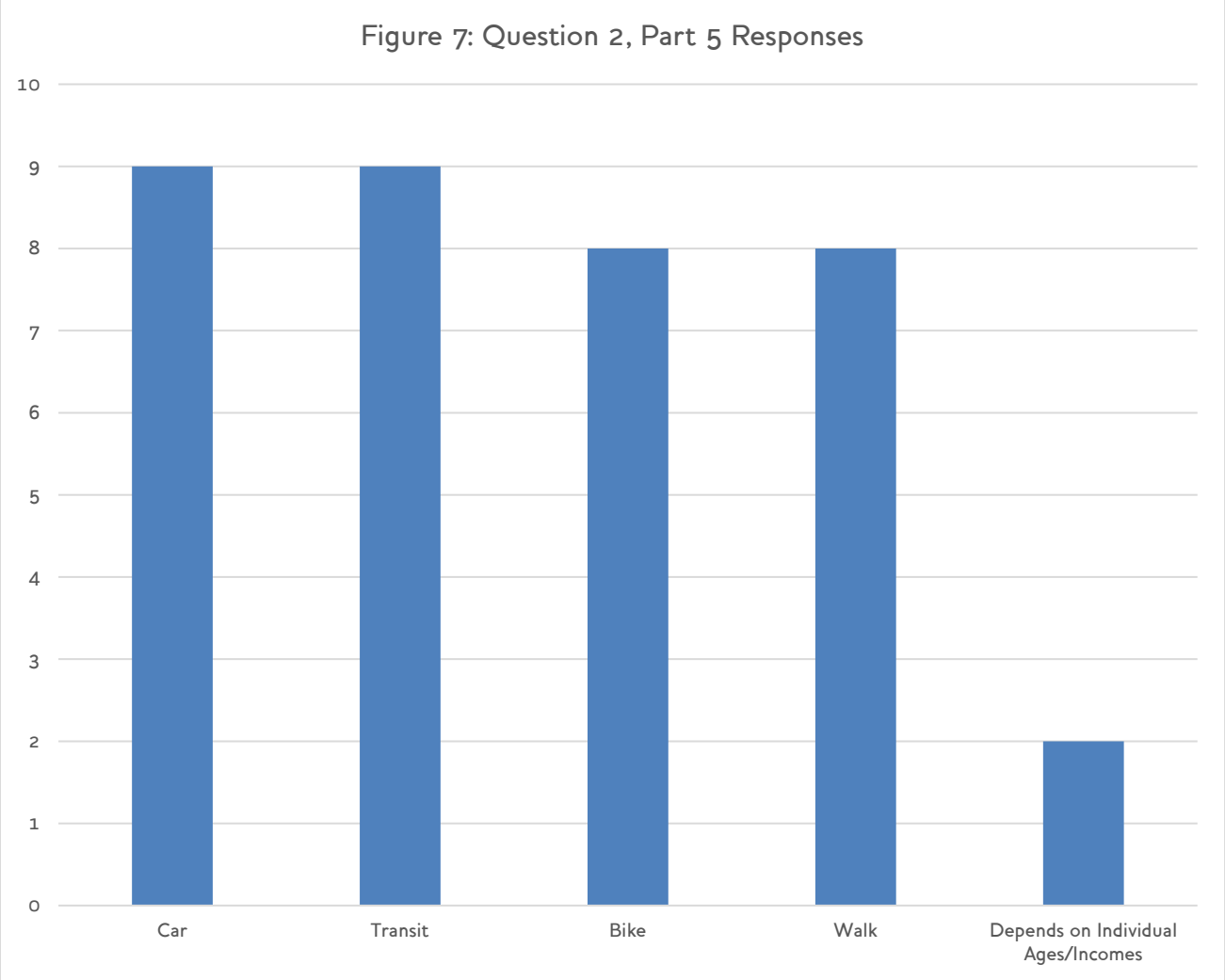
Question 2.4: What were your impressions of The Parcel?

Figure 6 illustrates the responses to the fourth part of the question: If you've been to The Parcel, what were your impressions?



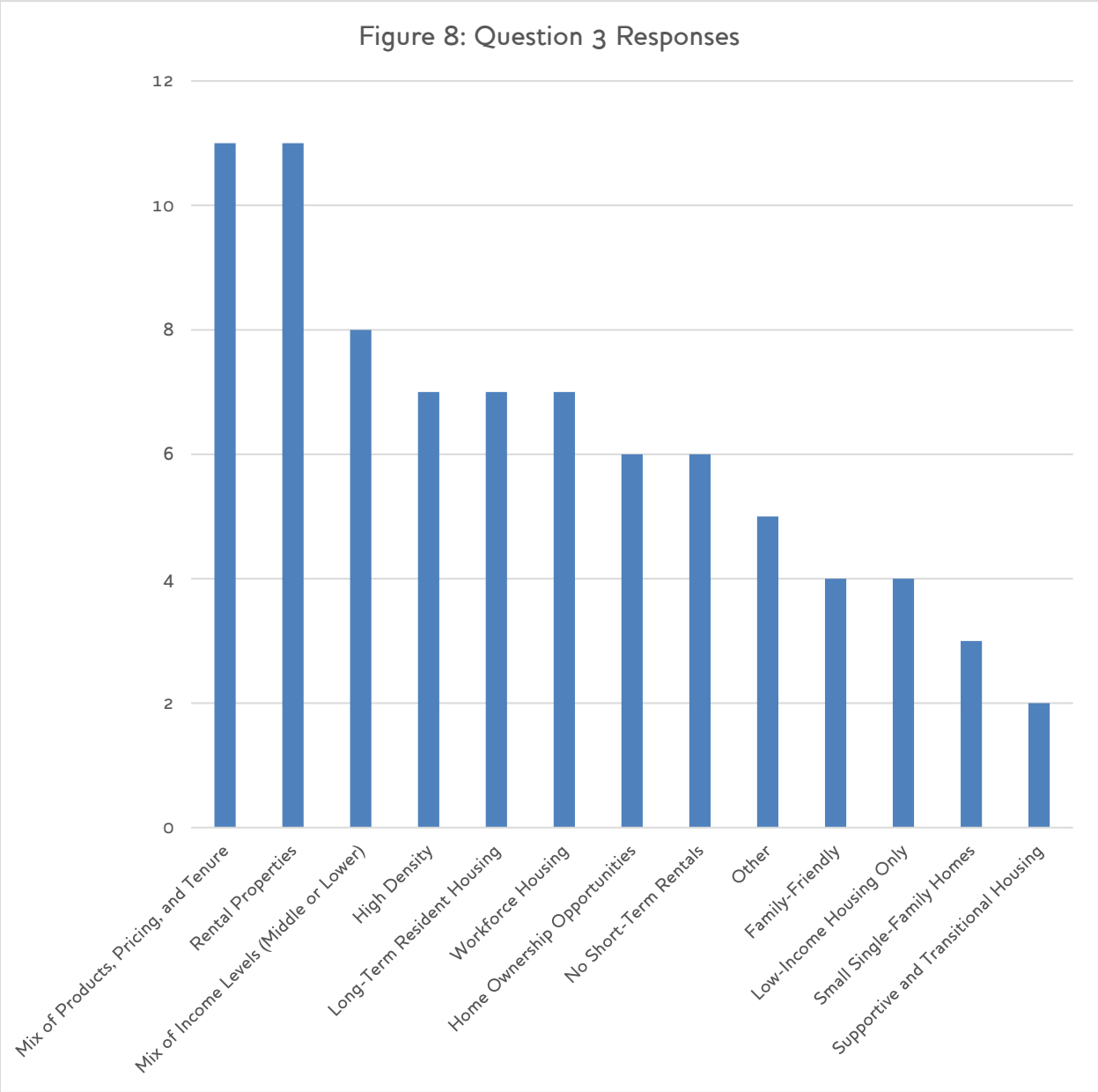
Question 2.5: How do you think future residents will get to and from The Parcel?

Figure 7 illustrates the responses to the fifth part of the question: How do you think future residents and visitors will get to and from The Parcel after it has been developed?



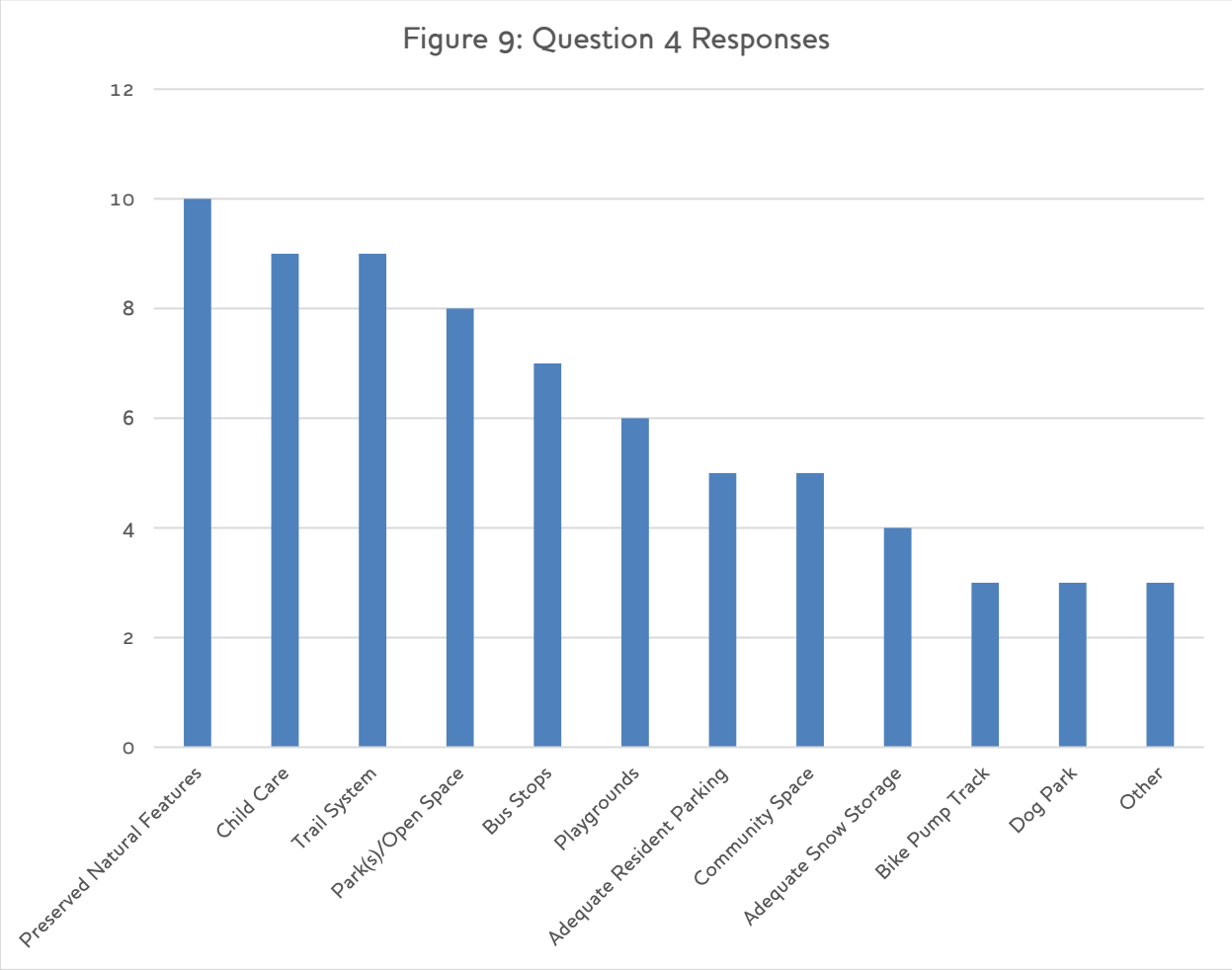
Question 3: What does affordable housing mean to you?

Figure 8 illustrates the responses to the third question: *The Parcel is to be developed for affordable housing – what does that mean to you?*



Question 4: What other uses should be provided on-site?

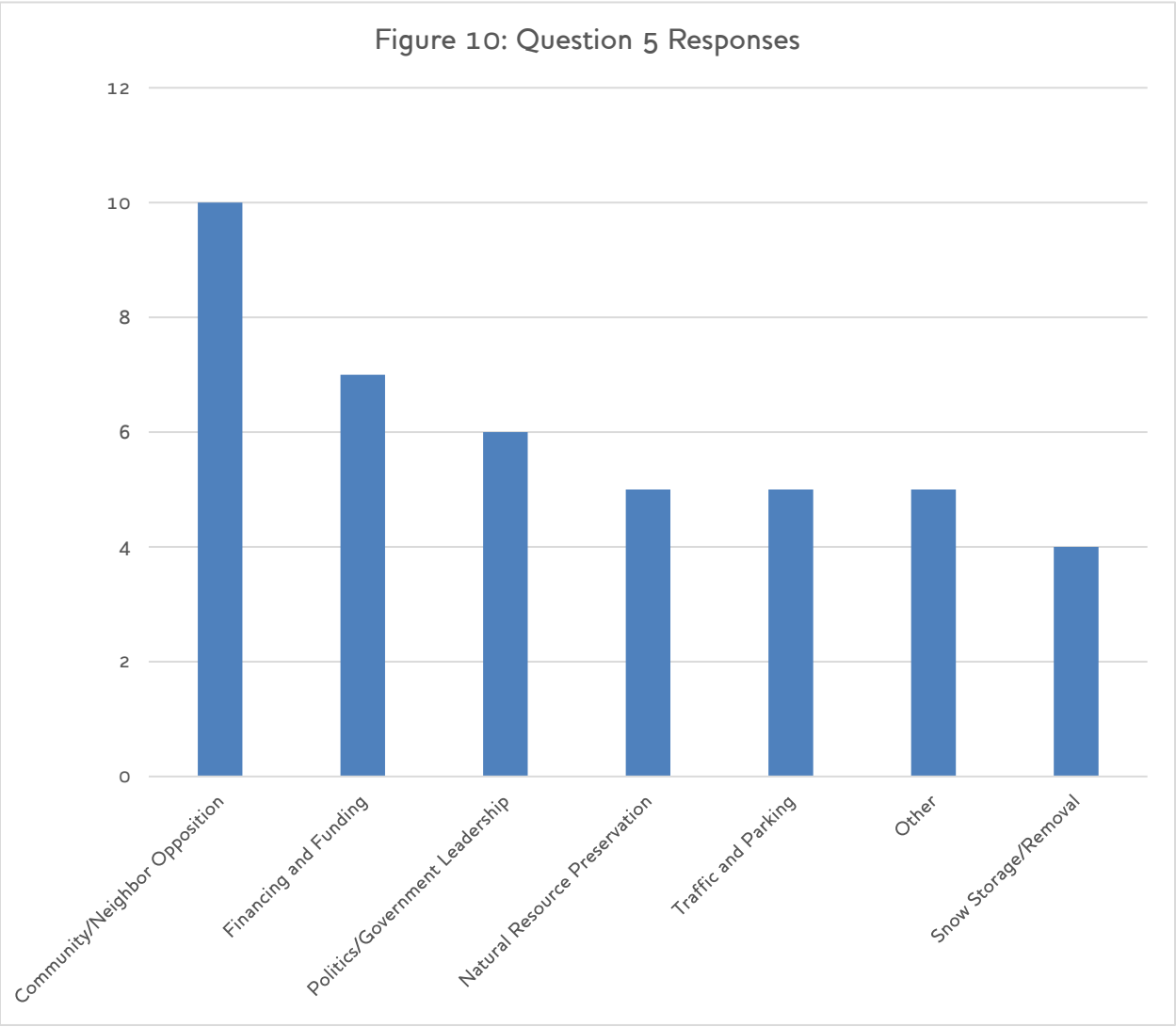
Figure 9 illustrates the responses to the fourth question: *In addition to affordable housing, what other uses should be provided on site – include opportunities, amenities, recreation, neighborhood uses, and ways The Parcel can connect to the rest of the Mammoth Lakes community.*



Question 5: What are the obstacles to developing The Parcel?

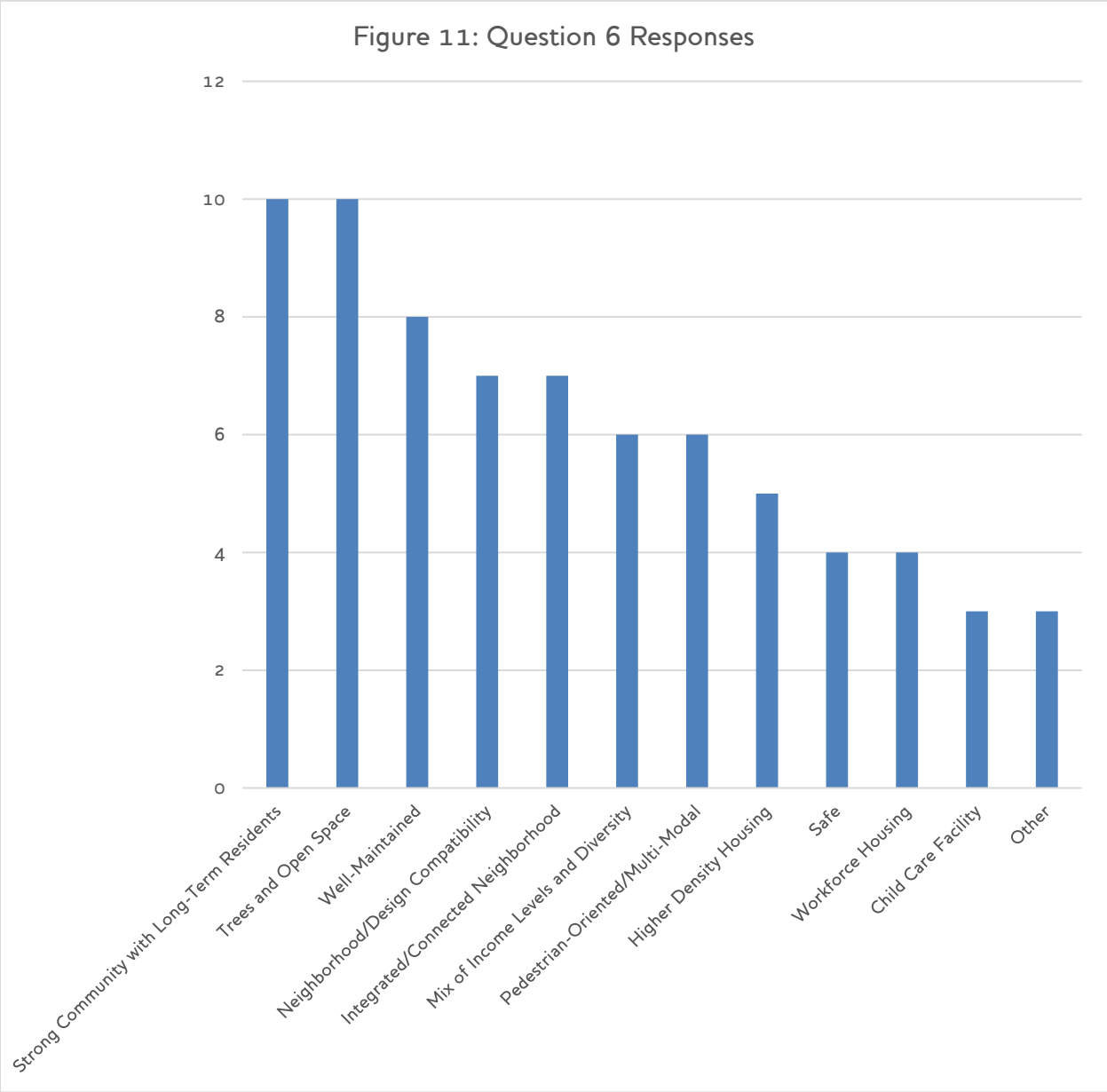
Figure 10 illustrates the responses to the fifth question: *What do you think are some of the hurdles/obstacles we as a community will face in developing The Parcel? What specific concerns do you have?*

Figure 10: Question 5 Responses



Question 6: What is your long-term vision for The Parcel?

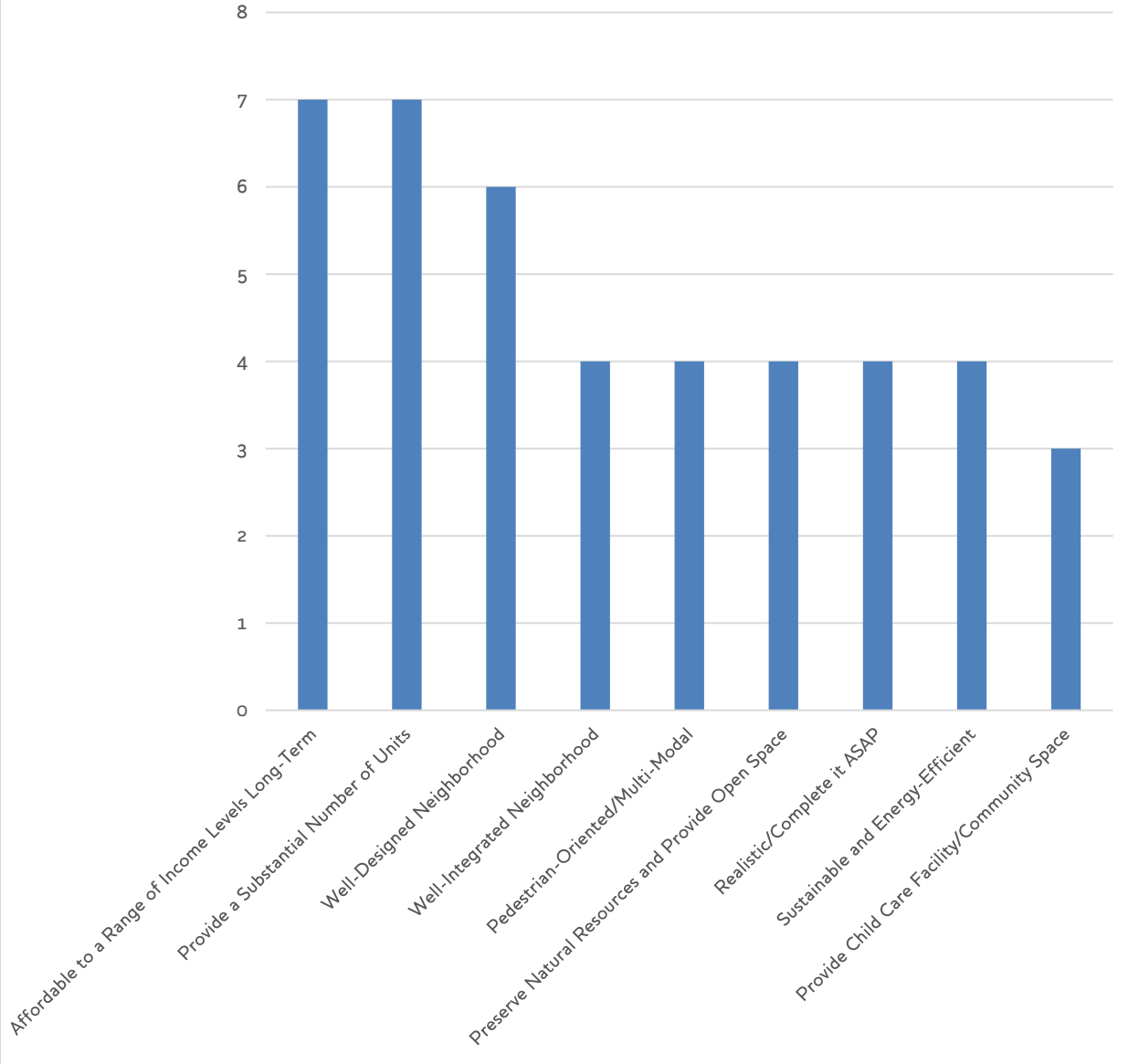
Figure 11 illustrates the responses to the sixth question: *Please picture what you think The Parcel might look like in twenty years – what vision appears in your mind?*



Question 7: What are your three objectives for The Parcel?

Figure 12 illustrates the responses to the seventh question: *Can you describe three broad objectives the community should have for The Parcel?*

Figure 12: Question 7 Responses



Question 8: What are some ideas you have for engaging the community?

Responses to the eighth question are summarized below.

Question 8.1: What other questions do you think we should ask the community?

- Are you interested in being a homeowner?
- What are your current living situation needs?
- What would you change in other affordable housing communities (e.g., Aspen Village)?
- What are your fears related to The Parcel development?
- What AMI (income) levels would be appropriate in The Parcel development?
- Have you struggled to find housing in Mammoth Lakes?
- What tradeoffs are you willing to accept to ensure The Parcel is developed?

Question 8.2: How can we get more potential residents of The Parcel involved in the planning process?

- Consider outreach opportunities during Fourth of July, soccer games, and ESL classes.
- Consider outreach opportunities at the library, schools, churches, and affordable housing complexes (e.g., Aspen Village).
- Incentivize people to attend outreach opportunities - offer food, child care, merchandise, giveaways, etc.
- Consider on-site outreach opportunities (e.g., walking tours, picnics, etc.).
- Consider hosting events at Mammoth Brewing Company or Public House.
- Coordinate with Mammoth Mountain Ski Area (e.g., workforce training/orientation).
- Attend and present at the Contractor's Association and Mammoth Voices luncheons.
- Get feedback from renters interested in home ownership.
- Talk to rental agencies (e.g., Blizzard, Century 21, etc.) and consult rental discussions on Facebook.
- Consider door-knocking in adjacent neighborhoods.
- Encourage employers to allow employees to attend outreach events during business/paid hours.
- Include QR codes on print materials.
- Post flyers/posters town-wide - grocery stores (Vons, Latin Market, etc.), coffee shops, Post Office, and Mammoth Mountain Ski Area.

- Identify and utilize community leaders and project "cheerleaders" or "champions".
- Ensure outreach materials attract attention and create enthusiasm (e.g., headline of "Would you like cheap rent?").
- Broadcast to Latino community consistently and continually.
- Provide hard copies of bilingual online surveys at Mammoth Lakes Housing, Inc.
- Consider hosting a meeting in conjunction with the Mexican Consulate's visit to the Eastern Sierra.
- Broadcast on Channel 51, the radio, or through video clips online.
- Consider the mountain bike team in outreach opportunities.

Question 9: Is there anything else you would like to add?

Responses to the ninth question are summarized below.

- Ensure consistent and proactive messaging and marketing. Transparency is vital.
- Consider opportunities to break down community misconceptions about affordable housing.
- Need to persevere through any economic downturn (e.g., political leadership and commitment to housing and preservation of deed restrictions).
- If there is any risk that ownership deed restrictions could be lost in the future, all units should be rental.
- Ensure the development is realistic and implementable. Include reasonable phasing of development.
- Don't waste many amenities here - focus on housing.
- Do not include any commercial uses on-site.
- The Parcel is used by pedestrians and bicyclists to cut through for various reasons (e.g., work, school, etc.).
- Consider future redevelopment opportunities of surrounding commercial areas (e.g., future orientation of businesses, potential Town acquisition of Center St. and Laurel Mountain Rd. properties).
- Consider relevant case studies (e.g., Breckenridge, Truckee, Boulder, etc.).
- Town needs to maintain ownership of The Parcel and not expect a profit.
- Ensure fire/life safety personnel can be housed in Mammoth Lakes. It's important for the community's safety.
- Many people commute from Bishop and Crowley Lake. It's important for people who work in Mammoth Lakes to live in Mammoth Lakes. It reduces our carbon footprint

- Be innovative, creative, and forward thinking.
- Consider utilizing modular housing construction.
- Consider completing an economic study on wages and affordability levels.
- Talk to major employers about the real number of employees that need housing in Mammoth Lakes.
- Do not fund the development through any additional tax measure (current residents cannot bear a higher tax burden).
- Redistribute Measure A funding from tourism and put toward housing and transit.
- There is a need to provide housing for individuals experiencing homelessness.
- Consider alcohol-free living opportunities.
- Traffic calming is important.
- Would one-way access roads make sense?
- Ensure that design of the wetland area does not impede the housing development timeframe (i.e., mitigation requirements).
- Incentivize increasing density.
- Integrate fiber optic infrastructure.
- Parking facilities should also include storage areas for residents.
- Consider strategies to include historical ties to the site (e.g., Forest Service cabins).
- Consider who would operate an on-site child care facility.
- Second homeowners often oppose new development projects more than long-term residents.

Conclusion

The Town and Consultant Team will consider input from these interviews, as well as additional feedback (e.g., input provided through Engage Mammoth Lakes), to prepare development objectives that will guide preparation of land use concepts for The Parcel. Draft development objectives will be considered by the Town Council and Planning and Economic Development Commission at a joint workshop scheduled for June 26, 2019.

Exhibit A

The Parcel

Public Interest Interview Questions

Interviewee Name(s):

Interviewee(s) Primary Affiliation:

- ☐ Architect
- ☐ Business Owner/Group
- ☐ Developer/Builder
- ☐ Govt Agency/District
- ☐ Housing Organization
- ☐ Major Employer
- ☐ Property Manager
- ☐ Realtor
- ☐ Resident
- ☐ Other_____

Date and Time:

Purpose: To provide the Consultant Team and the Town with greater insight into high priority considerations for The Parcel's conceptual land use planning from various local perspectives.

Voluntary Participation and Confidentiality: Participation in this interview is strictly voluntary. Results will be reported in aggregate form by affiliation; names of interviewees will not be reported.

1. Other than simply our invitation, what brings you here today? Are you, a relative or a friend a potential future resident, a business looking for housing for staff, or are you simply interested in a healthy Mammoth Lakes Community? As we go through other questions, please be thinking about what **You** can add to make this a success.

2. If you've been to The Parcel, how did you get there, what did you do, and what were your impressions?

    a. If you walked, where did you enter/exit the site?

    b. If you drove, where did you park?

    c. If you took transit, what stop did you use?

    d. How do you think future residents and visitors will get to and from The Parcel after it has been developed?

3. The Parcel is to be developed for affordable housing – what does that mean to you?

4. In addition to affordable housing, what other uses should be provided on site - include opportunities, amenities, recreation, neighborhood uses, and ways The Parcel can connect to the rest of the Mammoth Lakes community.

5. What do you think are some of the hurdles/obstacles we as a community will face in developing The Parcel? What specific concerns do you have?

6. Please picture what you think The Parcel might look like in twenty years - What vision appears in your mind?

7. Can you describe three broad objectives the community should have for The Parcel?

8. What other questions do you think we should ask the community?

    a. How can we get more potential residents of The Parcel involved in the Planning Process?

9. Is there anything else you would like to add?

Town of Mammoth Lakes
Plan The Parcel

Workshop 1 – Summary Memo

June 26, 2019 | 3:00 – 5:45 p.m.

Introduction

On Wednesday, June 26, 2019, the Town of Mammoth Lakes (Town) hosted the first of three joint public workshops between the Town Council (Council) and Planning and Economic Development Commission (PEDC) for Plan The Parcel. Workshop 1 is part of a comprehensive public engagement strategy, intended to inform the community about Plan The Parcel and provide many opportunities for community members to voice opinions throughout the process.

The workshop attracted over 30 members of the public, including residents, neighbors, business representatives, and Mammoth Lakes Housing, Inc. staff and board members. Attendees were provided opportunities to raise questions and provide input on draft guiding principles and development objectives for The Parcel. Comment cards were also made available for the public to provide written input; five comment cards were completed and submitted. Input received orally at the workshop and in writing on the comment cards is summarized in this memo.

The meeting was opened by Grady Dutton, Public Works Director, who welcomed attendees, provided opening remarks, and introduced Jen Daugherty, Senior Associate from Lisa Wise Consulting, Inc. (LWC). Jen introduced other members from the consultant team who were in attendance, including Drew Finke from Opticos Design, Inc. and Spencer Johnson from LWC. Jen then presented on the following topics (the presentation, which was provided as a handout at the workshop, is attached as Exhibit A):

- Background
- Plan The Parcel Approach/Process
- What We've Heard So Far (results from the Public Interest Interviews and Online Survey)
- Draft Guiding Principles and Development Objectives

Once the content had been presented, the workshop was opened up for questions and answers on the overall process to-date. Following this, Mayor Cleland Hoff opened up the workshop for discussion, which involved Council, PEDC, and members of the public providing feedback based on the priority scale (see below) on draft guiding principles and development objectives.

Jen concluded the workshop by discussing next steps and upcoming opportunities for the community to get involved. Mayor Hoff then provided a final opportunity for comments from Council, PEDC, and members of the public.

A video record of the workshop can be viewed online at http://mammothlakes.granicus.com/player/clip/870?view_id=4.

Guiding Principles and Development Objectives Summary

The development of guiding principles for The Parcel was included in the Community Housing Action Plan (CHAP) action strategy for conducting a "community process to master plan the site." Based on input received during the Plan The Parcel process to-date, draft guiding principles and development objectives were presented at the workshop for discussion. Guiding principles convey overarching "big picture" community priorities and shared values for The Parcel. Development objectives describe specific design drivers or identify measurable outcomes desired for The Parcel and can help to achieve the guiding principles.

This summary of the draft guiding principles and development objectives discussion is organized in the same order as presented during the workshop. A handout of the draft guiding principles and development objectives was provided during the workshop (attached as Exhibit B).

The discussion was largely based on the following priority scale, which was included in the presentation (Exhibit A):

- "Absolutely a Must"
- Strong Consideration
- Nice to Have
- Not Important/Appropriate
- "No Go"

Input provided during the workshop has been summarized based on which priority level received general consensus (i.e., the priority level identified most frequently during the workshop for each draft guiding principle or development objective).

Guiding Principles

Absolutely a Must. The general consensus was that all draft guiding principles were "absolutely a must." If a draft guiding principle received specific comments or larger discussion, descriptions of the comments have been provided in italics.

- **Provide long-term affordable housing for those who wish to live and work in Mammoth Lakes by addressing a substantial portion of the Mammoth Lakes' current housing need.**
    - *Key point is for the housing to be affordable long-term.*
    - *Don't compromise on livability.*
- **Create a well-designed neighborhood that stands the test of time.**
    - *The residents of the neighborhood should have pride in where they live and keep it well-maintained.*

- *People take care of something that's well built.*

- **Enable housing construction as soon as possible.**
  - *This may not be appropriate as a guiding principle.*
  - *It's generally more important to complete a high-quality product than to construct soon.*
  - *What does "as soon as possible" mean?*

- **Develop a sustainable program for long-term viability, including financial and management requirements.**

Development Objectives

General consensus at the workshop was that the draft development objectives fell into the following priorities: "absolutely a must," "strong consideration," or "nice to have." While some draft development objectives were identified by some individuals as "not important/appropriate" or "no go," there was not general consensus to identify any draft development objective under either of those categories. Comments by those individuals are identified in the summary table below.

Absolutely a Must. General consensus was that several development objectives were "absolutely a must," including objectives for incorporating supportive uses into the design, integrating natural features, and building upon recent planning efforts, among others.

Strong Consideration. General consensus at the workshop was that the majority of development objectives were "strong consideration," including objectives for providing a variety of housing and unit types, enabling a range of mobility options, integrating a network of amenities, and balancing the objectives with a viable development program, among others.

Nice to Have. General consensus was that creating a catalyst for revitalization of surrounding commercial areas would be "nice to have." This was the only development objective identified at this lower priority level.

The table below summarizes the priority level and comments related to each draft development objective. If a draft development objective received specific comments, those comments have been summarized in the "comments" column. Comments were provided by Council, PEDC, and members of the public.

	Draft Development Objective	Consensus Priority Level	Comments
A	Provide quality housing to accommodate households of different ages, sizes, and incomes.		
i	Provide a variety of housing types (e.g., duplex, triplex, townhomes, apartments).	Strong Consideration	Modest single-family houses should be provided.
ii	Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom).	Strong Consideration	-

	Draft Development Objective	Consensus Priority Level	Comments
iii	Provide both rental and ownership products.	Strong Consideration	Don't include for-sale product.
			Including ownership products may allow the project to be viable.
			People are interested in ownership, and ownership products are in very high demand.
			The development objective needs to be clarified regarding market-rate ownership products or deed-restricted ownership products.
			Market-rate ownership products would not be acceptable.
iv	Serve moderate income households and below (≤ 120% AMI[1]); only consider designating a portion for middle income (up to 200% AMI[2]) after assessing financial viability.	Strong Consideration	Concerned about designating a portion for middle income (up to 200% AMI) because then the units are more susceptible to losing deed restrictions.
			Don't think that income levels should be > 120% AMI.
			Use 2017 Needs Assessment.
v	Design for high durability and low-maintenance.	Strong Consideration	Ensure that livability is also considered and prioritized.
B	Provide a range of mobility options and multi-modal connections from The Parcel to community destinations.		
i	Provide safe and intuitive pedestrian and bicycle connections through The Parcel to surrounding areas.	Strong Consideration	Strong support because vehicular traffic should be reduced and transit use encouraged.
ii	Design a multi-modal circulation network that prioritizes pedestrians, bicyclists, and transit.	Strong Consideration	It is important to plan for residents to have at least one car.
			Integrate ebikes and electric charging stations.
iii	Include at least one transit stop.	Strong Consideration	Due to the surrounding transit stops, this may not be necessary.

[1] AMI = Area Median Income. AMIs are determined by the State for each County. A household that earns no more than 120% of the County's AMI is a "moderate income" household. In Mono County, a 2-person household earning up to $78,000 or a 4-person household earning up to $97,000 would be moderate income households (120% AMI).
[2] A household that earns between 120% and 200% of the County's AMI is a "middle income" household. In Mono County, a 2-person household earning up to $129,000 or a 4-person household earning up to $160,000 would be middle income households.

	Draft Development Objective	Consensus Priority Level	Comments
iv	Include traffic calming measures to minimize cut-through traffic and speeding.	Strong Consideration	Ensure surrounding neighborhoods are seamlessly connected to The Parcel development.
			Create a safe neighborhood for children to play outside.
v	Explore parking and traffic management strategies to further encourage alternative travel modes.	Strong Consideration	Add a transit hub as an amenity to The Parcel development.
			Do not add a transit hub to The Parcel development.
			Consider off-site parking and storage opportunities for future residents.
C	Provide an integrated network of amenities and civic and open spaces while striving to make the best use of every square foot of land.		
i	Incorporate supportive uses (such as child care facility) into the design.	Absolutely a Must	Child care should not be provided in The Parcel development.
			Be cautious with the number of other uses/amenities provided onsite – focus on housing.
ii	Include parks and playgrounds.	Strong Consideration	Consider focusing on a trail system (rather than a park(s)) with opportunities/space for playgrounds.
			Consolidate spaces (e.g., parks and child care).
iii	Integrate pet-friendly design.	Strong Consideration	Pets should be allowed in units.
			Do not include a dog park – focus on housing.
iv	Include indoor and outdoor community gathering space(s).	Strong Consideration	Consider including something centrally located on the site that is modest and safe, and could act as snow storage in the winter.
			Do not include community gathering space(s) – focus on housing.
			Do not include parks and playgrounds – focus on housing.
v	Provide parking for residents and guests, but limit the land required for parking, thereby reserving available land for other uses.	Strong Consideration	Parking is one of the most expensive aspects of development – this should be considered when determining project viability.
			Limit amount of parking because of proximity to transit stops.
			Need at least two spaces per unit.

	Draft Development Objective	Consensus Priority Level	Comments
D	Focus on sustainable design concepts.		
i	Integrate natural features (wetlands, trees, and open space) into the neighborhood design.	Absolutely a Must	-
ii	Incorporate sustainable infrastructure and energy-efficient designs.	Absolutely a Must	Consider utilizing solar energy.
iii	Integrate well-planned snow storage areas and accommodate efficient snow management operations.	Absolutely a Must	Utilize the wetland area for snow storage.
iv	Limit the amount of impervious paving, such as surface parking areas.	Strong Consideration	Need more information to determine level of priority. "Limit" is a strong word.
E	Establish a livable neighborhood that supports the Mammoth Lakes community.		
i	Design the site to provide a transition from higher intensity commercial uses to neighboring residential uses.	Strong Consideration	Transition refers to surrounding uses; no commercial zoning on The Parcel.
ii	Utilize human-scale, pedestrian-oriented design to create a safe, welcoming neighborhood.	Strong Consideration	Revise language to eliminate jargon and be clear regarding design principles.
iii	Create a catalyst for revitalization of surrounding commercial areas.	Nice to Have	This is a lofty goal and should not be the focus of The Parcel development.
iv	Build upon the recent efforts of Walk, Bike, Ride and Downtown Revitalization to ensure the new neighborhood becomes an integral part of the greater community.	Absolutely a Must	-
F	Balance guiding principles and development objectives with a viable development program.		
i	Prepare an overall program for development and management that implements development objectives a. through e., to the extent feasible, while achieving long-term viability.	Strong Consideration	-
ii	Accommodate densities and design features necessary to qualify for essential funding.	Strong Consideration	-

	Draft Development Objective	Consensus Priority Level	Comments
iii	Consider regulatory actions that would be necessary to implement the development program.	Strong Consideration	It may be too early in the process to consider this.
			This is too vague.
			Concerned about allowing higher density and decreased setbacks.
iv	Consider economic factors, including those related to potential investors, affordable housing developers, and future residents.	Strong Consideration	-
v	Develop a phasing plan that reflects market conditions and encourages construction to begin as early as practical.	Strong Consideration	It is important to find a way to provide housing quickly.

Other Comments

Throughout the workshop, Council, PEDC, and members of the public voiced other comments. As mentioned above, comments were also gathered via comment cards, which allowed members of the public to provide written feedback and submit it at the end of the workshop. All other comments have been summarized below, organized in three sections (Public Outreach, Design, and Other) for clarity. For additional comments from Councilmember Kirk Stapp, see Exhibit C.

Public Outreach

- It would be beneficial to review the demographic data of the online survey respondents.
- Ensure the Mammoth Lakes Housing, Inc. Board is involved.
- Ensure a broad cross-section of workforce and permanent residents is engaged in outreach opportunities.
- Spanish speakers should be available at Plan The Parcel informational tables.
- Consider providing examples that complement/supplement the development objectives so that they are more understandable to the general public.
- Consider discussing project assumptions at the beginning of future presentations to make sure everyone is on the same page/informed to appropriately respond.
- Generally concerned about the process and if it's comprehensive enough to allow the Council to make informed decisions in the future.
- Online survey results should be reviewed in consideration of the 2017 Needs Assessment.
- Terms used throughout the process should match terms used in the CHAP.

- Eliminate jargon and ensure verbiage is easy to understand.

Design

- When considering density, it's important to base calculations on the overall need for housing versus the available land.
- Previous site plans should be considered.
- Focus on housing (needs) over amenities (wants).
- It would be helpful to determine the unit count and have more information related to design.
- 21 of the 25 acres are developable, and 16 units per acre is considered an appropriate maximum by Mammoth Lakes Housing, Inc. considering snow storage and parking.
- Preserve as many existing trees on the site as possible.
- The wetlands should be an amenity to a future high-density community.
- It's important to maintain a high-level of mountain-oriented design.
- Do not construct condominiums behind existing single-family houses on Shady Rest Road.
- Use available land and space strategically.

Other

- Ensure that funding tools are analyzed thoroughly.
- It's challenging to approach this project as a blank slate when other planning and regulatory efforts have defined the site with certain parameters.
- Need to find ways to break down the "not-in-my-backyard" stigma – this will be a very beneficial project for the Town.
- Consider the impact of SB 35[3] on the planning effort. It's important to consider that this project will be impacted by State and Federal law in addition to local community feedback.
- Need to consider future technologies (e.g., smart homes, etc.) and trends.
- The Town should remove existing slash piles onsite to decrease fire risk.

[3] Senate Bill (SB) 35 was part of the State's 2017 Housing Package and creates streamlined approval for certain affordable projects. In Mammoth Lakes, SB 35 streamlining applies to projects with at least 50% of units affordable to lower income households. These projects would only be subject to objective zoning and design standards, but would have to use prevailing wage to qualify.

Conclusion

The community input gathered at Workshop 1 will inform how the draft guiding principles and development objectives should be revised to more accurately represent the community's vision for The Parcel, building upon feedback gained throughout the Public Interest Interviews and Online Survey. The revised guiding principles and development objectives will be made available with rough preliminary concepts for community input online (Engage Mammoth Lakes), anticipated for late July 2019. The revised guiding principles and development objectives will also inform the plan alternatives prepared during the Multi-Day Design Workshop, which is occurring August 20 – 23, 2019.

Exhibits

Exhibit A: Workshop 1 Presentation

Exhibit B: Workshop 1 Draft Guiding Principles and Development Objectives Handout

Exhibit C: Comments from Councilmember Kirk Stapp

Exhibit D: Workshop 1 Staff Report

Plan The Parcel!

Planning and Economic Development Commission + Town Council Workshop 1

June 26, 2019

Exhibit A

Overview and Expectations

- **Welcome**
- **Working Statement:** Work with the Mammoth Lakes Community to plan, design, and implement a Program for The Parcel that will provide long-term opportunities for affordable housing for the Community as a whole
- **Workshop Focus:** The Pre-Development Planning Process: "Plan The Parcel"
- **The Parcel Team:** LWC and Town Staff Roles
- **Comments received today will inform the next step**

Agenda

1 Introduce Consultant Team

2 Background

3 Plan The Parcel Approach/Process

4 What We've Heard So Far

5 Guiding Principles and Development Objectives

6 Questions and Discussion

7 Wrap Up and What's Next

Purpose

Receive input, direction, and broad consensus on draft Guiding Principles and Development Objectives

Introduction

Consultant Team

triad/holmes associates
civil engineering
land surveying

Mammoth Lakes
CALIFORNIA

KEYSER MARSTON ASSOCIATES

Financial Feasibility

LWC

Project Management, Community Engagement,
and Conceptual Land Use Package

760-934-4740
MAMMOTH LAKES HOUSING, INC.

Katharine Allen
(Translation Services)

OPTICOS

Urban Design

CRABTREE GROUP INC.
ENGINEERING SMART GROWTH™

Civil Engineering

NOVIN DEVELOPMENT

Affordable Housing Expertise

Consultant Team

Lisa Wise Consulting, Inc. (LWC)


Lisa Wise, AICP


Jen Daugherty, AICP – Project Manager


Spencer Johnson, CNU-A

Opticos Design, Inc.


Stefan Pellegrini, RA, AICP, LEED AP


Drew Finke


Beth Cichon

Crabtree Group, Inc.


Paul Crabtree, PE, CNU-A, ASCE

Novin Development Corp.


Iman Novin

Background

Community Housing Action Plan (CHAP)

Mammoth Lakes Community Housing Action Plan
Live, Work, Thrive!

November 2017



Prepared by:

Wendy Sullivan, WSW Consulting
San Anselmo, CA
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In Partner With:
Melanie Rees, Rees Consulting, Inc.
Willa Williford, Williford, LLC
Christine Walker, Navigate, LLC
Steve Frisch, Sierra Business Council

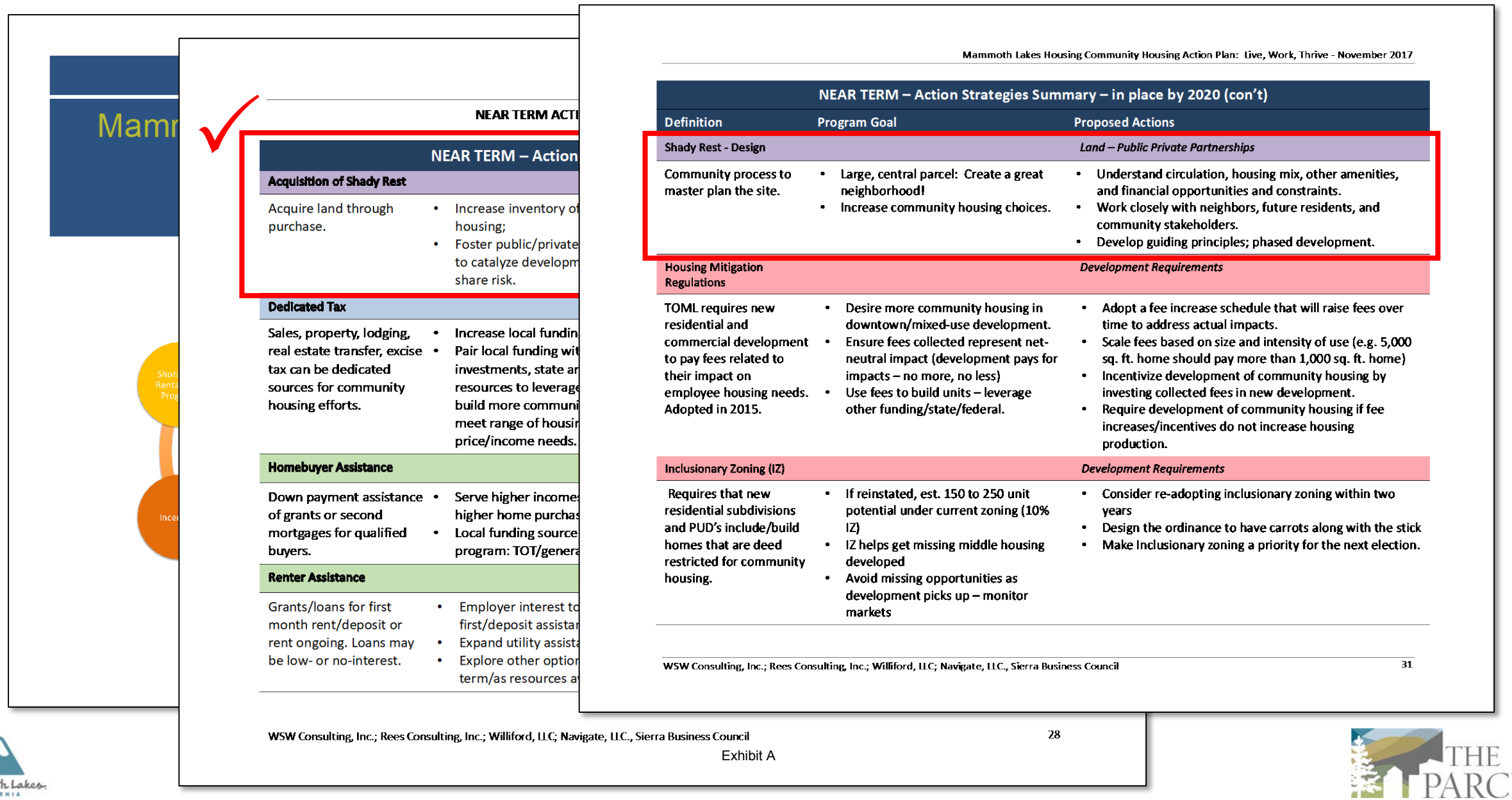
Community Housing Action Plan (CHAP)

NEAR TERM ACTION STRATEGIES – In place by the end of 2020

NEAR TERM – Action Strategies Summary – in place by 2020 (con't)		
Acquisition of Shady Rest		***Land – Public Private Partnerships***
Acquire land through purchase.	• Increase inventory of community housing; • Foster public/private partnerships to catalyze development and share risk.	• Await outcome of Shady Rest discussions • Pursue master planning process of Shady Rest, if applicable
Dedicated Tax		***Funding***
Sales, property, lodging, real estate transfer, excise tax can be dedicated sources for community housing efforts.	• Increase local funding for housing • Pair local funding with private investments, state and federal resources to leverage monies; build more community housing; meet range of housing price/income needs.	• Run a 2018 ballot initiative for 2% of current 13% TOT to be dedicated into a Housing Fund. • Consider also seeking a 1% increase in TOT on the 2018 ballot measure. • Develop staff, capacity, project plan to market with the funding request. • Consider discretionary 2% TOT allocation in the interim.
Homebuyer Assistance		***Housing Programs***
Down payment assistance of grants or second mortgages for qualified buyers.	• Serve higher incomes; allow higher home purchase prices • Local funding source to expand program: TOT/general fund likely	• Build upon existing program through MLH • Seek local funding to serve more moderate and middle income households: up to 200% AMI • Work with employers to assist employees
Renter Assistance		***Housing Programs***
Grants/loans for first month rent/deposit or rent ongoing. Loans may be low- or no-interest.	• Employer interest to develop first/deposit assistance program • Expand utility assistance program • Explore other options over longer term/as resources available	• Develop a model policy for employers to provide first and deposit re-paid through payroll deduction • Work with MMSA on pilot project • Explore rent assistance for the broader community with public funding over longer term

Exhibit A

Community Housing Action Plan (CHAP)



Mamm

NEAR TERM ACTI

NEAR TERM – Action	
Acquisition of Shady Rest	
Acquire land through purchase.	• Increase inventory of housing; • Foster public/private to catalyze developm share risk.
Dedicated Tax	
Sales, property, lodging, real estate transfer, excise tax can be dedicated sources for community housing efforts.	• Increase local fundin • Pair local funding wit investments, state ar resources to leverage build more communi meet range of housir price/income needs.
Homebuyer Assistance	
Down payment assistance of grants or second mortgages for qualified buyers.	• Serve higher income higher home purchas • Local funding source program: TOT/genera
Renter Assistance	
Grants/loans for first month rent/deposit or rent ongoing. Loans may be low- or no-interest.	• Employer interest to first/deposit assistar • Expand utility assista • Explore other optior term/as resources a

WSW Consulting, Inc.; Rees Consulting, Inc.; Williford, LLC; Navigate, LLC., Sierra Business Council 28

Mammoth Lakes Housing Community Housing Action Plan: Live, Work, Thrive - November 2017

NEAR TERM – Action Strategies Summary – in place by 2020 (con't)		
Definition	**Program Goal**	**Proposed Actions**
Shady Rest - Design		*Land – Public Private Partnerships*
Community process to master plan the site.	• Large, central parcel: Create a great neighborhood! • Increase community housing choices.	• Understand circulation, housing mix, other amenities, and financial opportunities and constraints. • Work closely with neighbors, future residents, and community stakeholders. • Develop guiding principles; phased development.
Housing Mitigation Regulations		*Development Requirements*
TOML requires new residential and commercial development to pay fees related to their impact on employee housing needs. Adopted in 2015.	• Desire more community housing in downtown/mixed-use development. • Ensure fees collected represent net-neutral impact (development pays for impacts – no more, no less) • Use fees to build units – leverage other funding/state/federal.	• Adopt a fee increase schedule that will raise fees over time to address actual impacts. • Scale fees based on size and intensity of use (e.g. 5,000 sq. ft. home should pay more than 1,000 sq. ft. home) • Incentivize development of community housing by investing collected fees in new development. • Require development of community housing if fee increases/incentives do not increase housing production.
Inclusionary Zoning (IZ)		*Development Requirements*
Requires that new residential subdivisions and PUD's include/build homes that are deed restricted for community housing.	• If reinstated, est. 150 to 250 unit potential under current zoning (10% IZ) • IZ helps get missing middle housing developed • Avoid missing opportunities as development picks up – monitor markets	• Consider re-adopting inclusionary zoning within two years • Design the ordinance to have carrots along with the stick • Make Inclusionary zoning a priority for the next election.

WSW Consulting, Inc.; Rees Consulting, Inc.; Williford, LLC; Navigate, LLC., Sierra Business Council 31

Exhibit A

Mammoth Lakes CALIFORNIA

THE PARCEL

Community Housing Action Plan (CHAP)

Needs Assessment

Distribution of Needed Community Ownership Housing by AMI

Income Level	MAXIMUM Affordable Purchase Price	Ownership Distribution	Units
<=60% AMI	Under $162,000	12%	33
60-80% AMI	$213,000	7%	19
80-120% AMI	$325,000	25%	69
120-150% AMI	$406,000	20%	55
150-200% AMI	$541,000	21%	58
>200% AMI	Over $541,000	16%	44
TOTAL	-	275	Approx. 275

NOTE: Shading indicates where there is a shortage of housing supply for residents and the workforce. Units provided in the lighter shade price point should be move-up housing for families, preferably offering three-bedrooms and garages.

Distribution of Needed Community Rental Housing by AMI

Income Level	Maximum Affordable Housing Payment	Rental Distribution	Units
<=60% AMI	$1,035	35%	112
60-80% AMI	$1,360	16%	51
80-100% AMI	$1,725	12%	38
100-120% AMI	$2,070	9%	29
>120% AMI	Over $2,070	28%	90
TOTAL	-	320	320

NOTE: Shading indicates where there is a shortage of housing supply for residents and the workforce.

The Parcel Planning Background

- **Master Plan**
  - 1991 (28 years old)
  - Land exchange/mitigation (Gateway SP)
  - 1996 voter initiative defeated
  - 172 units (120 very low/low income, 52 moderate income for-sale, park)
- **Affordable Housing Overlay**
- **General Plan**
  - A livable in-town neighborhood for the workforce
- **Downtown Neighborhood District Plan (2010)**
  - Mix of housing types (single-family, duplex, triplex, townhouse, apartments)
  - Mix of affordability (below-market rate and market rate)
  - One or more neighborhood parks



Exhibit A

Relevant Planning Efforts

- **Walk, Bike, Ride**
  - Complete streets
  - Shift from auto-dominated system
- **Downtown Revitalization**
  - Flexible workforce housing solutions
  - Missing Middle Housing
- **Resilient Mammoth Lakes**
  - Safety Element Update
  - Adaptation Strategy



Housing Planning and Programs

- **Housing Element Update (draft)**
  - RHNA
- **State Law and Programs**
  - Density bonus law
  - SB 35
  - Funding criteria (AHSC, AB 73)
- **Federal Law and Programs**
  - Tax reform
  - HUD rules

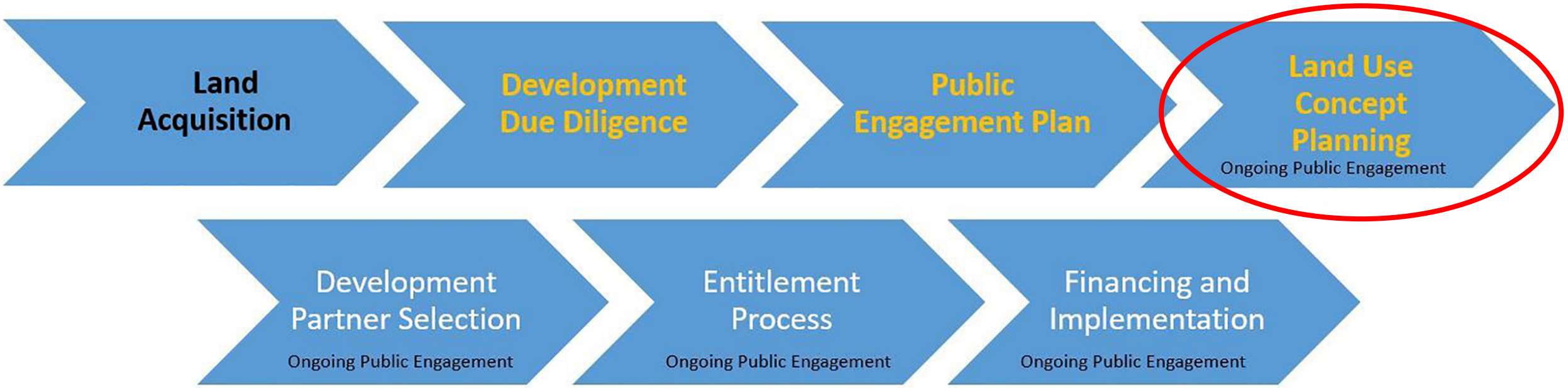
Table 2-32 Mammoth Lakes Regional Housing Need Allocation by Income Group

	Current Allocation 2018 to 2027[a]		Past Allocation 2014 to 2019	
Income Group	**Number**	**Percent**	**Number**	**Percent**
Extremely Low[a]	13	8.4%	8	10.8%
Very Low[a]	13	8.4%	9	12.2%
Low	30	19.4%	12	16.2%
Moderate	34	21.9%	14	18.9%
Above Moderate	65	41.3%	31	41.9%
Total	**155**	**100.0%**	**74**	**100.0%**

[a] Mammoth Lakes estimate presumes 50 percent of the 26 (13) very low-income households qualify as extremely low-income households.
Source: HCD Housing Element data packet Table 21 (5th Cycle RHNA, 2019-2024).

Plan The Parcel Approach/Process

Process


Land Acquisition
Development Due Diligence
Public Engagement Plan
Land Use Concept Planning
Ongoing Public Engagement
Development Partner Selection
Ongoing Public Engagement
Entitlement Process
Ongoing Public Engagement
Financing and Implementation
Ongoing Public Engagement

Process

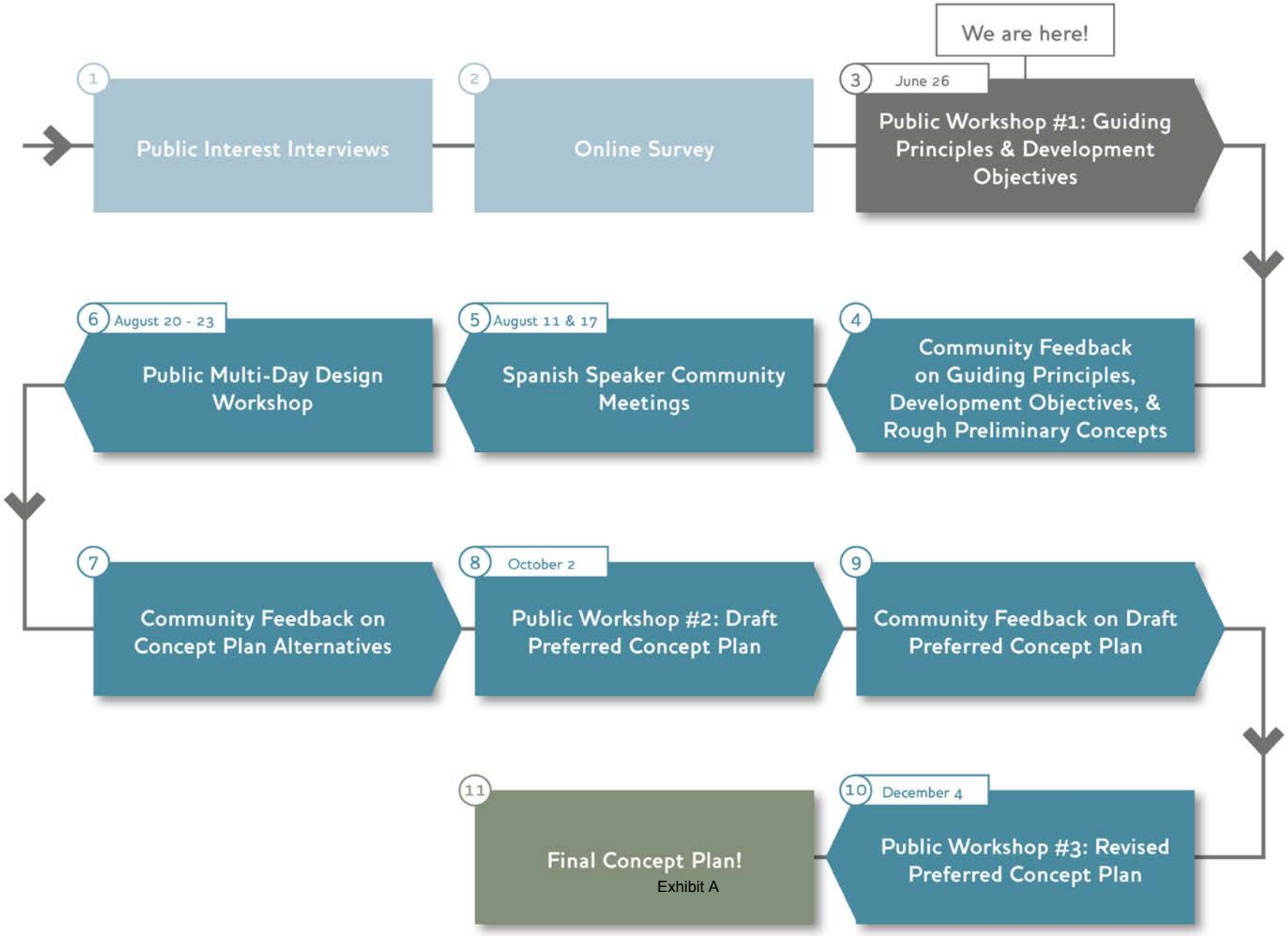


Exhibit A

Mammoth Lakes CALIFORNIA

THE PARCEL

What We've Heard So Far

Public Interest Interviews

45 interviewees

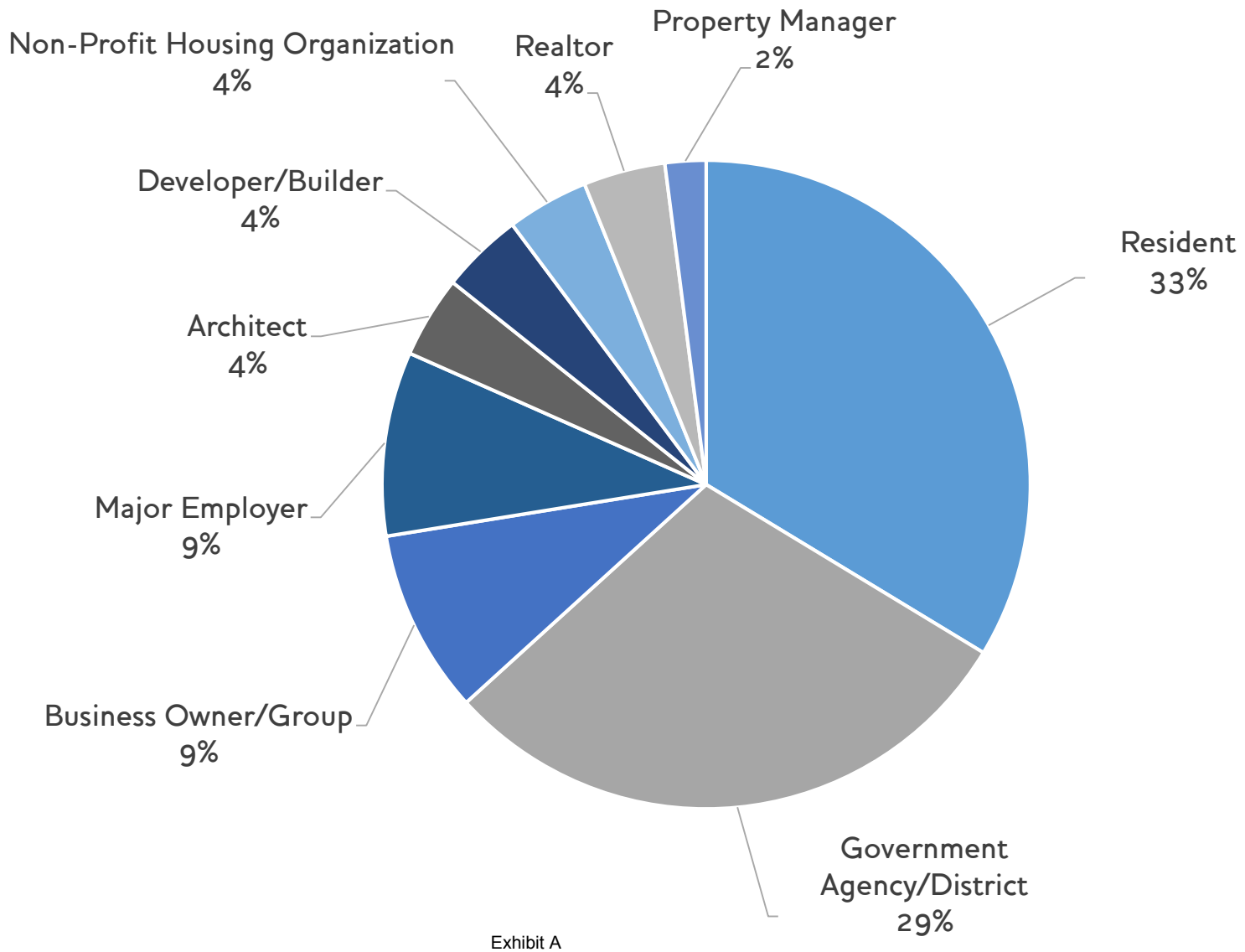
14 small group interviews

Conducted over 2 days

- Small group setting – effective way to gather insight that may be difficult in larger setting
- Confidentiality builds trust and assures more accurate responses
- Open-ended questions

Public Interest Interviews

Interview Participants



Public Interest Interviews

What is your interest in The Parcel?

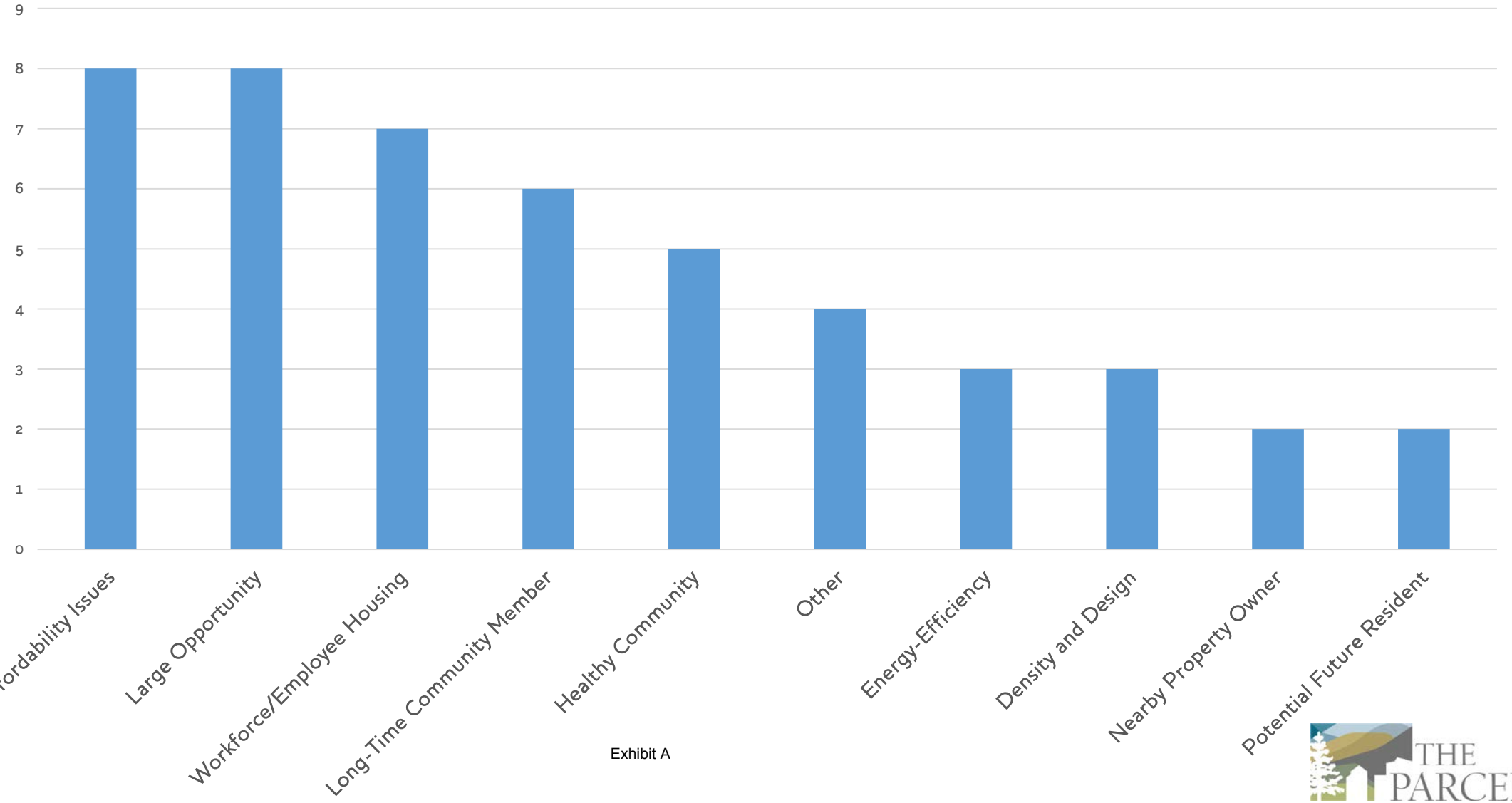


Exhibit A

Public Interest Interviews

Have you been to The Parcel?

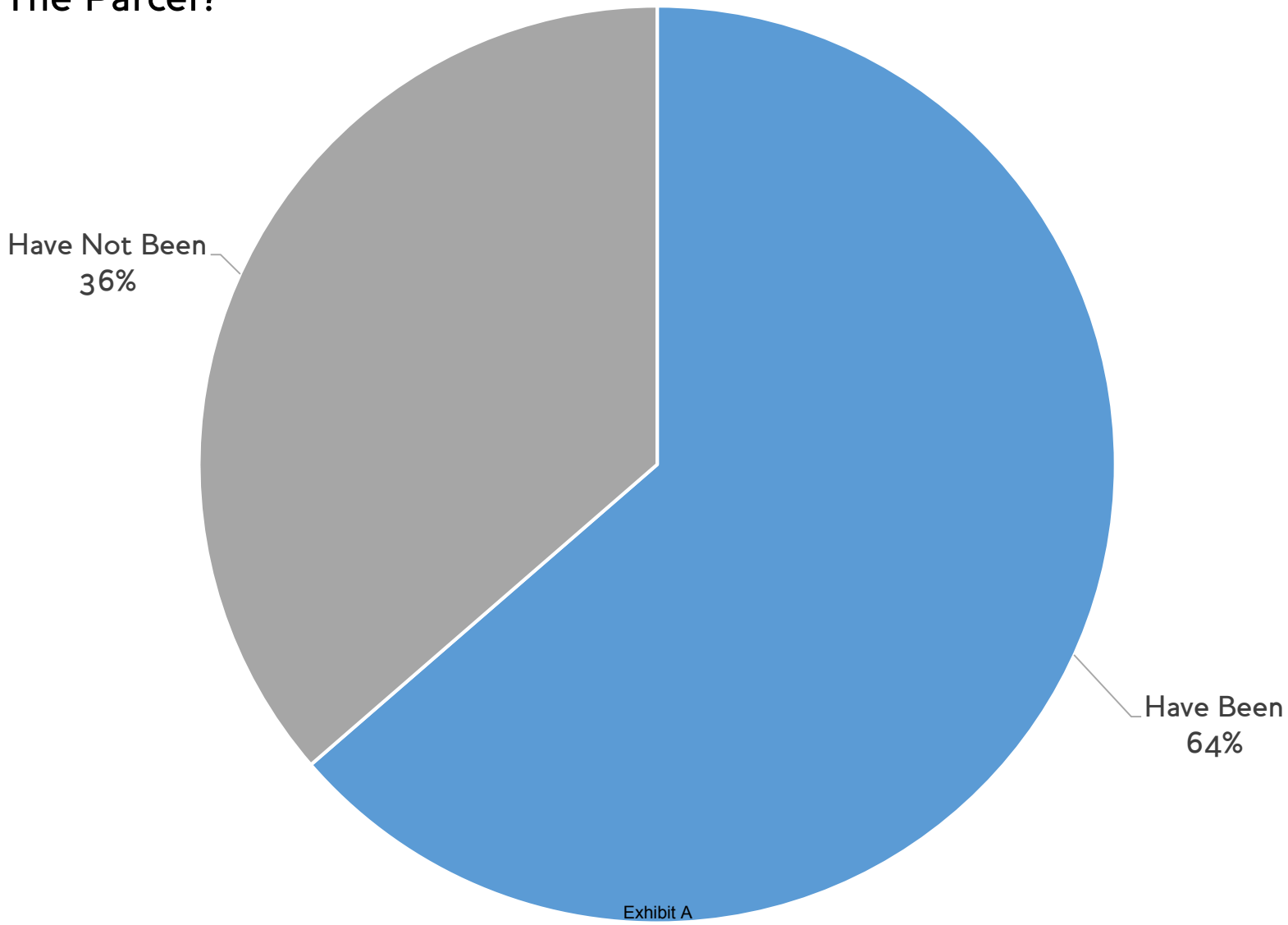
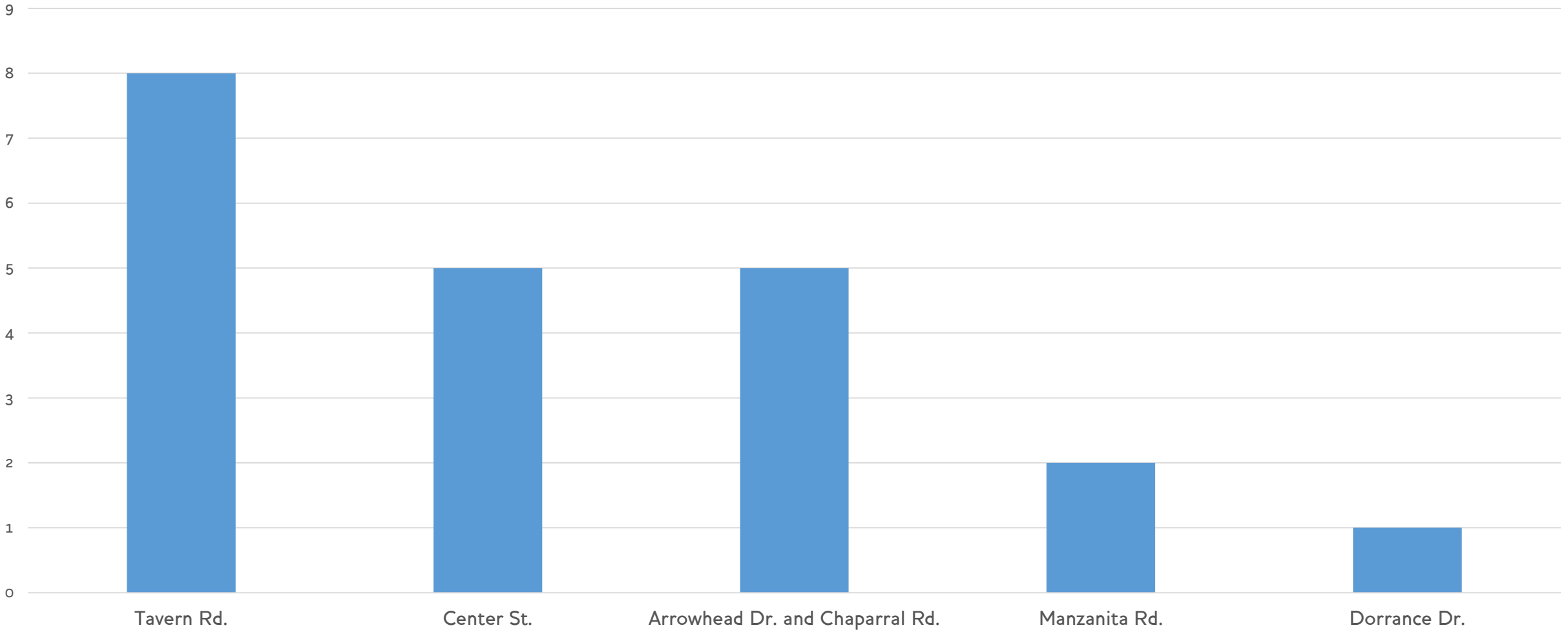


Exhibit A

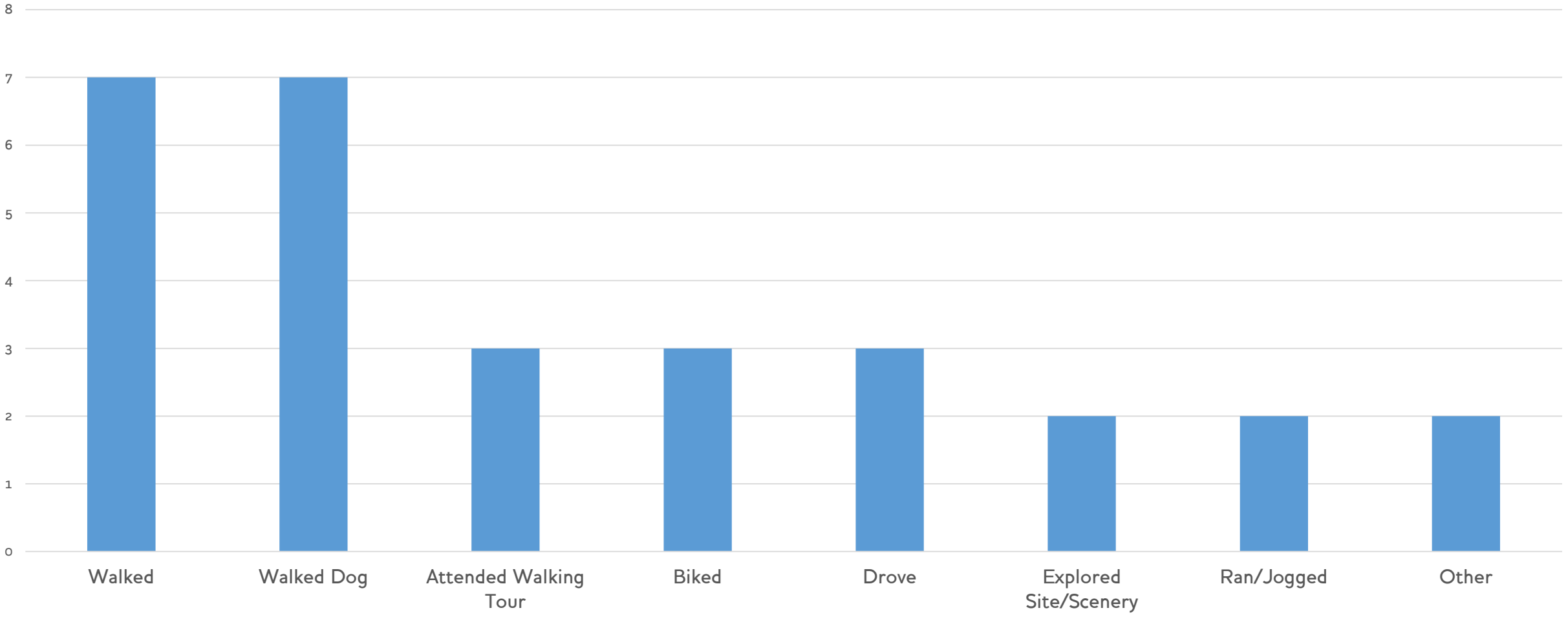
Public Interest Interviews

Where did you enter The Parcel?



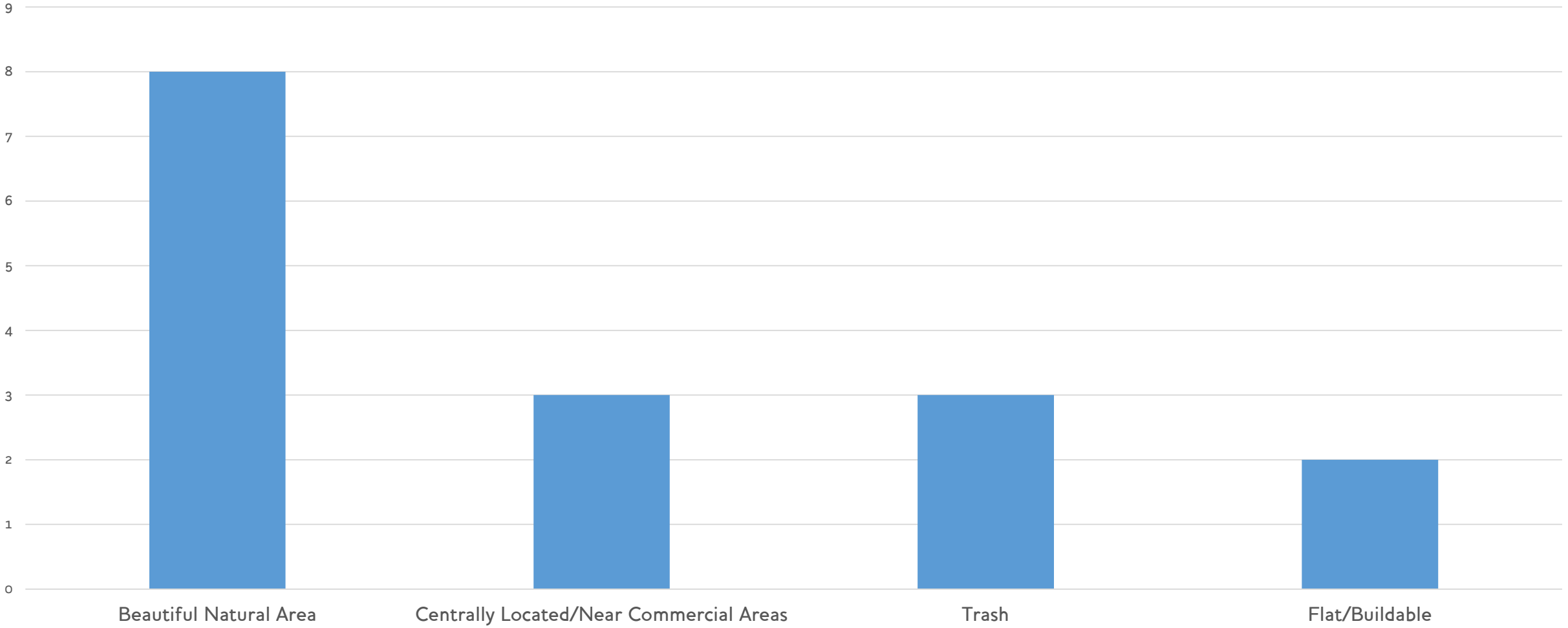
Public Interest Interviews

What mode of transportation did you use and what did you do?



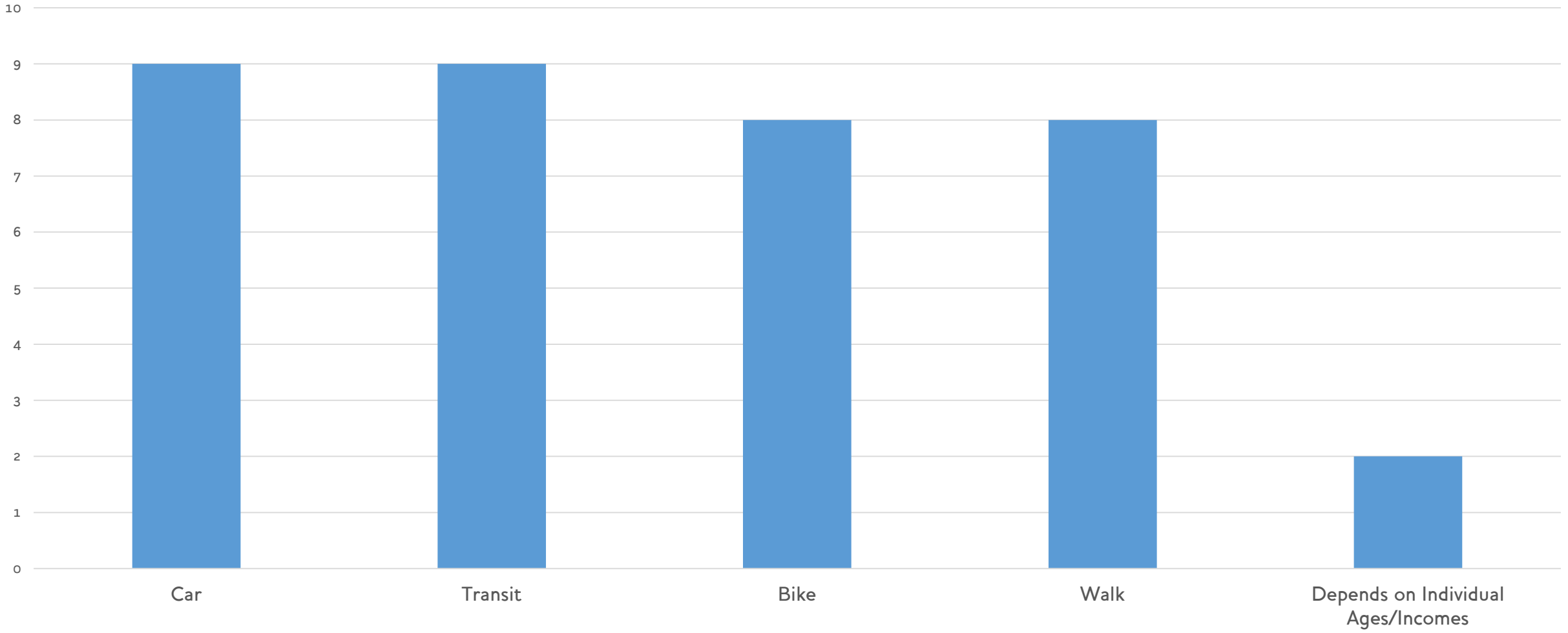
Public Interest Interviews

What were your impressions of The Parcel?



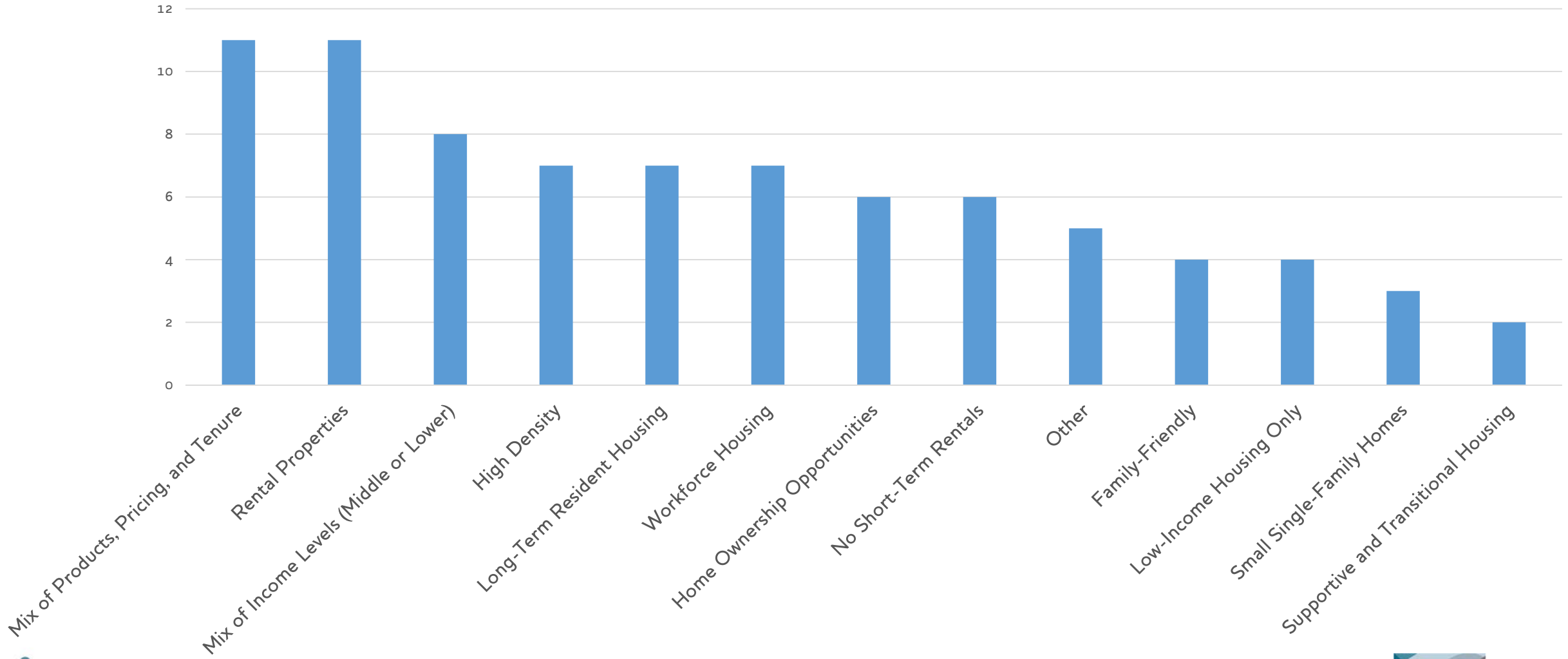
Public Interest Interviews

How do you think future residents will get to and from The Parcel?



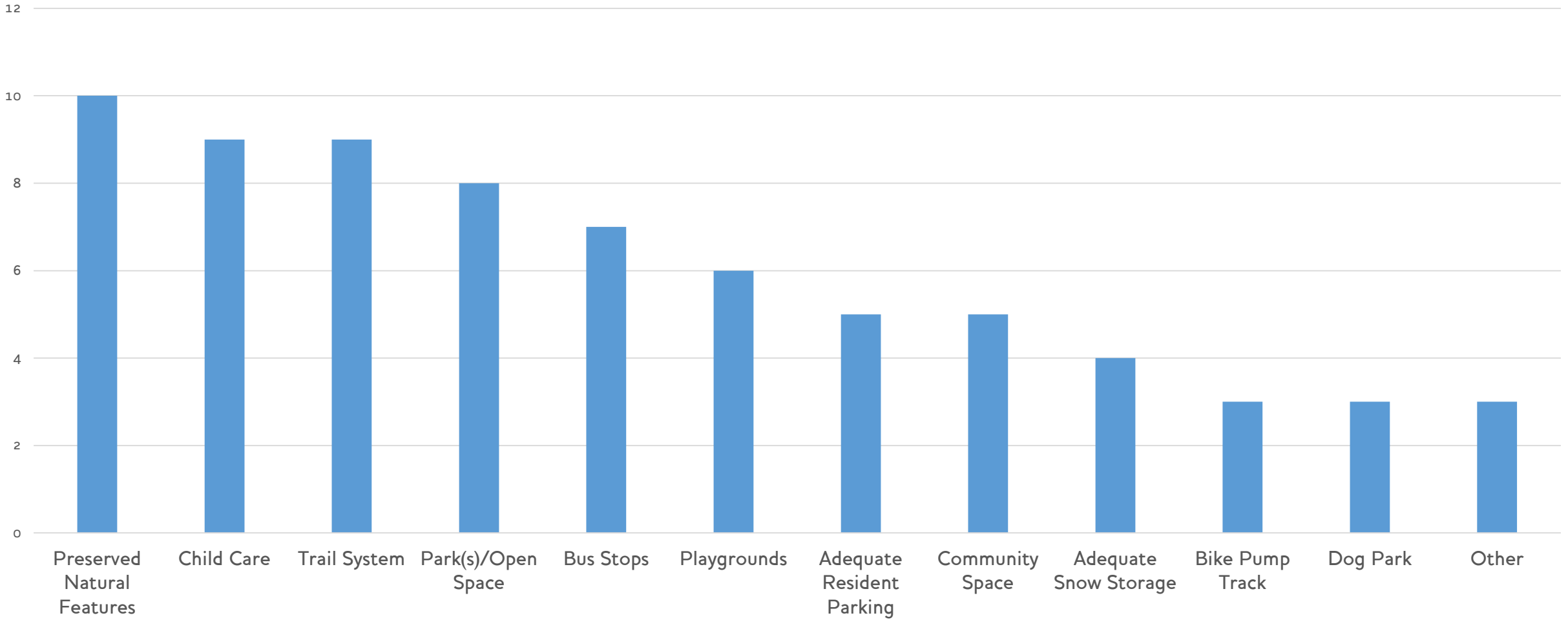
Public Interest Interviews

What does affordable housing mean to you?



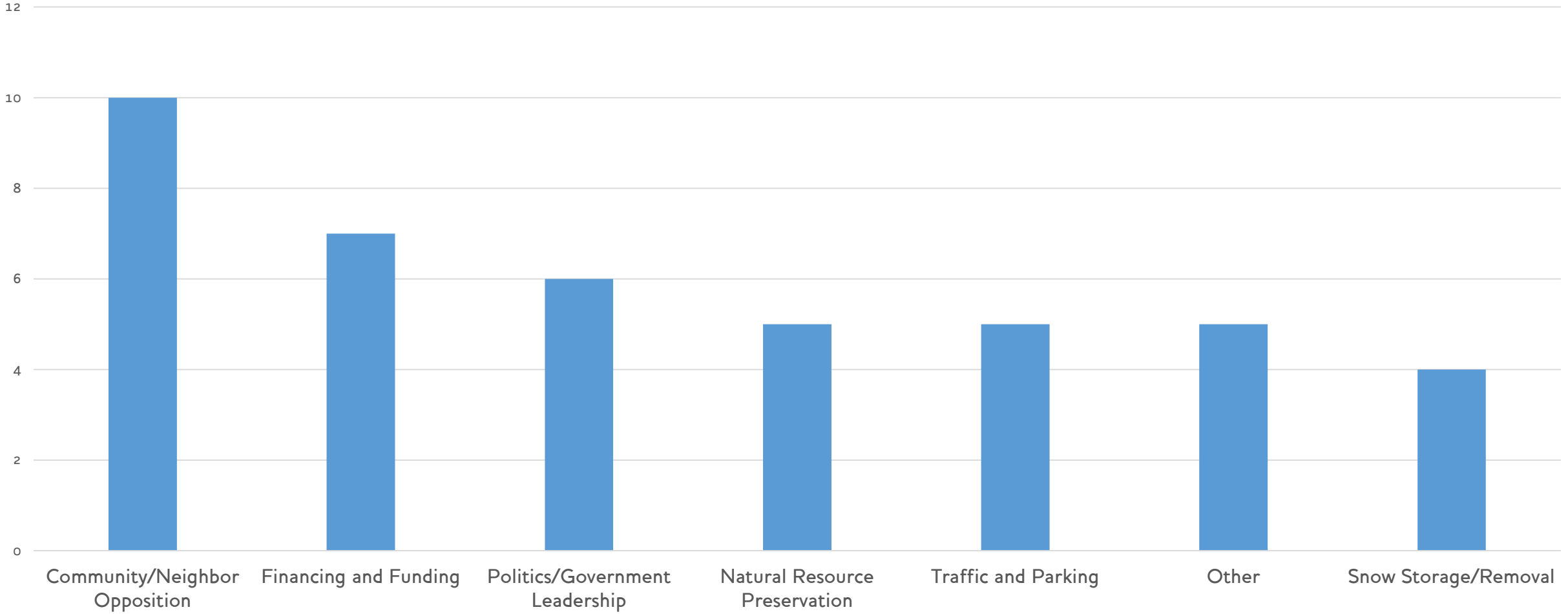
Public Interest Interviews

What other uses should be provided on-site?



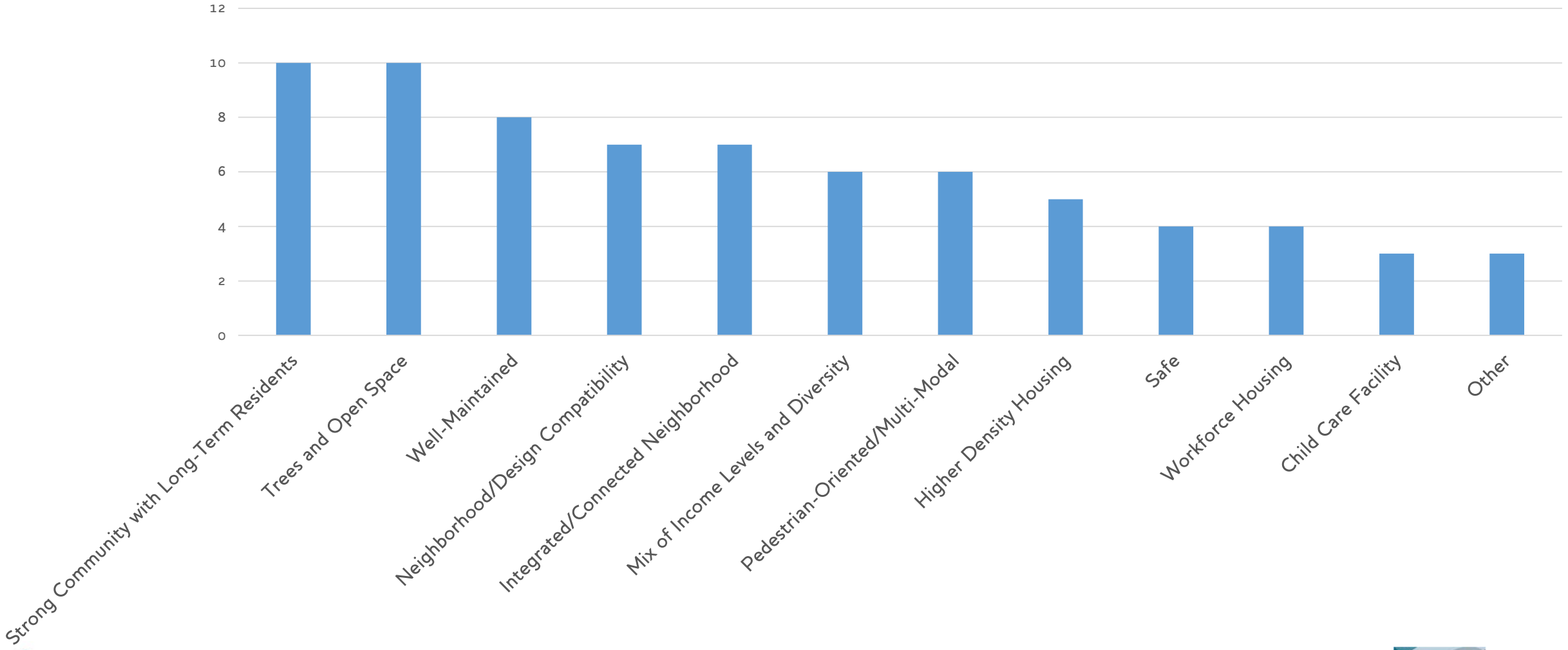
Public Interest Interviews

What are the obstacles to developing The Parcel?



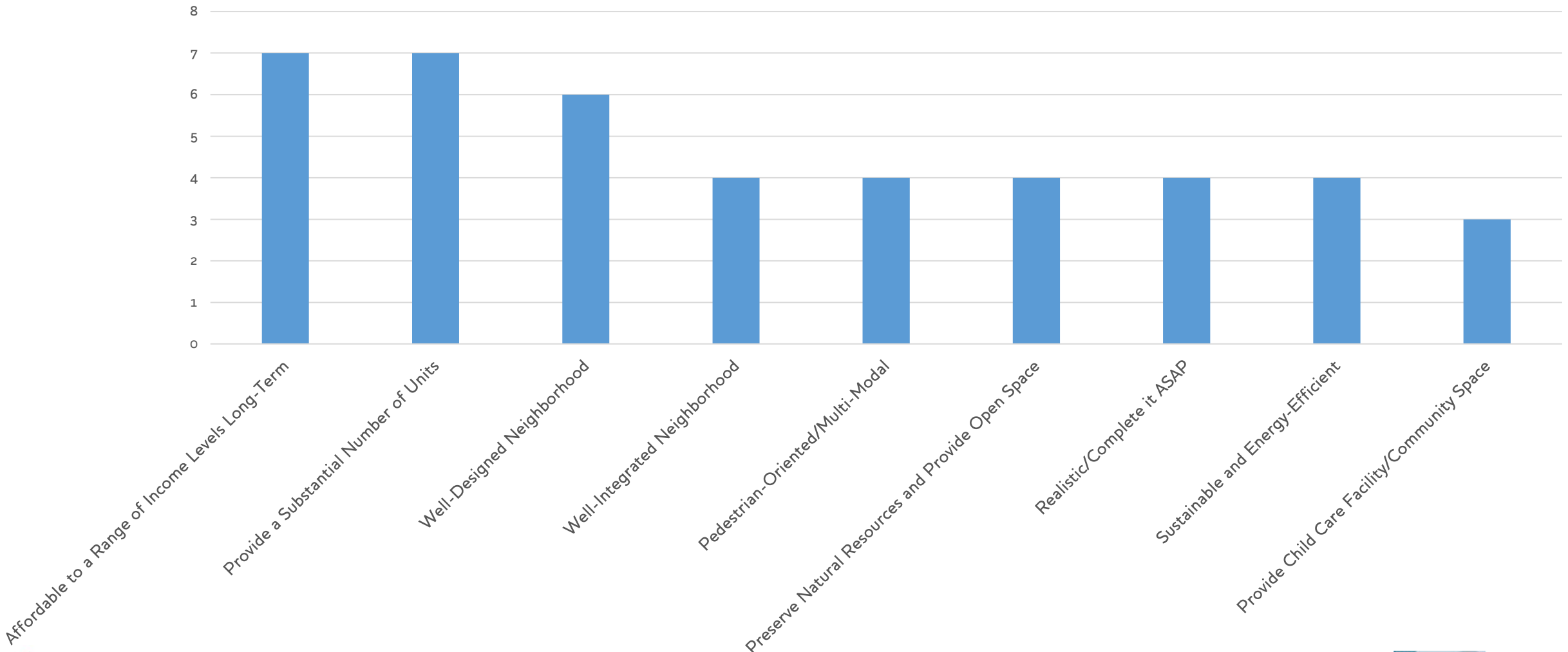
Public Interest Interviews

What is your long-term vision for The Parcel?



Public Interest Interviews

What are your three objectives for The Parcel?



Public Interest Interviews

What other questions do you think we should ask the community?

- Are you interested in being a homeowner?
- What are your current living situation needs?
- What would you change in other affordable housing communities (e.g., Aspen Village)?
- What are your fears related to The Parcel development?
- What AMI (income) levels would be appropriate in The Parcel development?
- Have you struggled to find housing in Mammoth Lakes?
- What tradeoffs are you willing to accept to ensure The Parcel is developed?

Public Interest Interviews

How can we get more potential residents of The Parcel involved in the planning process? *(summarized)*

- Consider alternative outreach opportunities (e.g., Fourth of July, library, churches, affordable housing complexes).
- Offer food, child care, merchandise, giveaways, etc.
- Coordinate with Mammoth Mountain Ski Area.
- Present at the Contractors Association and Mammoth Voices luncheons.
- Get feedback from renters interested in home ownership.
- Consider door-knocking.
- Post flyers/posters town-wide.
- Identify and utilize community leaders.
- Broadcast to Latino community consistently and continually.

Public Interest Interviews

Is there anything else you would like to add? *(summarized)*

- Transparency is vital.
- Break down community misconceptions about affordable housing.
- Persevere through any economic downturn.
- If there is any risk that ownership deed restrictions could be lost in the future, all units should be rental.
- Ensure the development is realistic and implementable.
- Focus on housing. Be innovative, creative, and forward thinking.
- Consider future redevelopment opportunities of surrounding commercial areas.
- Town needs to maintain ownership of The Parcel and not expect a profit.
- Do not fund the development through any additional tax measure.
- Redistribute Measure A funding to housing and transit.
- Include historical ties to the site (e.g., Forest Service cabins).

Online Survey

276 Responses

Open for 2.5 weeks

- Multiple choice questions based on responses to Public Interest Interview questions
- Advertised/promoted via email blasts, social media, flyers, newspaper ads, door-knocking, and mailed post cards
- Accessible online via Engage Mammoth Lakes and available in hard copy at the Town offices and Mammoth Lakes Housing, Inc.

Online Survey

Please describe your place of residence:

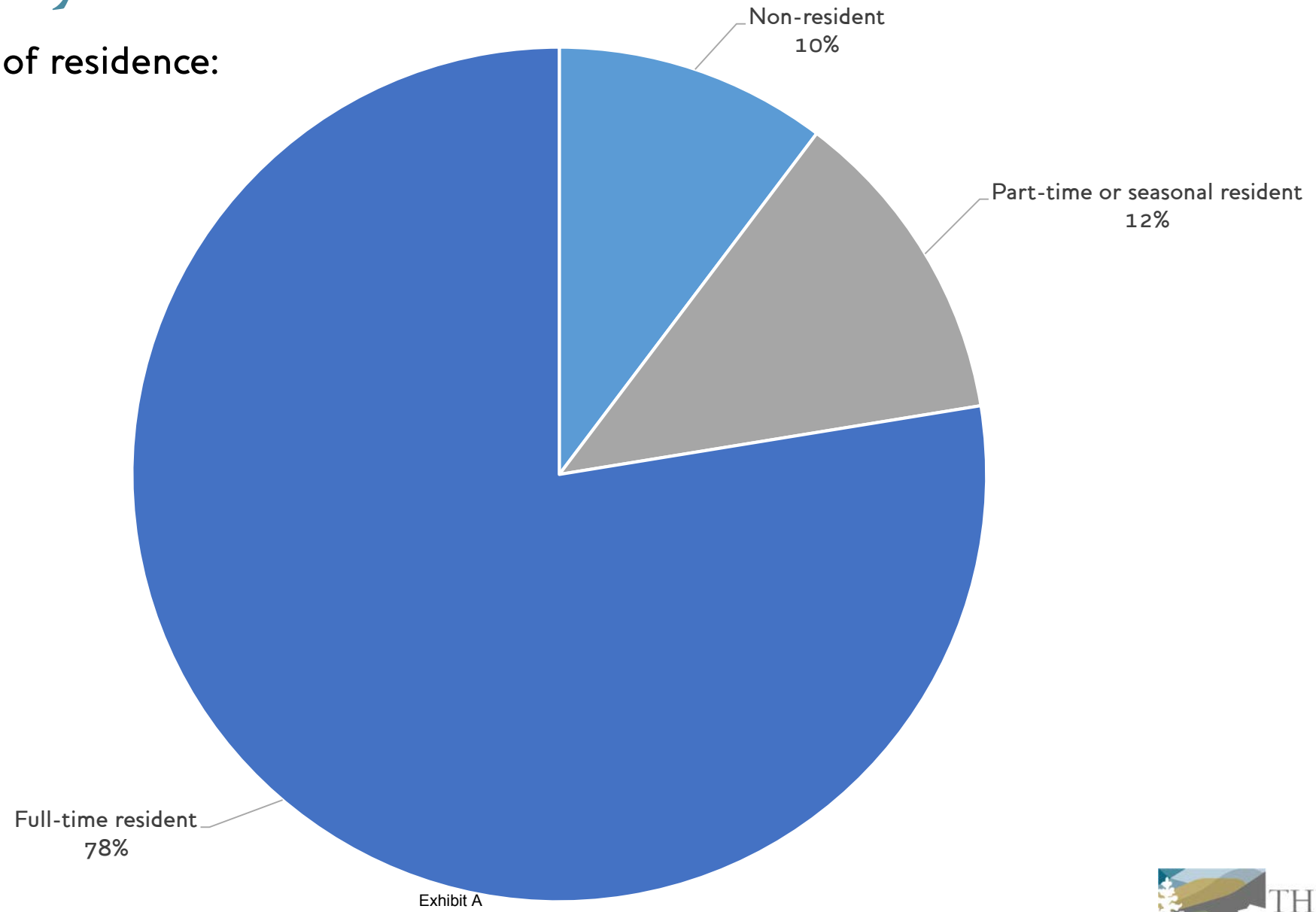


Exhibit A

Online Survey

In what Mammoth Lakes neighborhood do you live?

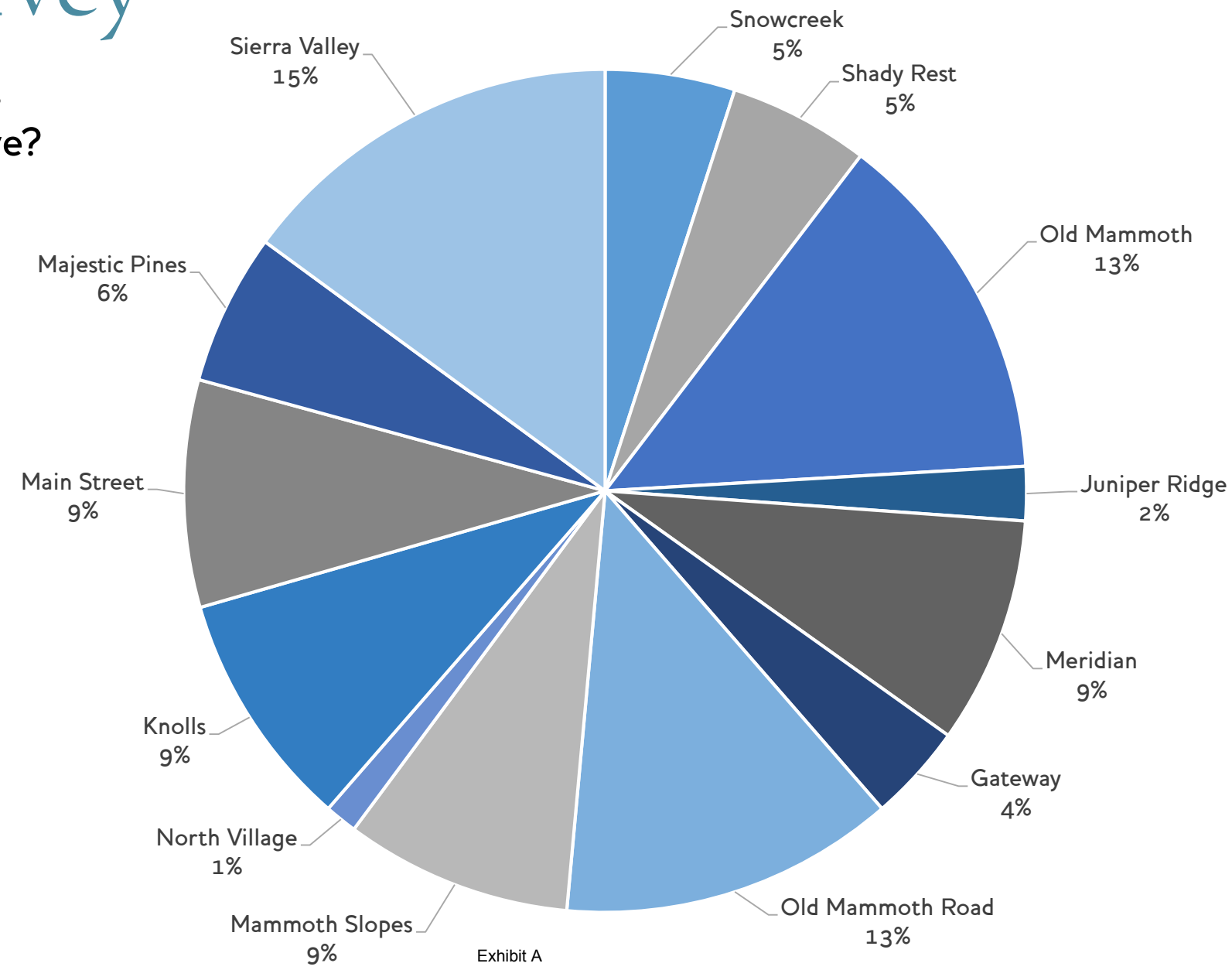


Exhibit A

Online Survey

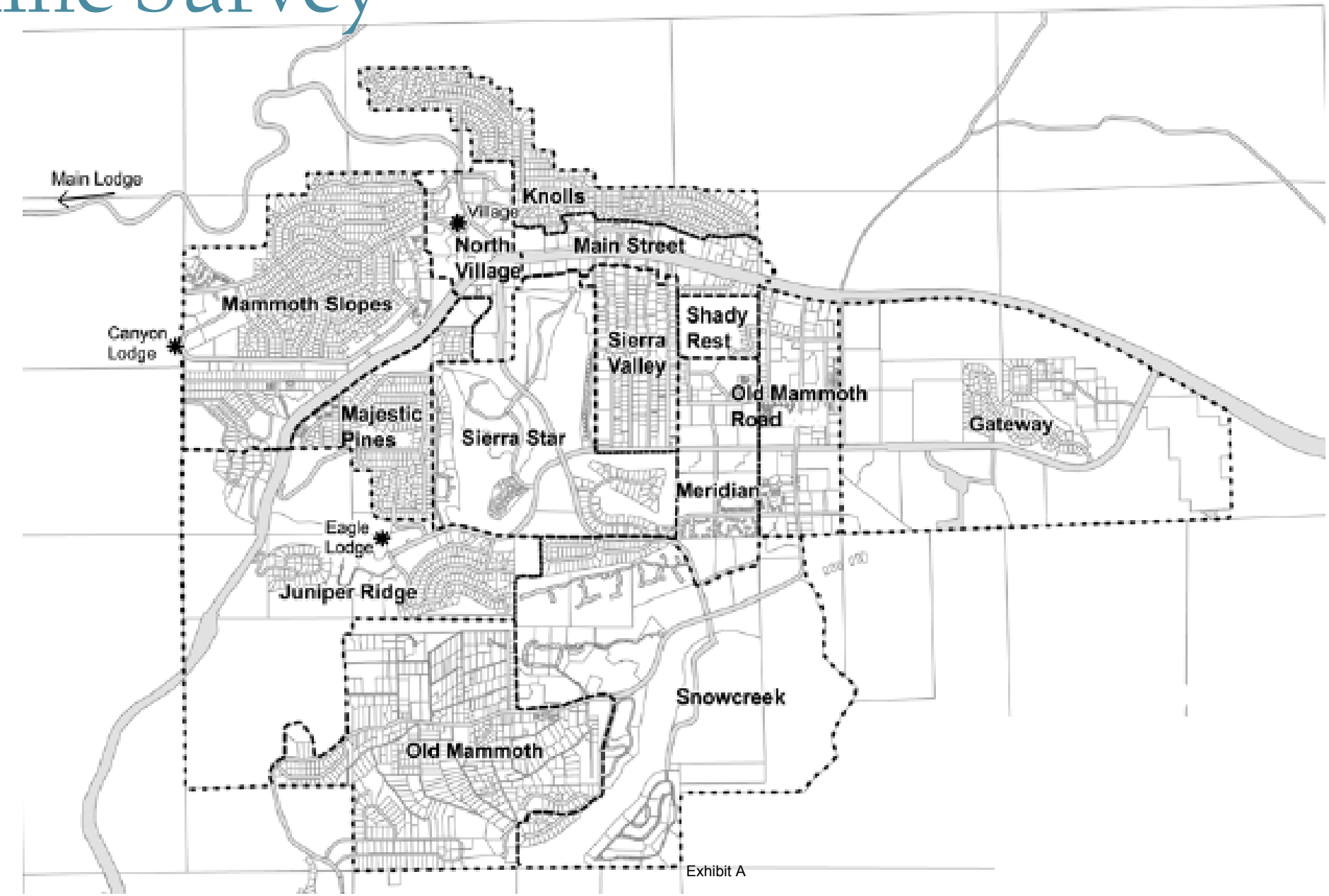


Exhibit A

Mammoth Lakes CALIFORNIA

THE PARCEL

Online Survey

Do you work in Mammoth Lakes?

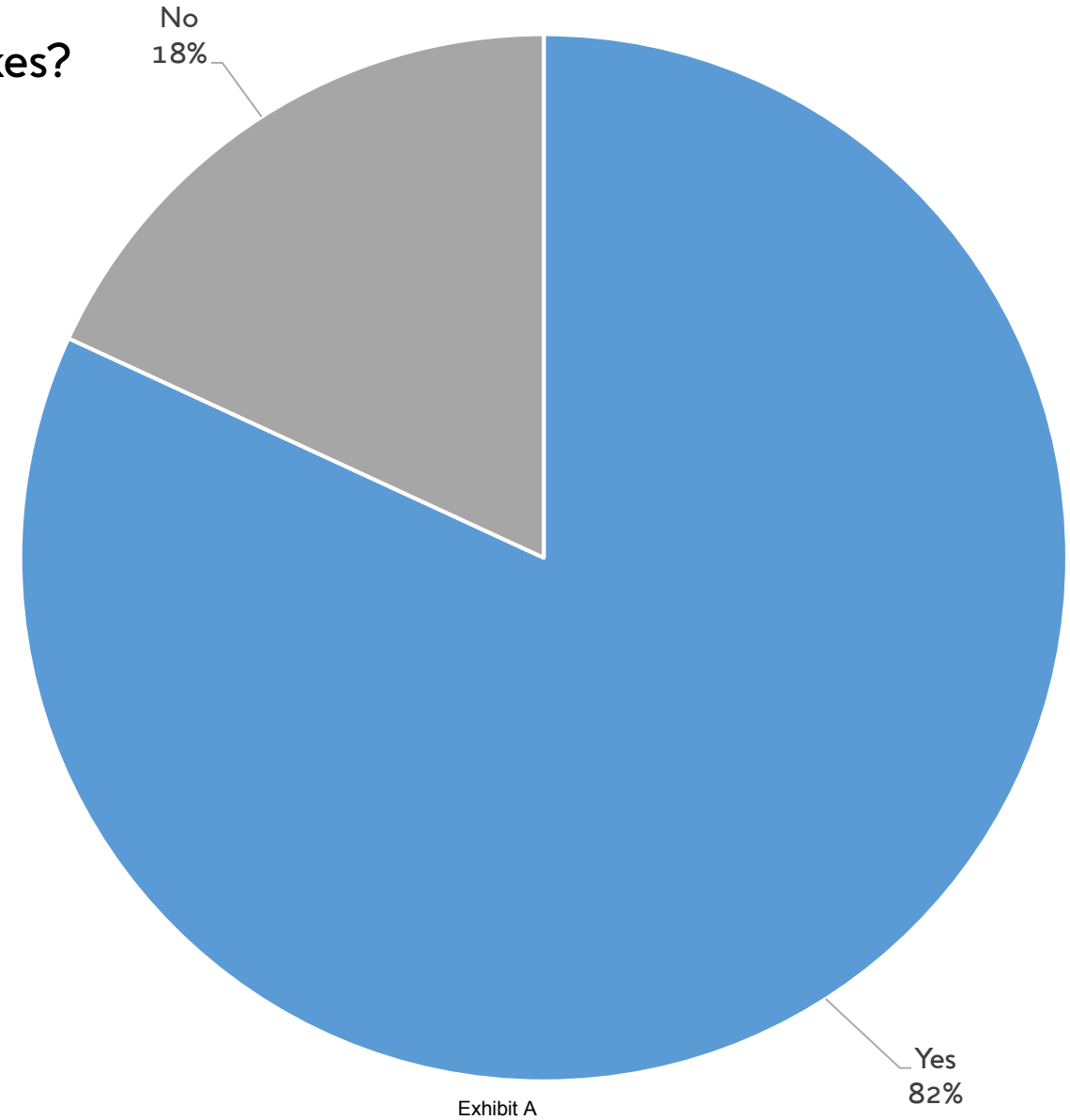
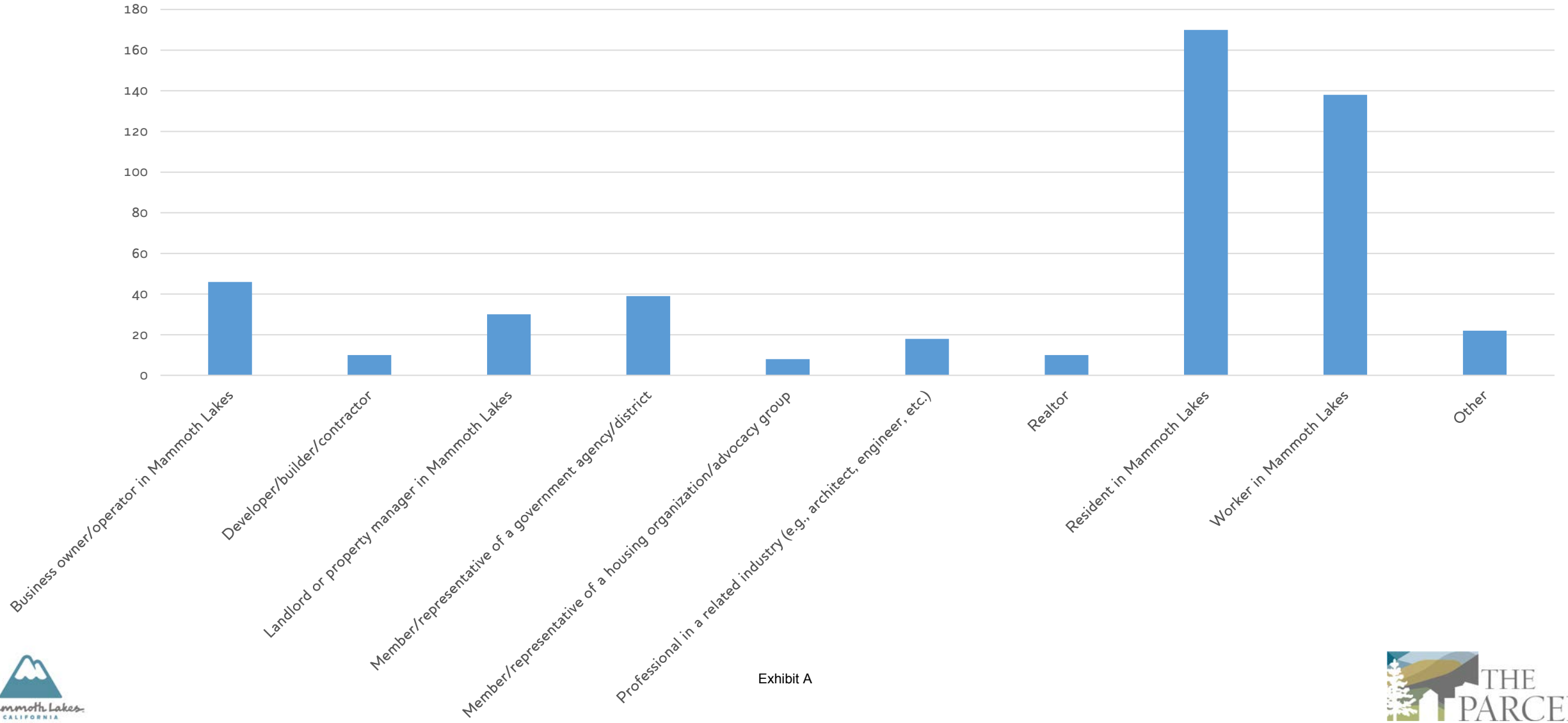


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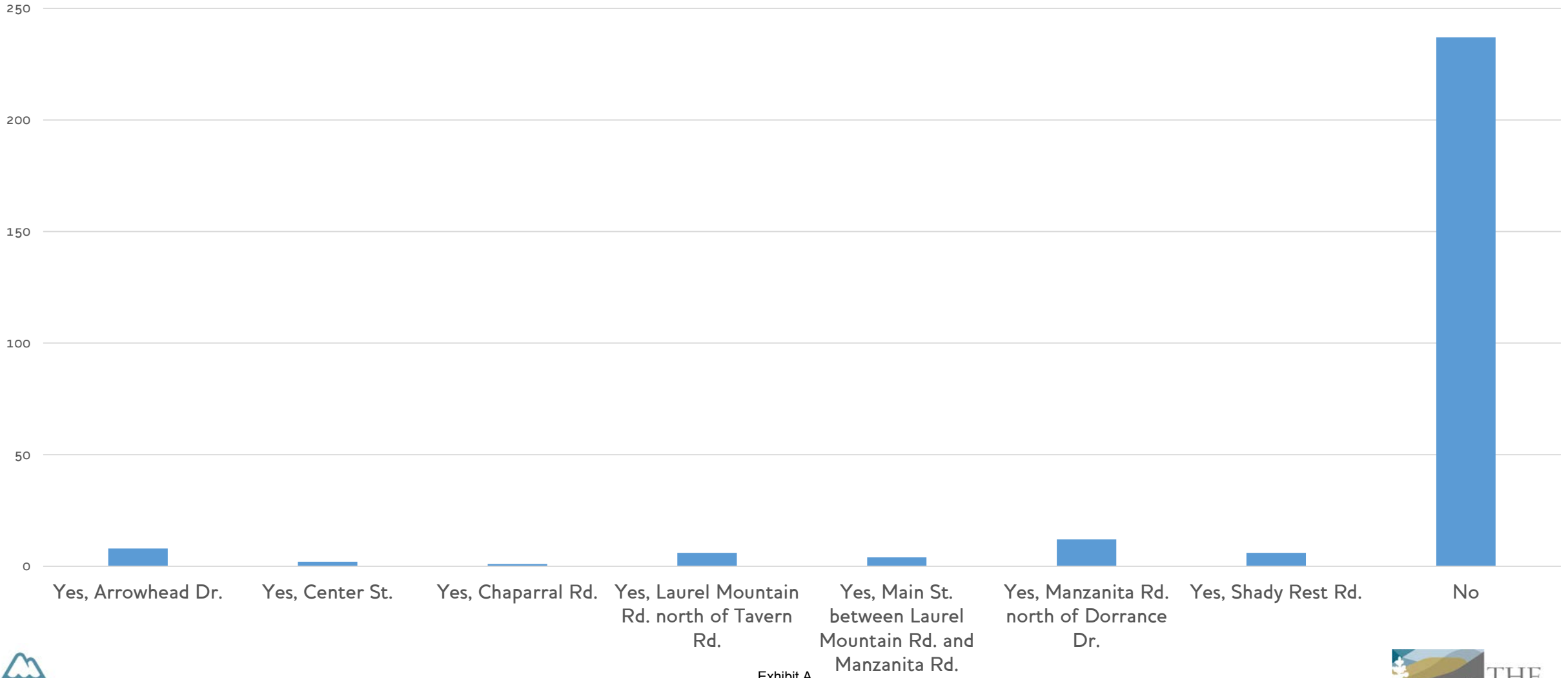
Online Survey

I am a:



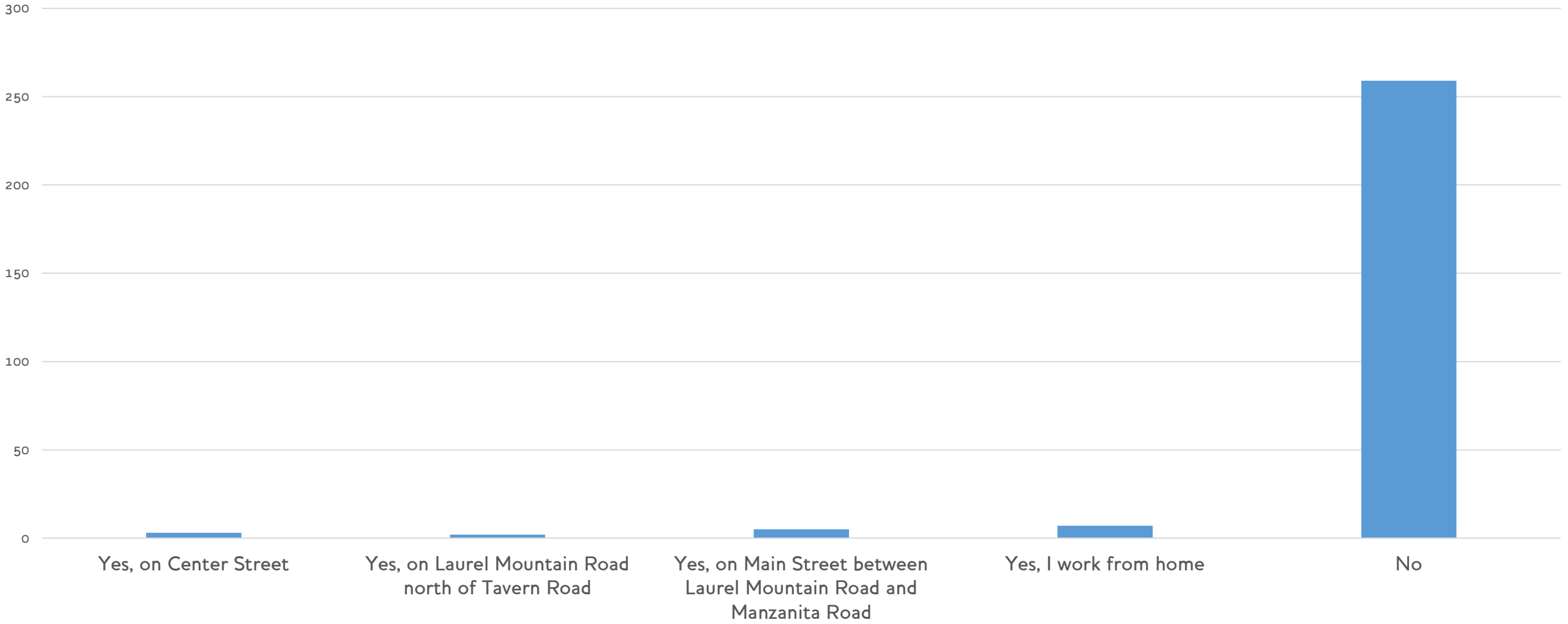
Online Survey

Do you live next to The Parcel?



Online Survey

Do you work next to The Parcel?



Online Survey

Have you ever been to The Parcel?

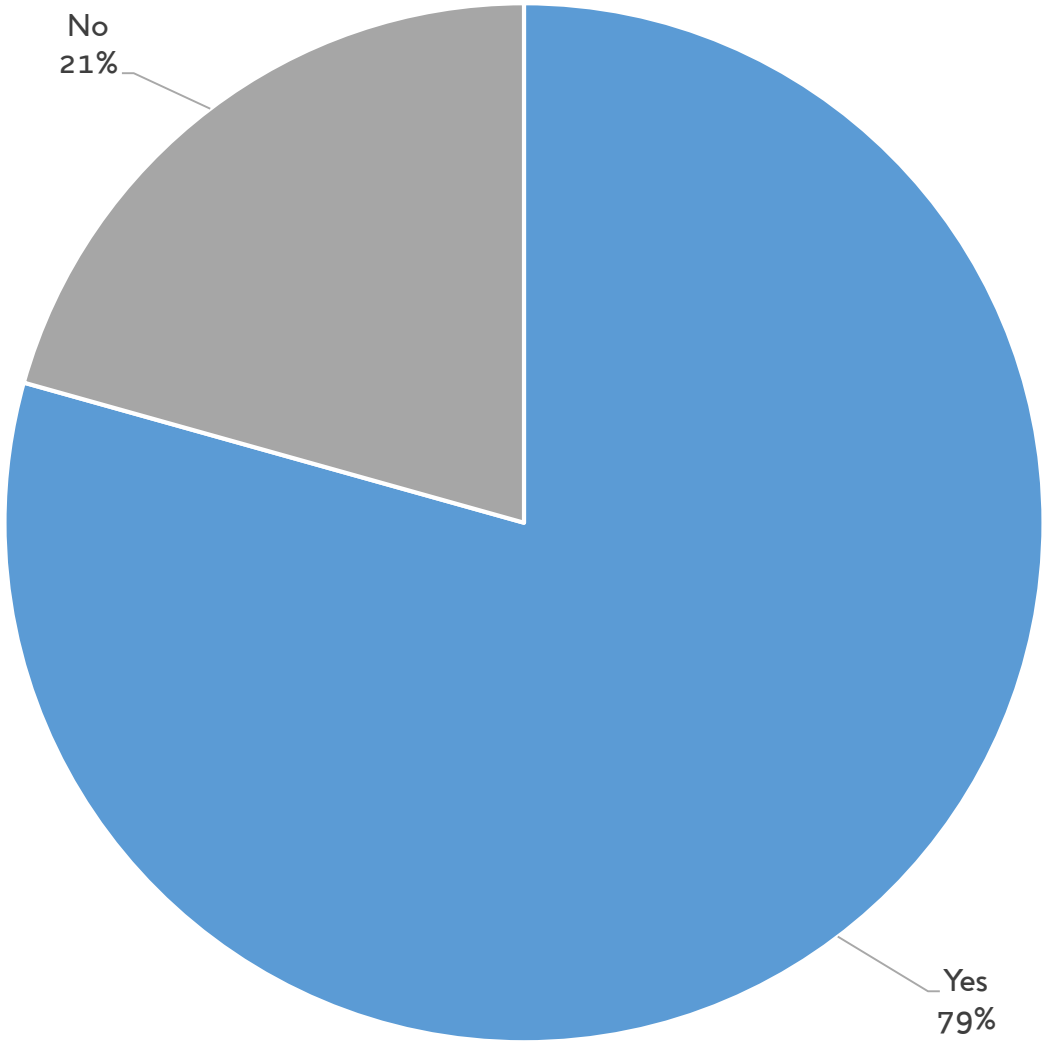
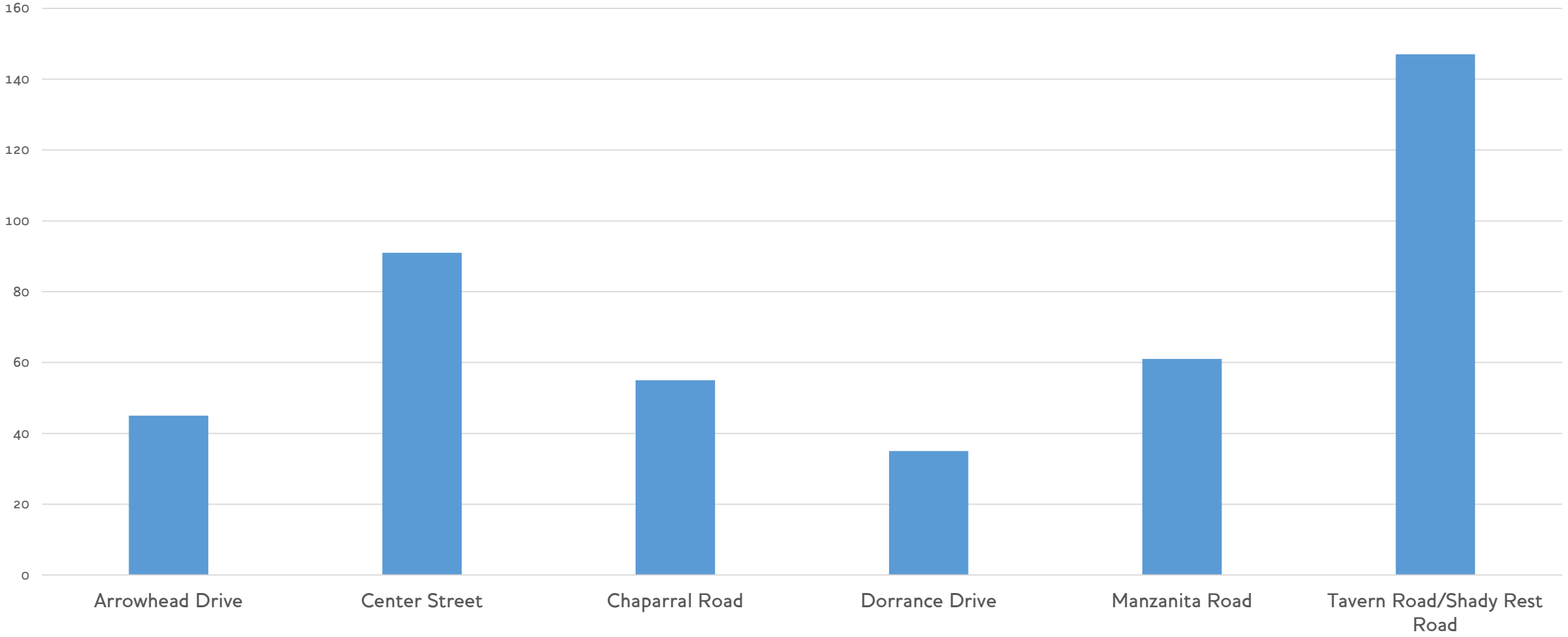


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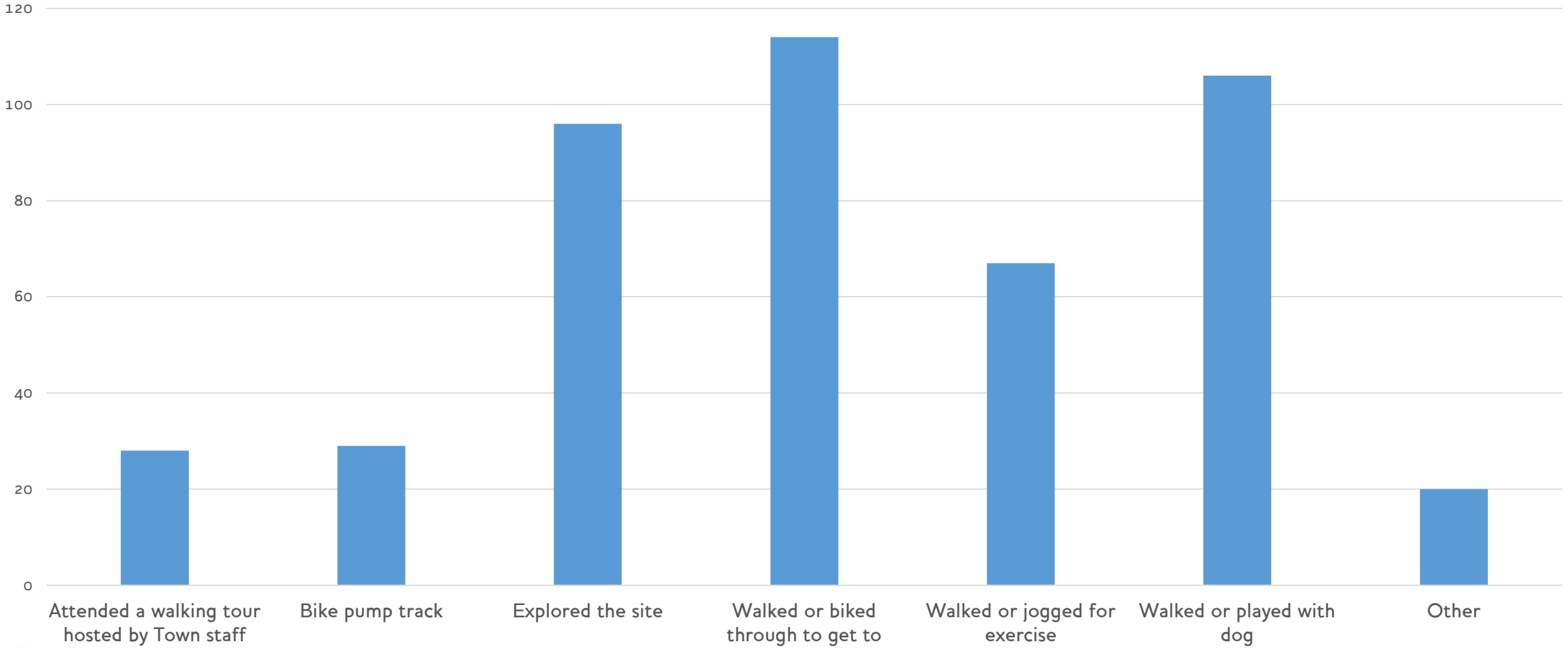
Online Survey

Where did you enter the site?



Online Survey

What did you do while you were there?



Online Survey

In accordance with the Community Housing Action Plan, The Parcel is to be developed with housing that is affordable for residents and workers employed in Mammoth Lakes. Which of the following do you think is appropriate for The Parcel?

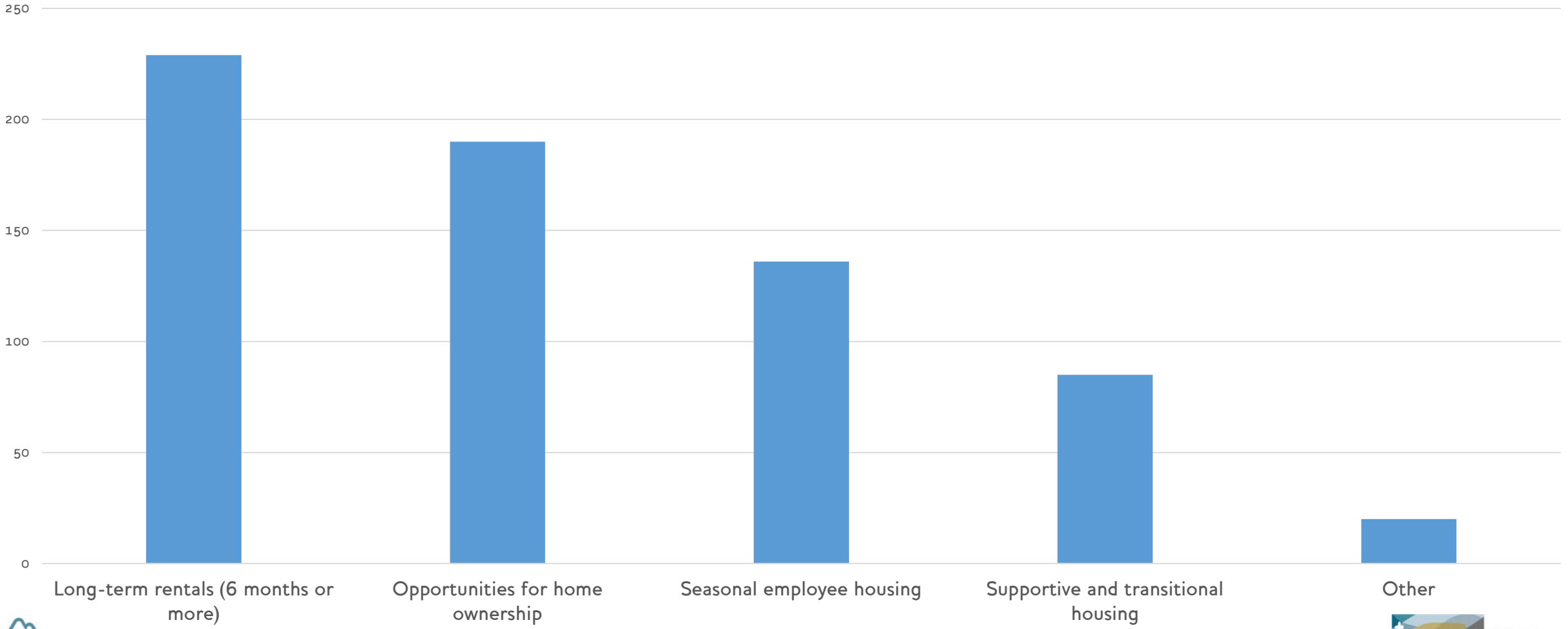
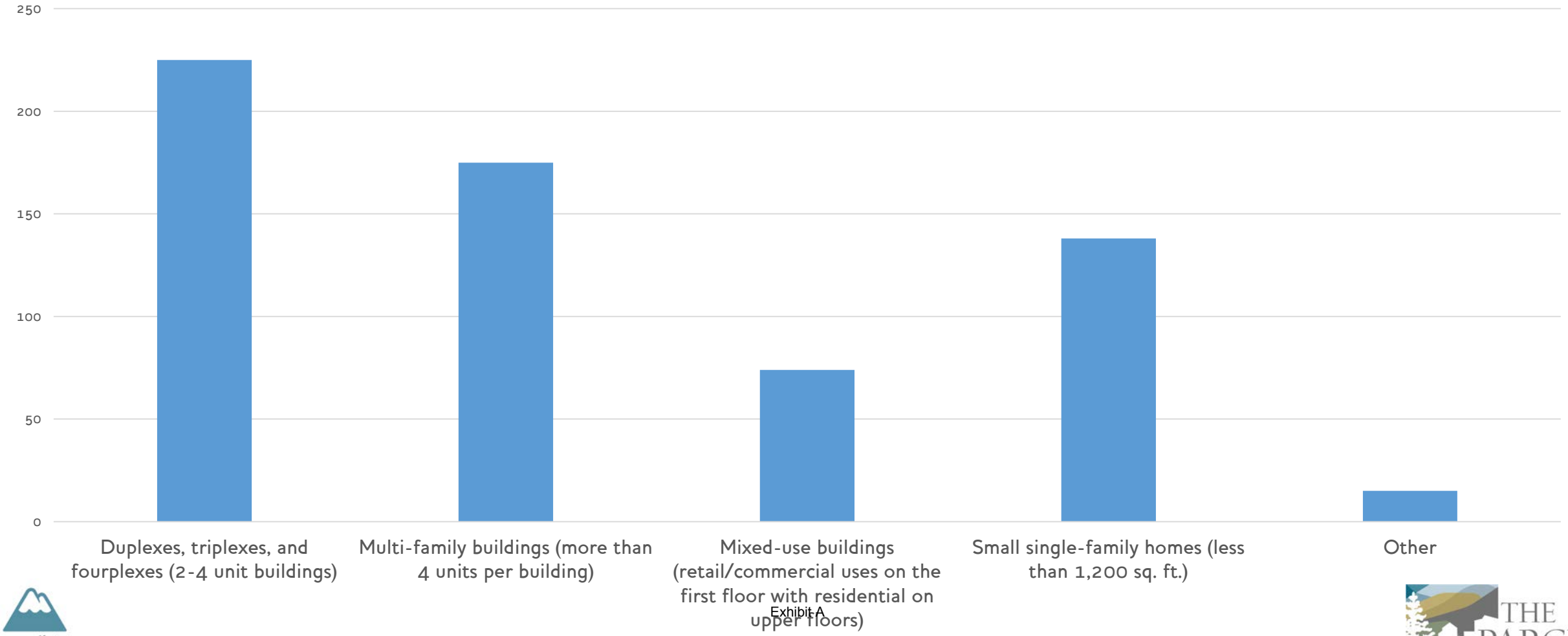


Exhibit A

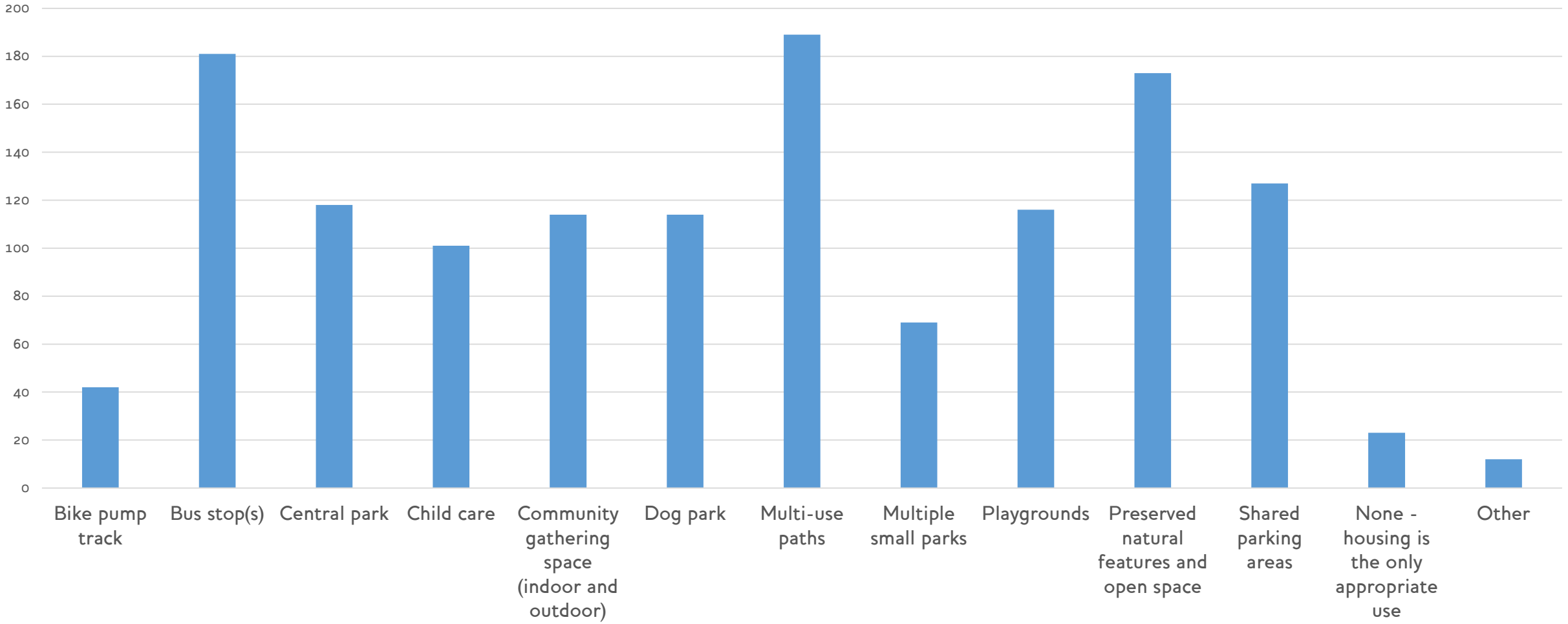
Online Survey

In accordance with the Community Housing Action Plan, The Parcel is to be developed with housing that is affordable for residents and workers employed in Mammoth Lakes. Which of the following building types do you think is appropriate for The Parcel?



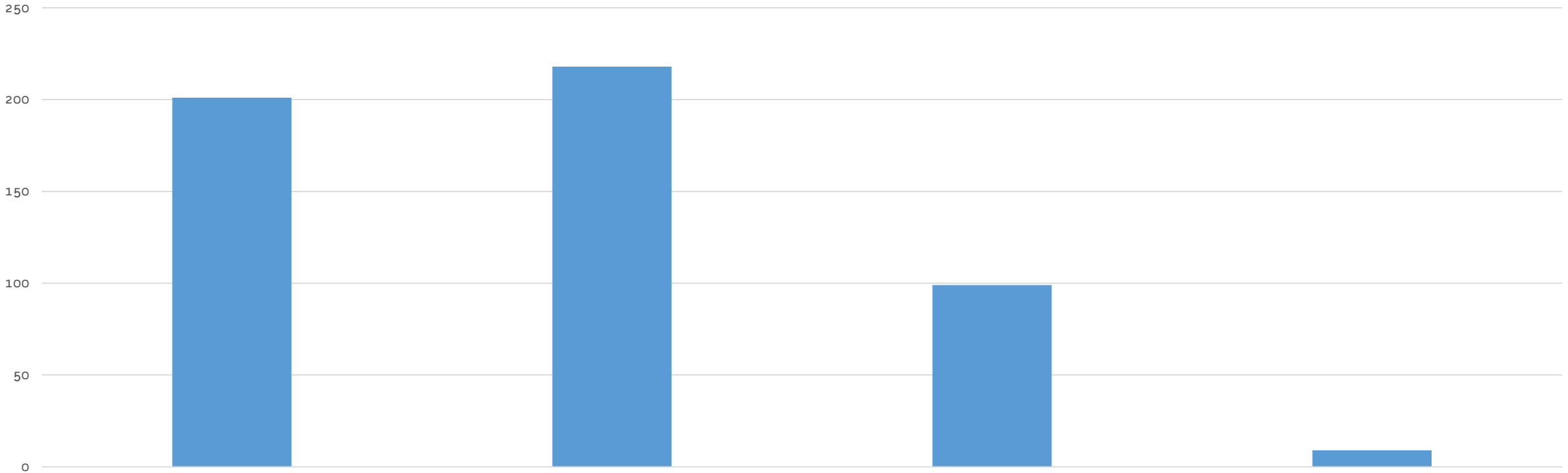
Online Survey

Which of the following do you think are appropriate other uses that should be included on The Parcel?



Online Survey

Which of the following do you think are appropriate income levels for households on The Parcel to serve?



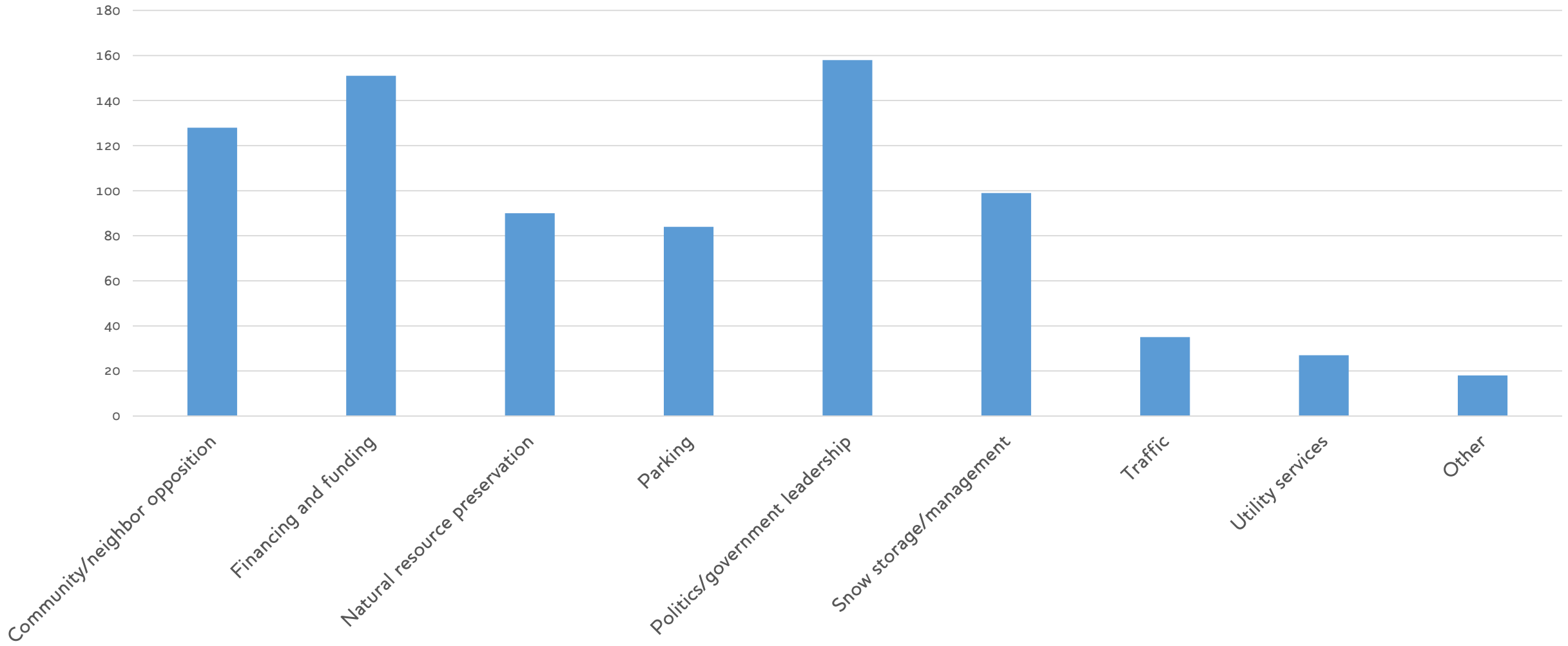
- 2-person household earning up to $51,000
- 4-person household earning up to $64,000

- 2-person household earning up to $78,000
- 4-person household earning up to $97,000

- 2-person household earning up to $129,000
- 4-person household earning up to $160,000

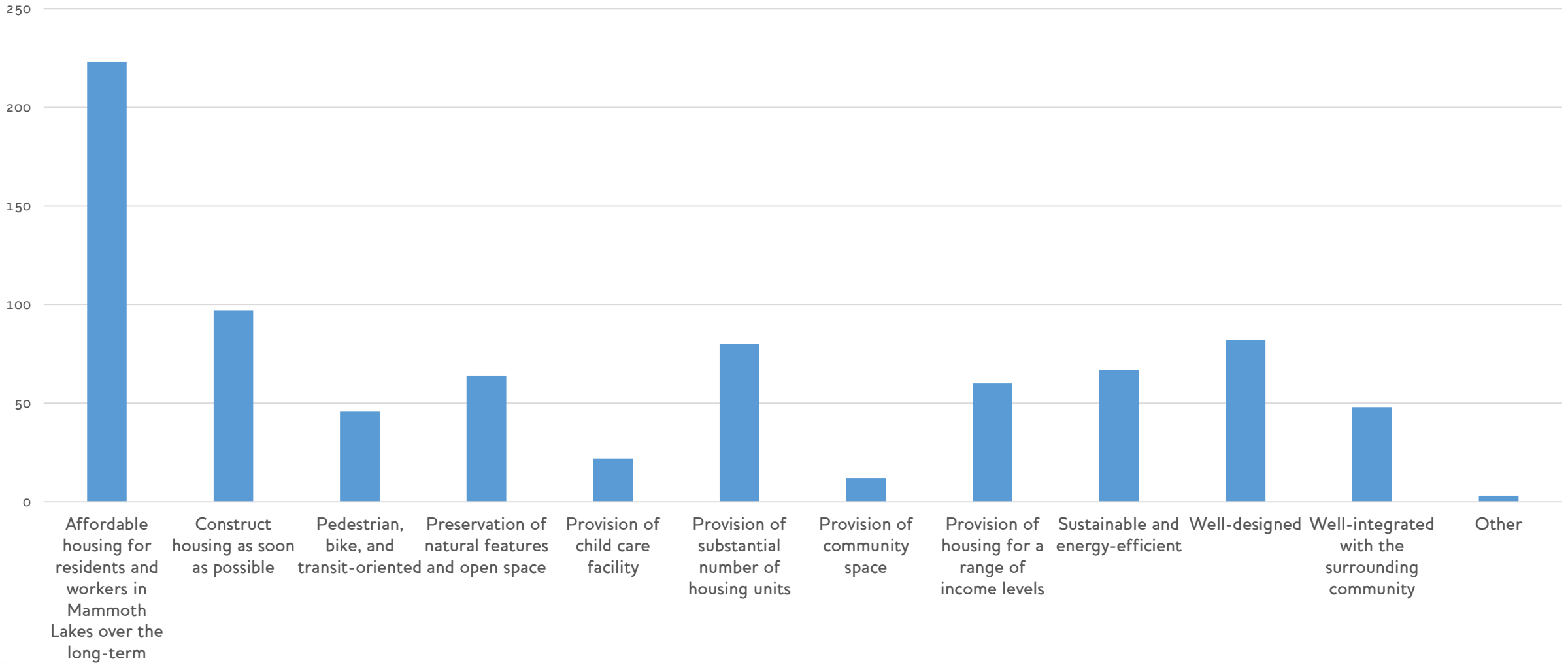
Online Survey

Which of the following do you consider to be obstacles to developing The Parcel?



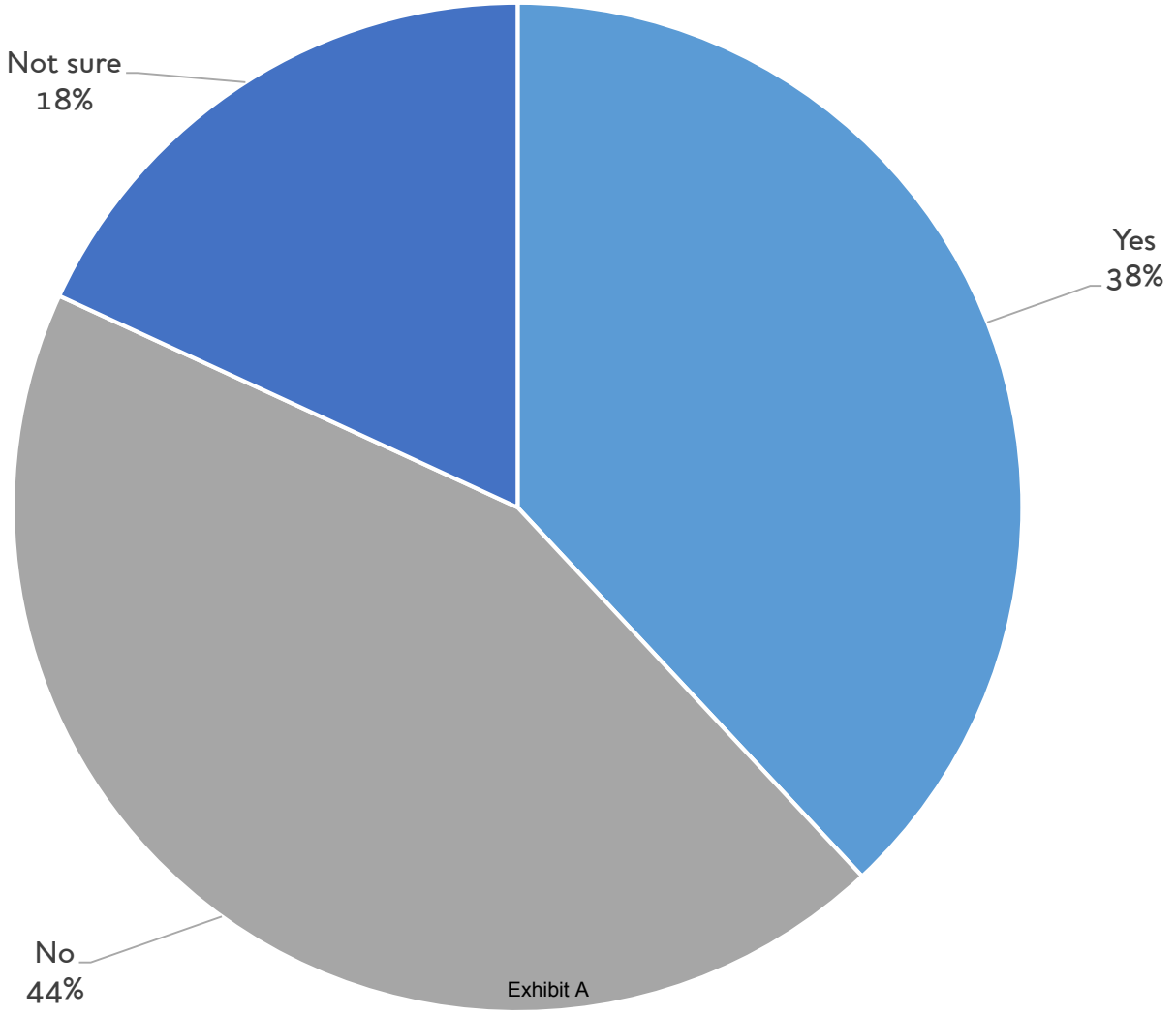
Online Survey

What should be three broad objectives for development of The Parcel?



Online Survey

Would you consider becoming a resident of The Parcel once it's developed?



Online Survey

What type of housing unit would meet your need?

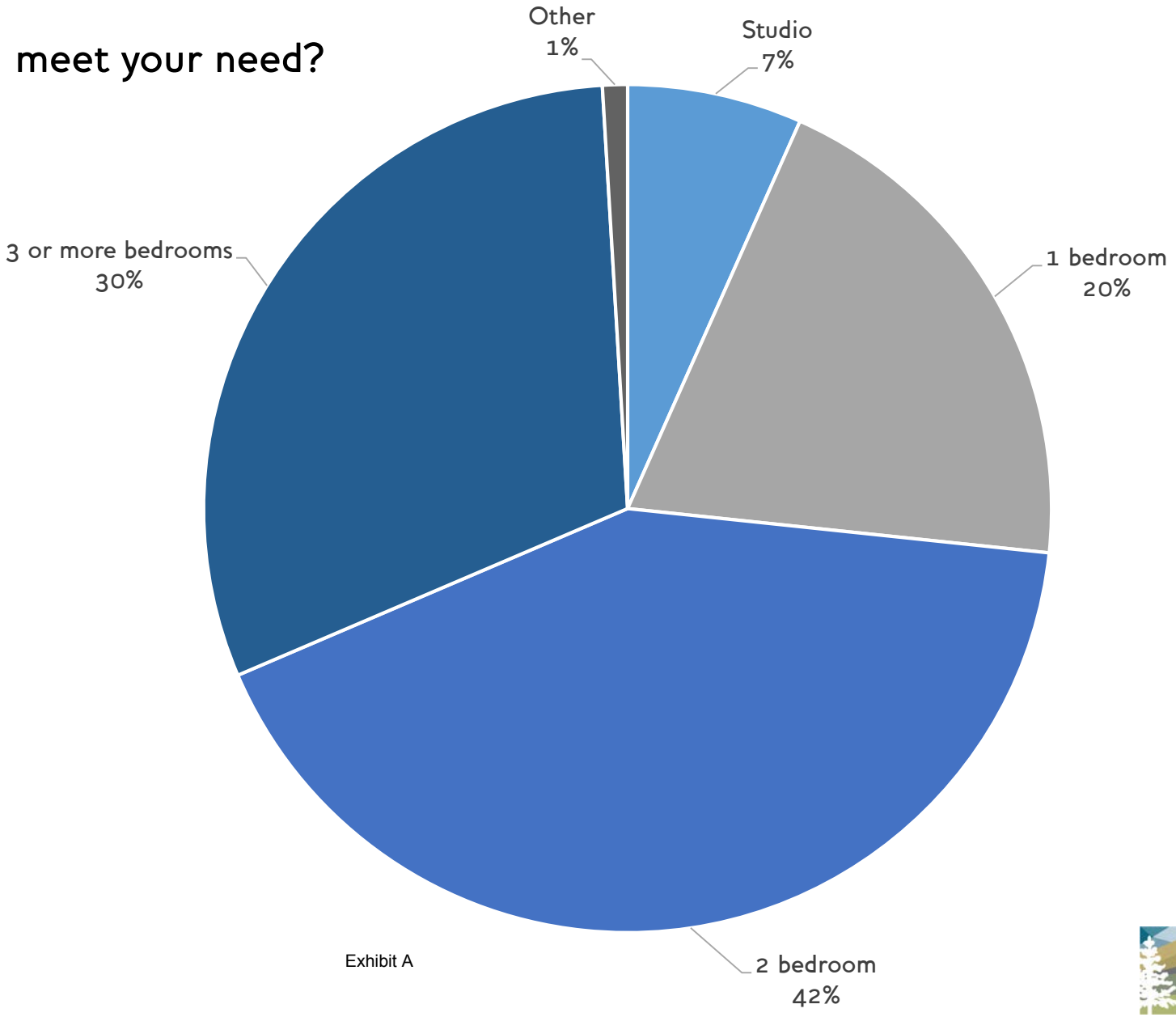


Exhibit A

Online Survey

Do you have anything else to add?

- Complete construction as soon as possible.
- The Parcel should remain undeveloped.
- Ensure the development is truly affordable.
- The development should be inclusive and serve the entire community.
- Short-term rentals should be prohibited.
- Include pet-friendly housing.
- Provide underground parking.
- Varied other responses.

Guiding Principles and Development Objectives

Purpose

- The purpose of the guiding principles and development objectives is to set aim and parameters for concept plan development
  - Guiding principles convey overarching community priorities and shared values for The Parcel
  - Development objectives describe specific design drivers or identify measurable outcomes desired for The Parcel
- Give input on draft guiding principles and development objectives:
  - "Absolutely A Must"
  - Strong Consideration
  - Nice to Have
  - Not Important/Appropriate
  - "No Go"

Draft Guiding Principles

1. Provide long-term affordable housing for those who wish to live and work in Mammoth Lakes by addressing a substantial portion of Mammoth Lakes' current housing need.
2. Create a well-designed neighborhood that stands the test of time.
3. Enable housing construction as soon as possible.
4. Develop a sustainable program for long-term viability, including financial and management requirements.

Draft Development Objectives

A Provide quality housing to accommodate households of different ages, sizes, and incomes.

I. Provide a variety of housing types (e.g., duplex, triplex, townhomes, apartments).

II. Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom).

III. Provide both rental and ownership products.

IV. Serve moderate income households and below (≤ 120% AMI); only consider designating a portion for middle income (up to 200% AMI) after assessing financial viability.

V. Design for high durability and low-maintenance.

Draft Development Objectives

B Provide a range of mobility options and multi-modal connections from The Parcel to community destinations.

I. Provide safe and intuitive pedestrian and bicycle connections through The Parcel to surrounding areas.

II. Design a multi-modal circulation network that prioritizes pedestrians, bicyclists, and transit.

III. Include at least one transit stop.

IV. Include traffic calming measures to minimize cut-through traffic and speeding.

V. Explore parking and traffic management strategies to further encourage alternative travel modes.

Draft Development Objectives

C Provide an integrated network of amenities and civic and open spaces while striving to make the best use of every square foot of land.

I. Incorporate supportive uses (such as a child care facility) into the design.

II. Include parks and playgrounds.

III. Integrate pet-friendly design.

IV. Include indoor and outdoor community gathering space(s).

V. Provide parking for residents and guests, but limit the land required for parking, thereby reserving available land for other uses.

Draft Development Objectives

D Focus on sustainable design concepts.

I. Integrate natural features (wetlands, trees, and open space) into the neighborhood design.

II. Incorporate sustainable infrastructure and energy-efficient designs.

III. Integrate well-planned snow storage areas and accommodate efficient snow management operations.

IV. Limit the amount of impervious paving, such as surface parking areas.

Draft Development Objectives

E Establish a livable neighborhood that supports the Mammoth Lakes community.

I. Design the site to provide a transition from higher intensity commercial uses to neighboring residential uses.

II. Utilize human-scale, pedestrian-oriented design to create a safe, welcoming neighborhood.

III. Create a catalyst for revitalization of surrounding commercial areas.

IV. Build upon the recent efforts of Walk, Bike, Ride and Downtown Revitalization to ensure the new neighborhood becomes an integral part of the greater community.

Draft Development Objectives

F Balance guiding principles and development objectives with a viable development program.

I. Prepare an overall program for development and management that implements development objectives a. through e., to the extent feasible, while achieving long-term viability.

II. Accommodate densities and design features necessary to qualify for essential funding.

III. Consider regulatory actions that would be necessary to implement the development program.

IV. Consider economic factors, including those related to potential investors, affordable housing developers, and future residents.

V. Develop a phasing plan that reflects market conditions and encourages construction to begin as early as practical.

Questions?

- Big picture: background, process, what we heard.
- Guiding Principles and Development Objectives discussion after Q&A.
- Not all questions will be answered today (there will be many other opportunities for discussion).
- Please be concise and respectful of everyone's time.
- Not ready to speak up? Comment cards are available.

Discussion

Draft Guiding Principles

1. Provide long-term affordable housing for those who wish to live and work in Mammoth Lakes by addressing a substantial portion of Mammoth Lakes' current housing need.
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Discussion

- "Absolutely A Must"
- Strong Consideration
- Nice to Have
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Exhibit A

Comment cards are available too!

Mammoth Lakes CALIFORNIA

THE PARCEL

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Mammoth Lakes CALIFORNIA

THE PARCEL

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Exhibit A

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Mammoth Lakes CALIFORNIA

THE PARCEL

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Exhibit A

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Mammoth Lakes CALIFORNIA

THE PARCEL

Draft Development Objectives

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IV. Build upon the recent efforts of Walk, Bike, Ride and Downtown Revitalization to ensure the new neighborhood becomes an integral part of the greater community.

Discussion

- "Absolutely A Must"
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Exhibit A

Comment cards are available too!

Mammoth Lakes CALIFORNIA

THE PARCEL

Draft Development Objectives

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Exhibit A

Comment cards are available too!

What Did We Miss?

Wrap Up and What's Next?

- Workshop Summary Memo with refined Guiding Principles and Development Objectives
- Rough preliminary concepts

To be released on Engage Mammoth Lakes for public feedback!

- Upcoming opportunities to talk about The Parcel:
  - **7/1**: Mammoth Lakes Housing, Inc. Monthly Update
  - **7/4**: Info Table at Mammoth Creek Park
  - **7/5**: Info Table at Village Fourth of July Events
  - **7/17**: Town Council Monthly Update
  - **7/22**: Info Table at Men's Softball Tournament (Shady Rest Park)
  - **7/26-7/28**: Info Table at VillageFest
  - Other events TBD

Stay Informed!

To find out more about the many ways you can participate, go to: www.theparcelmammothlakes.com.

"Like" The Parcel Facebook page and "follow" The Parcel on Twitter and Instagram for the latest news.

Sign up for Engage Mammoth Lakes to participate online.

Multi-Day Design Workshop: August 20 – 23!

Grady Dutton, Public Works Director, theparcel@TownofMammothLakes.ca.gov or (760) 965-3659 (please leave a message).

Plan The Parcel

Draft Guiding Principles and Development Objectives

1. Guiding Principles

Guiding principles convey overarching community priorities and shared values for The Parcel

a. Provide long-term affordable housing for those who wish to live and work in Mammoth Lakes by addressing a substantial portion of Mammoth Lakes' current housing need

b. Create a well-designed neighborhood that stands the test of time

c. Enable housing construction as soon as possible

d. Develop a sustainable program for long-term viability, including financial and management requirements

2. Development Objectives

Development objectives describe specific design drivers or identify measurable outcomes desired for The Parcel

a. Provide quality housing to accommodate households of different ages, sizes, and incomes

   i. Provide a variety of housing types (e.g., duplex, triplex, townhomes, apartments)

   ii. Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom)

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   v. Design for high durability and low-maintenance

b. Provide a range of mobility options and multi-modal connections from The Parcel to community destinations

   i. Provide safe and intuitive pedestrian and bicycle connections through The Parcel to surrounding areas

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c. Provide an integrated network of amenities and civic and open spaces while striving to make the best use of every square foot of land

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v. Develop a phasing plan that reflects market conditions and encourages construction to begin as early as practical

The Parcel – Workforce Housing

Councilperson Stapp's Observations, comments, and questions, submitted for the public record:

Background: The Parcel (25 acres, minus wetlands) is the only land zoned for workforce housing (current deficit 264, projected deficit 2024 – 528 to 1,250.)

Town staff is approaching The Parcel as if there is no "housing crisis."

Town staff is also ignoring the current zoning (up to 120% of AMI) and The Parcel's history. Why not start with a brief history of The Parcel, i.e. current zoning, density, needs. etc. [The Parcel is not a blank slate.]

Needs studies versus public outreach: "Needs studies" should be driving The Parcel development, not brain-storming, open-ended "charrettes."

A few observations and questions (not in any order of priorities):

1) Mammoth's workforce housing shortage has been described in a number of Housing Summits as a workforce "housing crisis." Shouldn't that drive the development of The Parcel? [Fast-track!]
2) AIRb&b and VRBO have reduced the number of monthly rentals, converting monthly to nightly rentals, exacerbating the need for workforce housing.
3) Private property and existing units have increased in value, driving up the cost of land and existing units (i.e. monthly units rents).
4) The first questions local employers ask potential employees is: Do you have a place to live? - If not: Come back when you have a place to live.
5) A number of Mammoth's community employees are living in their cars and vans. Some of them shower at the Snowcreek Athletic Club.
6) Last winter season, Alterra bused over a 100 seasonal-employees to Bishop for housing. Four months. (Not good for Earth's climate change/crisis or quality of life.)
7) Alterra does not share its employee housing needs information with MLH or the Town. (What does 460 pillows mean in respect to the number of units, bedrooms, overcrowding, etc.?)
8) It has been over fifteen years since MMSA/Alterra has developed or partnered with the community to develop workforce housing.
9) There are currently 77, mostly families, on MLH's waitlist, which was not even mentioned/considered in the "Public Interest Interview Summary Memo" as background information. Shouldn't The Parcel develop focus on MLH's workforce waitlist?
10) Trump threatens to deport "million of illegal aliens" next week thwarts our Hispanic community from participating in any community outreach.

11) The majority of Aspen Village residents are working fathers and mothers work and will need two parking spaces. Should be considered when developing The Parcel.
12) Police officers can't afford to live in Town, which drives their work schedules and call-out time in an emergency. [Only one police officer lives in town?]
13) The Fire chief has expressed concerns about the future of his volunteer (on-call) firefighter having places to live.
14) The Town paid $6.5 million for The Parcel. Will the cost of The Parcel be written off as a contribution to the development of workforce housing?
15) With the diminishment of LIHTC as a funding tool, has the Town identified other funding sources?
16) When will the identification of AMI levels interface with The Parcel development?
17) What is the total projected cost (budgeted/approved) of LWC's "Public Outreach Plan" and any other Parcel contractor?
18) What funding tools is the Town considering to finance/subsidize the development of The Parcel. Also, what are the projected cost of maintenance of a developed Parcel?
19) When is the Council going to agendize a discussion of increasing TOT, sales tax, utility tax, parcel tax increase, or imposing a lift-ticket tax?
20) Why is the town government including seasonal employees as part of the Town's housing element?
21) What happened to the 2002A political commitment that workforce housing funding should not fund Town employees?
22) Where does the development of The Parcel fit into the Council's priorities: MUF, trash to Nevada, IT upgrades, Airport, town's deferred maintenance, etc.
23) What are the funding tools, grants, the town is pursuing for the development of The Parcel?
24) The Town has put-on-hold it inclusionary workforce housing requirement and maintains it reduced hotel fees from $11,611 to $3,700. Housing fees were reduced from $23,222 to $5,700 (good for developers, bad for funding workforce housing.)
25) The apartment vacancy rate in "livable units" in Mammoth has been less than one percent for the last four years. Monthly rents have also substantially increased.
26) Will a childcare facility be included in the design/development of The Parcel?

From my experience and perspective, the town needs to address "The Parcel" as a developer, not as some open-end, feel-good exercise. Regardless of all the outreach, The Parcel's neighbors aren't going to be happy when the trees start being cut down, etc.

Thoughts,
Kirk Stapp

TOWN COUNCIL STAFF REPORT

Subject: Town Council and Planning & Economic Development Commission Joint Workshop - The Parcel

Meeting Date: June 26, 2019

Written by: Grady Dutton, Public Works Director
Sandra Moberly, Community and Economic Development Director

RECOMMENDATION:

Staff recommends Town Council and Planning and Economic Development Commission (PEDC) receive a presentation on public outreach efforts to date, discuss goals and objectives for development of The Parcel, and provide consensus on guiding principles and development objectives for The Parcel.

BACKGROUND:

On April 3, 2019, Town Council received a progress update on The Parcel and authorized an agreement with Lisa Wise Consulting (LWC) for preparation of a Conceptual Land Use plan. A number of tasks associated with the LWC contract have been completed and a key milestone is this joint Town Council/PEDC meeting to discuss and provide direction on development objectives for The Parcel. The direction received at this workshop will inform the next steps of the process.

ANALYSIS/DISCUSSION:

The purpose of this joint workshop is to receive direction from the Council and Commission regarding guiding principles and development objectives for The Parcel. The development objectives and guiding principles should be informed by the responses to the Plan the Parcel survey, public comments received as a part of the workshop, and specific direction from Council and Commission. The workshop will include a detailed discussion of the responses to the Plan the Parcel survey which is intended to help focus the discussion regarding prioritizing development objectives. This joint workshop builds upon public outreach including:

- More than 260 responses to The Parcel Survey.
- In order to publicize this process staff mailed 5,000 Post Cards with information on the process and direct links to The Parcel webpage.
- Staff has been sending regular emails to over 1,200 email addresses that include participants in previous housing processes, staff/board members of local businesses and government entities, as well as people who have signed up through Notify Me.
- Personal contacts by Town and MLH staff to encourage participation in the survey/planning process.
- Encouraging participation using Facebook, Instagram, and Twitter. The Parcel Facebook page has been updated to include known events.

As stated above, the direction received from the Council and Commission at this workshop will inform the next steps of this process. The next steps in this process include LWC and staff working to refine development objectives in order to inform the multi-day planning process scheduled for August 20-23. Some important upcoming events include:

- August 11 & 17: Engagement with the Spanish-speaking community - Public meetings presented in Spanish at Aspen Village and TOML Community Center
- August 17: Public engagement with a pancake ("plancake") breakfast at Mammoth Creek Park
- August 20-23: Plan The Parcel Multi-Day Design Workshop.
    - Tuesday, 8/20 - 6pm-8pm (Opening Presentation, recorded on Granicus)
    - Wednesday, 8/21 - 9:30am-12pm and 1pm-5:30pm
    - Thursday, 8/22 - 9:30am-5:30pm and 7pm-8pm
    - Friday, 8/23 - 9:30am-1pm and 6pm-8pm (Closing Presentation, recorded on Granicus)
- October 2: Town Council/PEDC Workshop #2 – provide feedback on draft conceptual land use plan
- December 4: Town Council/PEDC Workshop #3 – review and accept final conceptual land use plan

Agenda/Expectations of Joint Workshop

In this workshop, the Team will provide a detailed look at Vision and Concept Level Opportunities, Constraints, and Development Objectives, and ask that the workshop participants strive for meaningful dialogue on these issues. While we will discuss some design aspects, this workshop is *not* about specific design issues except as they help define and refine the next steps of the process. The agenda will include:

A. Introduction: The Town Parcel Team will provide a brief introduction/overview. LWC will provide an overview of existing planning efforts to date and will identify critical issues and obstacles to the success of the project. Financial and design implications as well as State and Federal regulatory framework will be described and discussed.

B. Plan The Parcel Approach/Process: LWC/staff will describe the pre-development planning process, including where we are in that process and next steps.

C. What We Have Heard So Far: LWC will summarize the public outreach/engagement, summarize the feedback received from May 7 and 8 interviews (Attachments 1 and 2) and The Parcel Survey results (Attachment 3 being translated and will be provided at the meeting). Additionally, ongoing/future public participation opportunities will be discussed.

D. Guiding Principles and Development Objectives: LWC will introduce potential guiding principles and development objectives based on input described in Item C above. The discussion will be focused on developing a framework for concept plan development which will be used to inform the August 20-23 design workshop.[1]

   The guiding principles and development objectives presented in the workshop are not intended to be all-encompassing or concrete recommendations. The information is intended to facilitate a discussion between the Council, Commission, and the public to refine and focus on principles and objectives. This discussion is intended to allow input on objectives/principles that are either:

[1] In order to inform the August 20-23 workshop, staff will continue to solicit public input on guiding principles and development objectives through public workshops, Engage Mammoth Lakes, and other social media outlets.

- "Absolutely A Must"
- Strong Consideration
- Nice to Have
- Not Important/Appropriate
- "No Go"

This type of direction will allow LWC and staff to prepare rough preliminary concepts for The Parcel which will be presented to the public in the form of a visual preference survey either just prior to or as a part of the multi-day design workshop. To preserve the integrity of the community-driven process, rough preliminary concepts will not include land use bubble diagrams or potential configurations of streets, buildings, or other future infrastructure.

STAFFING CONSIDERATIONS:

Adequate staffing has been provided for this project. That includes dedicated Public Works and Community and Economic Development staff as well as assistance from other Town Departments on an as needed basis.

FINANCIAL CONSIDERATIONS:

Staff is completing a comprehensive project budget for Town-related costs for all aspects of the project with the most detail being focused on the near term budget items as described above.

ATTACHMENT

Attachment 1: May 7-8 Interview Summary English
Attachment 2: May 7-8 Interview Summary Spanish
Attachment 3: Plan the Parcel Survey Summary (English and Spanish) – To be provided at the June 26 meeting

NOTE: Attachments available online at www.townofmammothlakes.ca.gov/882/The-Parcel

Plan The Parcel!

Spanish Meetings

August 2019

¡Planifique The Parcel!

Reuniones en Español

Agosto 2019

1

Agenda

1 Presentation
2 Questions?
3 Activities

Programa

1 Presentación
2 ¿Preguntas?
3 Actividades

2

Introduction Introducción

3

The Parcel Team Equipo de The parcel



4

Background Antecedentes

5

The Parcel

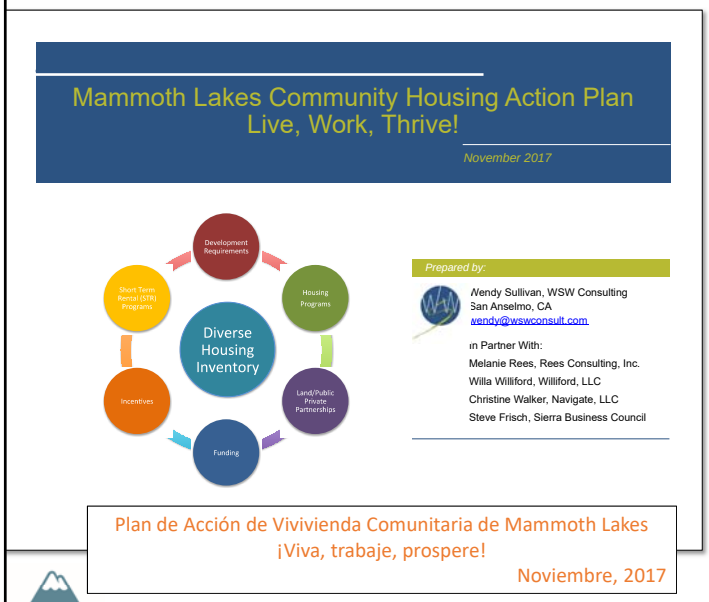


Terreno *The Parcel*



6

Community Housing Action Plan (CHAP) Plan de Acción de Vivienda Comunitaria



- Town to purchase The Parcel (complete, 2018)
- Community process to master plan the site (happening now – Plan The Parcel!)

- La ciudad va a comprar The Parcel (se completó, 2018)
- Proceso comunitario para desarrollar un plan general para el sitio (sucediendo ahora – ¡Planifique *The Parcel*!)

7

Income Levels Niveles de Ingreso

Income Category Categoría de Ingreso		Annual Income Ingreso anual Number of People in Household Cantidad de personas en el hogar							
		1	2	3	4	5	6	7	8
<=50% AMI	Very low income Ingreso muy bajo	$28,450	$32,500	$36,550	$40,600	$43,850	$47,100	$50,350	$53,600
51-80% AMI	Low income Ingreso bajo	$44,750	$51,150	$57,550	$63,900	$69,050	$74,150	$79,250	$84,350
81-120% AMI	Moderate income Ingreso moderado	$68,200	$77,950	$87,700	$97,450	$105,250	$113,050	$120,850	$128,650

- AMI = Area Median Income
- Determined annually by the State for each County
- Mono County's AMI is $81,200

- Ingreso Medio del Área (AMI por su sigla en inglés)
- Determinado en forma anual por el Estado para cada Condado
- El AMI del Condado de Mono es: $81,200

8

CHAP Needs Assessment

Distribución de Viviendas Comunitarias Propias Necesarias según AMI

Distribution of Needed Community Ownership Housing by AMI

Nivel de ingreso / Income Level	Precio de compra máximo asequible / MAXIMUM Affordable Purchase Price	Distribución de Propiedad	Unidades / Units
<=60% AMI	Under $162,000	12%	33
60-80% AMI	$213,000	7%	19
80-120% AMI	$325,000	25%	69
120-150% AMI	$406,000	20%	55
150-200% AMI	$541,000	21%	58
>200% AMI	Over $541,000	16%	44
TOTAL	-	275	Approx. 275

NOTE: Shading indicates where there is a shortage of housing supply for residents and the workforce. Units provided in the lighter shade price point should be move-up housing for families, preferably offering three-bedrooms and garages.

Distribución de Viviendas Comunitarias necesarias para Arriendo según AMI

Distribution of Needed Community Rental Housing by AMI

Nivel de ingreso / Income Level	Pago de renta máximo asquible / Maximum Affordable Housing Payment	Distribución de arriendos / Distribution	Units
<=60% AMI	$1,035	35%	112
60-80% AMI	$1,360	16%	51
80-100% AMI	$1,725	12%	38
100-120% AMI	$2,070	9%	29
>120% AMI	Over $2,070	28%	90
TOTAL	-	320	320

NOTE: Shading indicates where there is a shortage of housing supply for residents and the workforce.

Evaluación de las necesidades de CHAP

595 units needed through 2022
- All income levels
- 275 ownership
- 320 rental

Se necesitan 595 viviendas hasta el 2022
- Para todos los niveles de ingreso
- 275 para propietarios
- 320 para alquiler

9

The Parcel Background

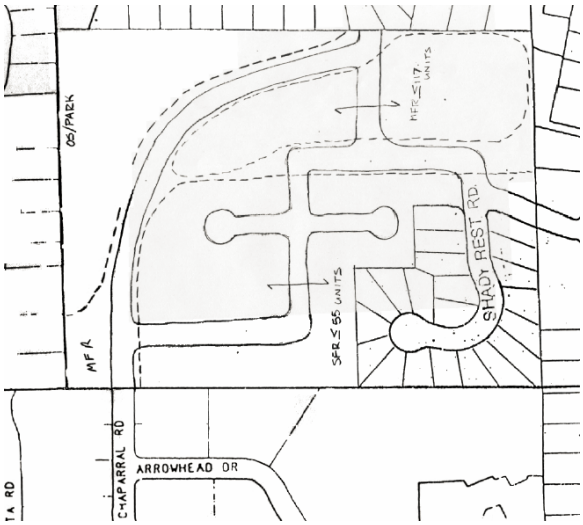
1991 Master Plan

Affordable Housing Overlay

Plan General 1991

Superposición de Viviendas Asequibles

Antecedentes de The Parcel



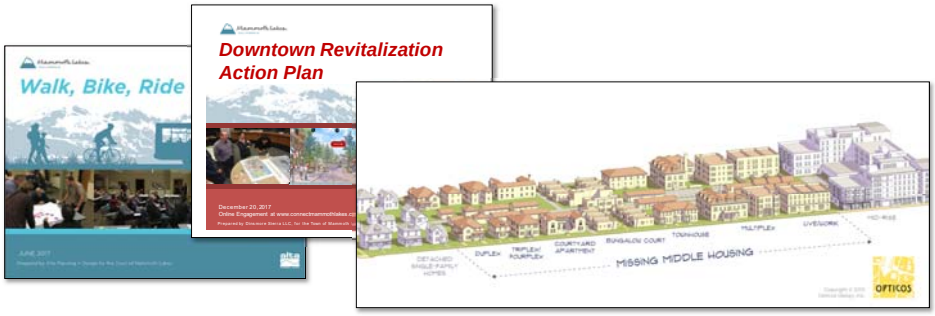
10

Other Considerations

- Walk, Bike, Ride
- Downtown Revitalization
- Housing Laws & Programs

Otras consideraciones

- Caminar, montar en bicicleta, usar transporte público
- Revitalización del centro del pueblo
- Leyes y programas de vivienda



11

Process Proceso

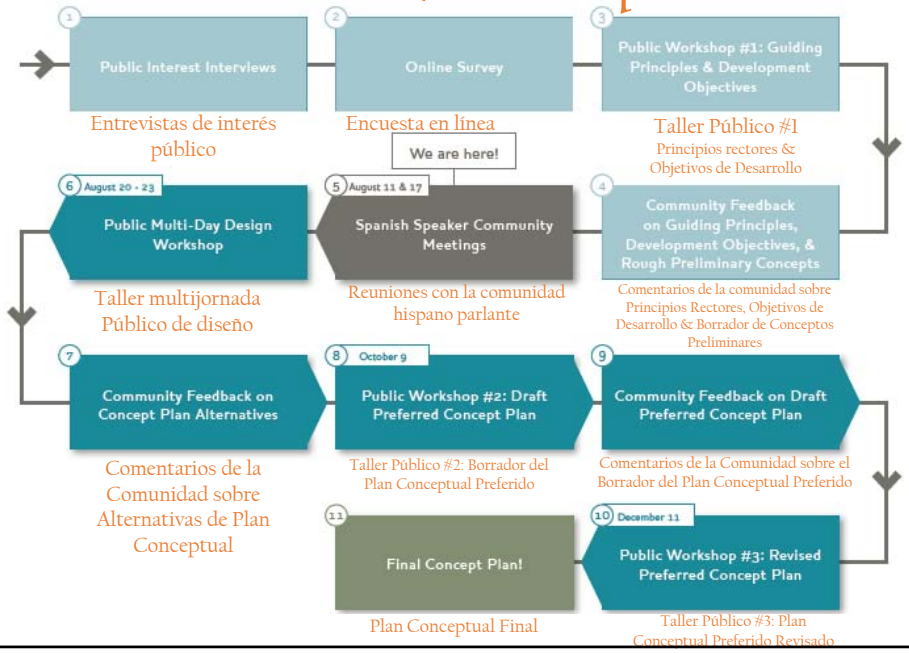
12

Overall Process Proceso General



13

Plan The Parcel! ¡Planifique The Parcel!



14

What We've Heard So Far

Lo que hemos escuchado hasta ahora

15

Public Interest Interviews

45 individuals

14 small group interviews

2 days

- Confidential
- Open-ended questions

Entrevistas de Interés Público

45 personas

14 entrevistas en grupo pequeño

2 días

- Confidencial
- Preguntas abiertas

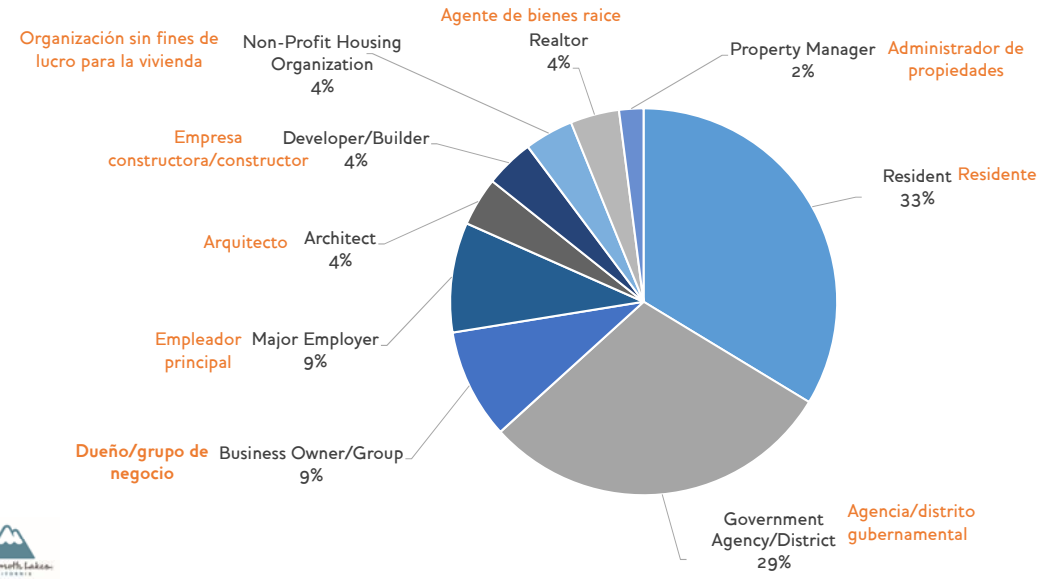
16

Public Interest Interviews

Entrevistas de Interés Público

Interview participants

Participantes en la entrevista



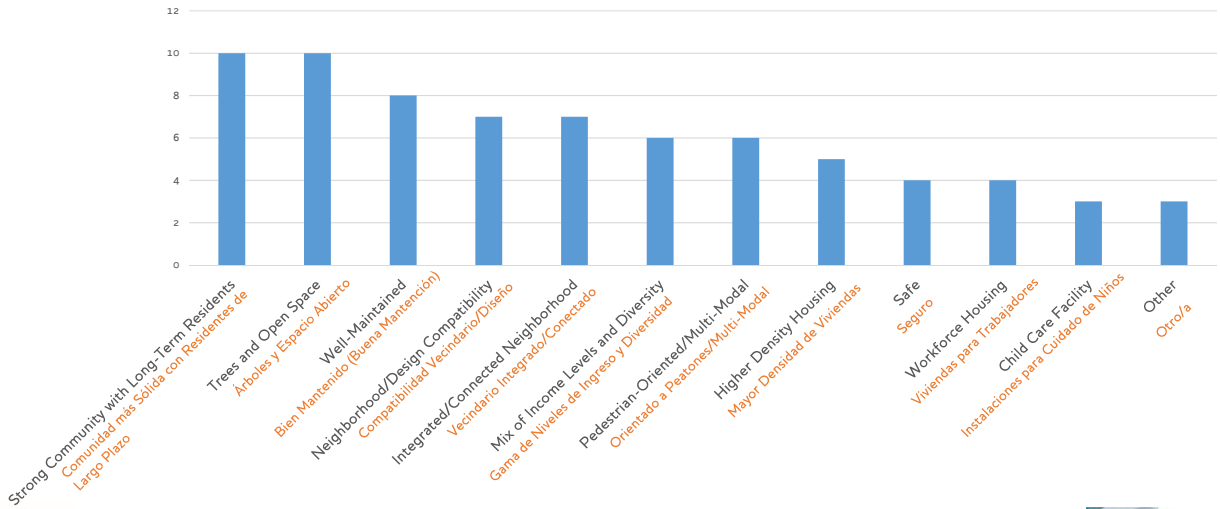
17

Public Interest Interviews

Entrevistas de Interés Público

What is your long-term vision for The Parcel?

¿Cuál es su visión de largo plazo para el terreno *The Parcel*?



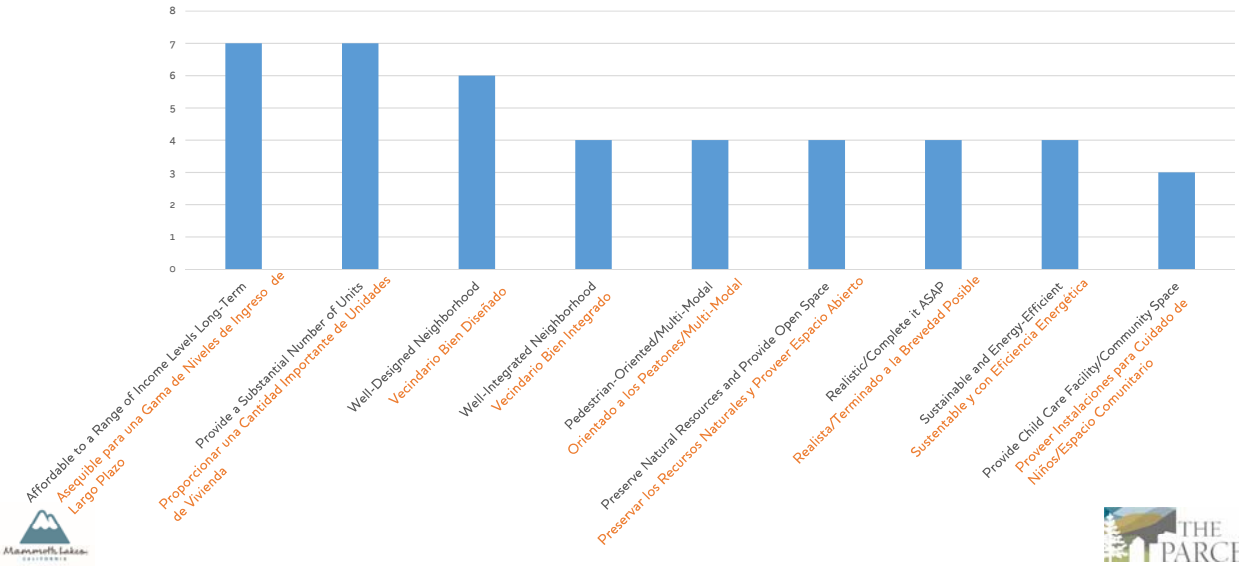
18

Public Interest Interviews

Entrevistas de Interés Público

What are your three objectives for The Parcel?

¿Cuáles son los tres objetivos que a su parecer se deberían establecer para el terreno *The Parcel*?



19

Online Survey

Encuesta En Línea

276 Responses

276 Respuestas

Open for 2.5 weeks

Disponible durante 2.5 semanas

- Multiple choice questions based on responses to Public Interest Interview questions
- Advertised/promoted via email blasts, social media, flyers, newspaper ads, door-knocking, and mailed post cards
- Accessible online via Engage Mammoth Lakes and available in hard copy at the Town offices and Mammoth Lakes Housing, Inc.

- Preguntas de selección múltiple en base a respuestas obtenidas a preguntas realizadas en Entrevista sobre asuntos de Interés Público.
- Anunciado/promocionado por medio de correo electrónico masivo, redes sociales, volantes impresos, avisos en el periódico, puerta a puerta, y tarjetas por correo postal.
- Accesible en línea via Engage Mammoth Lakes y disponible en copia impresa en las oficinas del Pueblo de Mammoth Lakes y de Mammoth Lakes Housing, Inc.

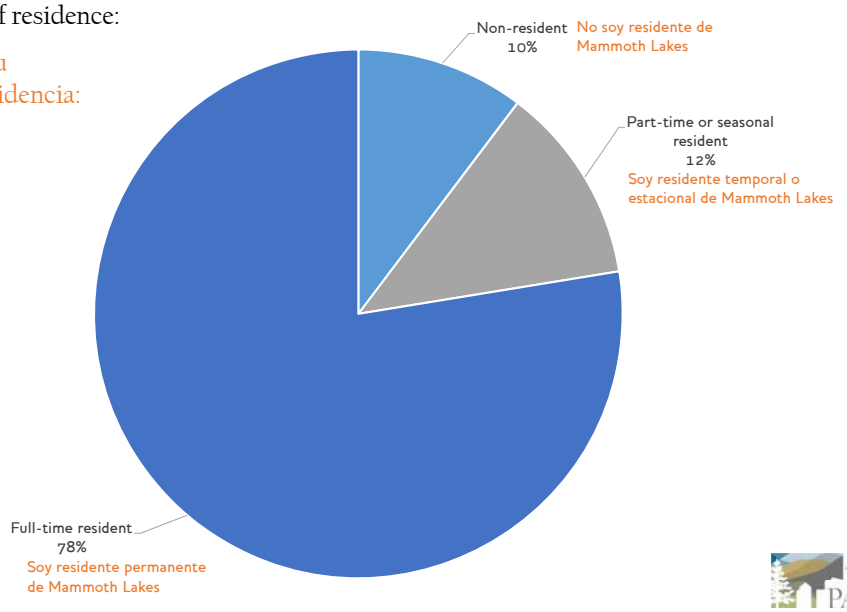
20

Online Survey

Encuesta En Línea

Please describe your place of residence:

Por favor, describa cuál es su condición en su lugar de residencia:



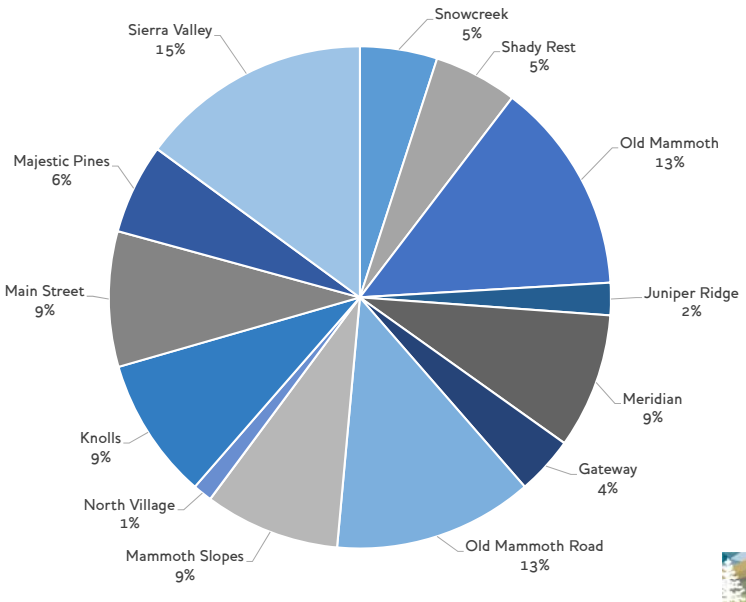
21

Online Survey

Encuesta En Línea

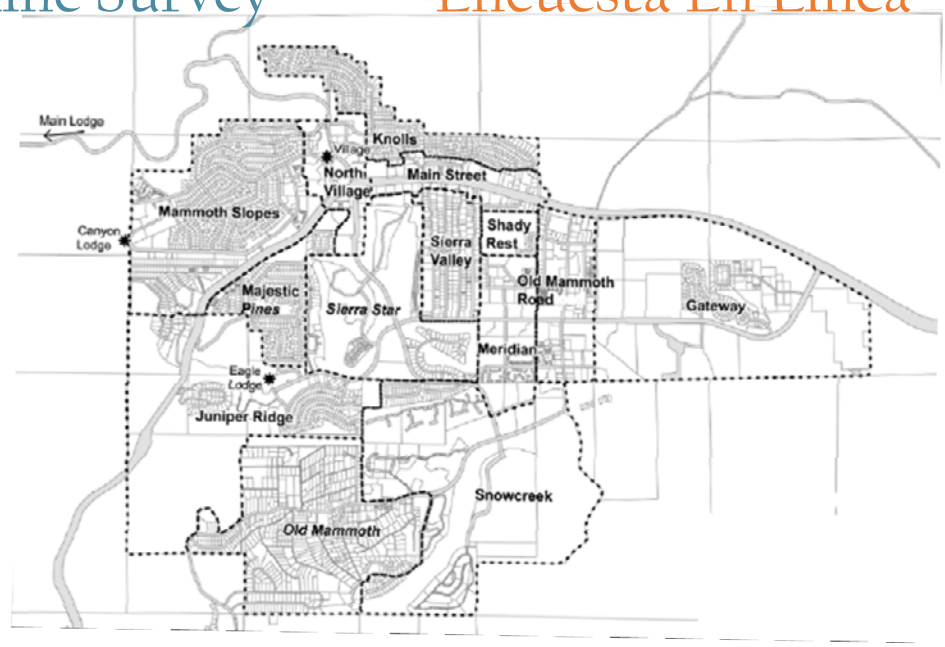
In what Mammoth Lakes neighborhood do you live?

¿En qué barrio de Mammoth Lakes vive usted o es propietario de una segunda residencia?



22

Online Survey Encuesta En Línea

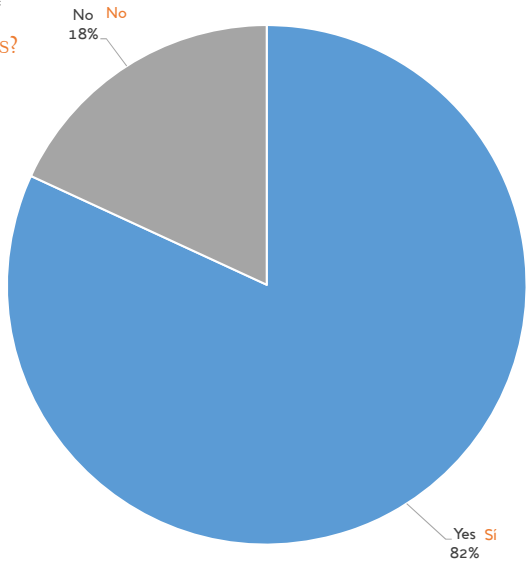


23

Online Survey Encuesta En Línea 1

Do you work in Mammoth Lakes?

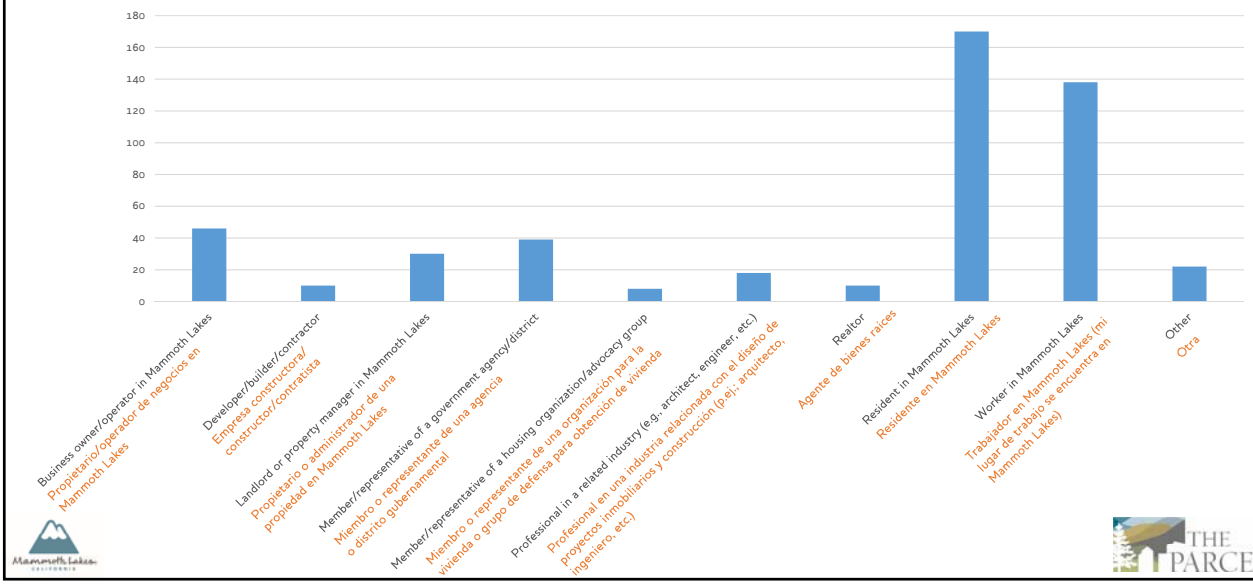
¿Trabaja usted en Mammoth Lakes?



24

Online Survey Encuesta En Línea 2

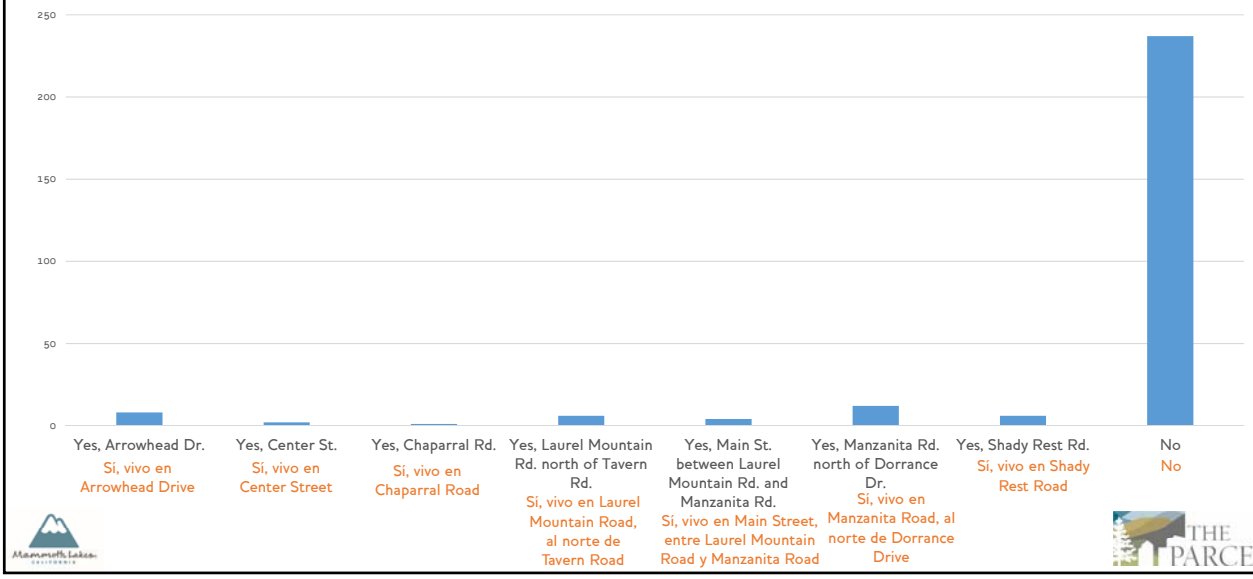
I am a: Yo soy un:



25

Online Survey Encuesta En Línea 3

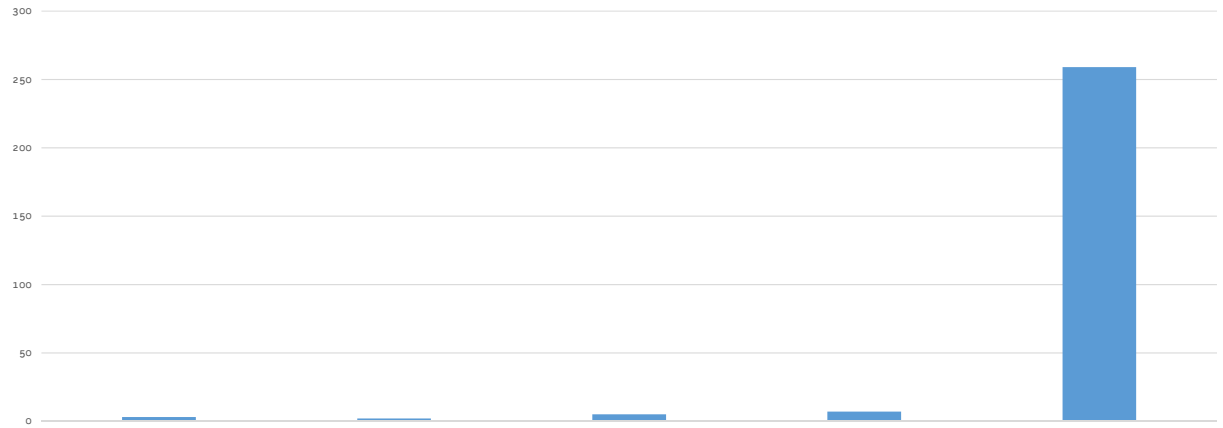
Do you live next to The Parcel? ¿Vive usted al lado de *The Parcel*?



26

Online Survey Encuesta En Línea 4

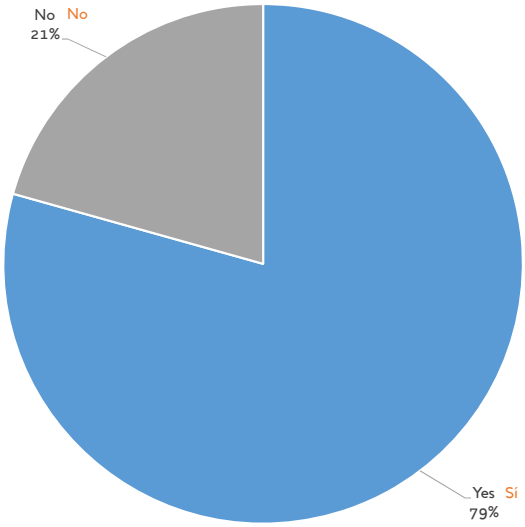
Do you work next to The Parcel? ¿Trabaja usted al lado de The Parcel?



27

Online Survey Encuesta En Línea 5

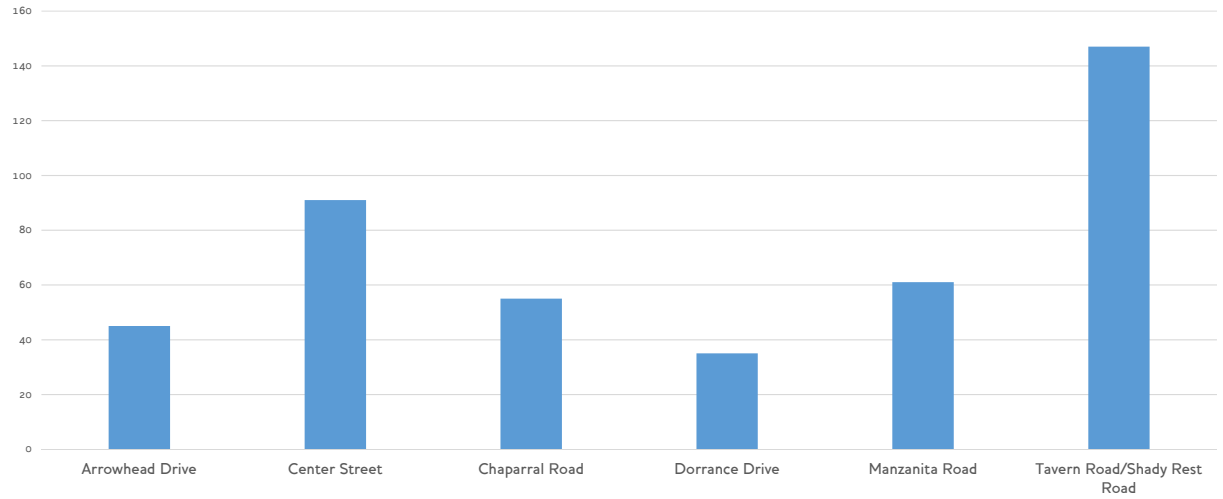
Have you ever been to The Parcel? ¿Ha estado usted alguna vez en The Parcel?



28

Online Survey Encuesta En Línea 5

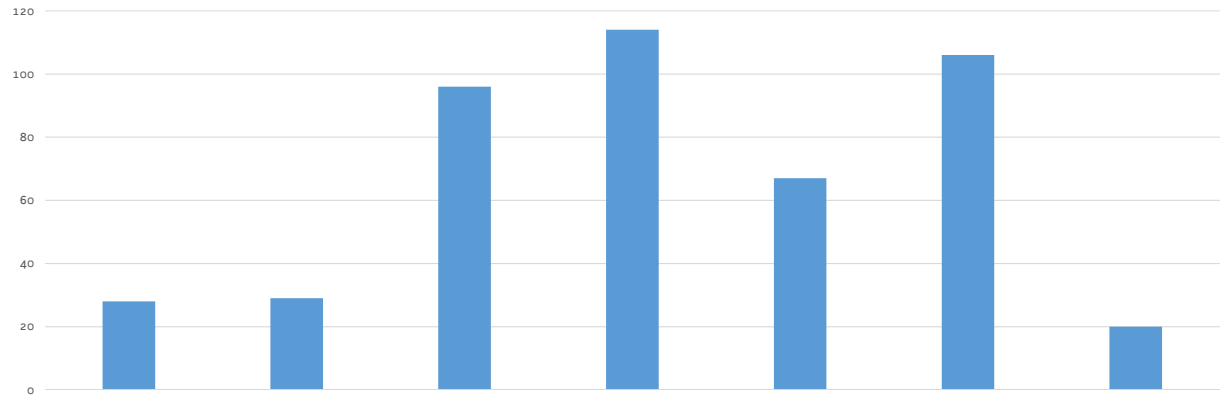
Where did you enter the site? ¿Por dónde ingresó usted al lugar?



29

Online Survey Encuesta En Línea 5

What did you do while you were there? ¿Qué hizo usted mientras estuvo allí?

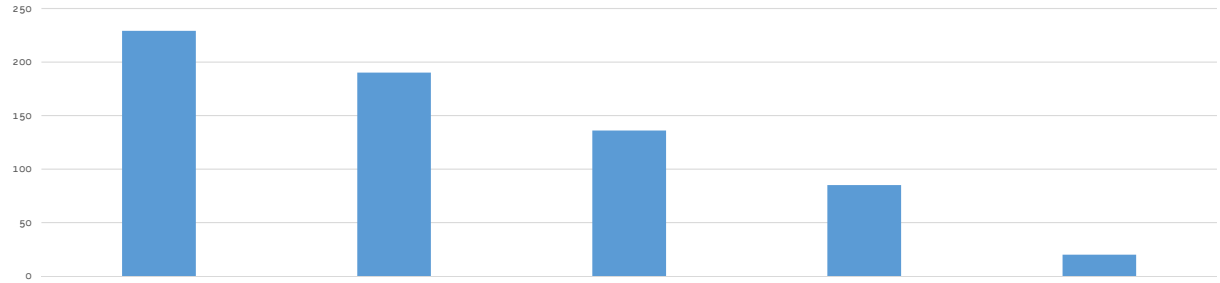


30

Online Survey Encuesta En Línea 6

In accordance with the Community Housing Action Plan, The Parcel is to be developed with housing that is affordable for residents and workers employed in Mammoth Lakes. Which of the following do you think is appropriate for The Parcel?

De acuerdo a lo establecido en el Plan de Acción para Vivienda Comunitaria, el terreno *The Parcel* debe ser construido con viviendas que sean asequibles para los residentes y trabajadores empleados en Mammoth Lakes. ¿Cuáles de los siguientes tipos de vivienda piensa usted que sean apropiados para ser construidas en *The Parcel*?

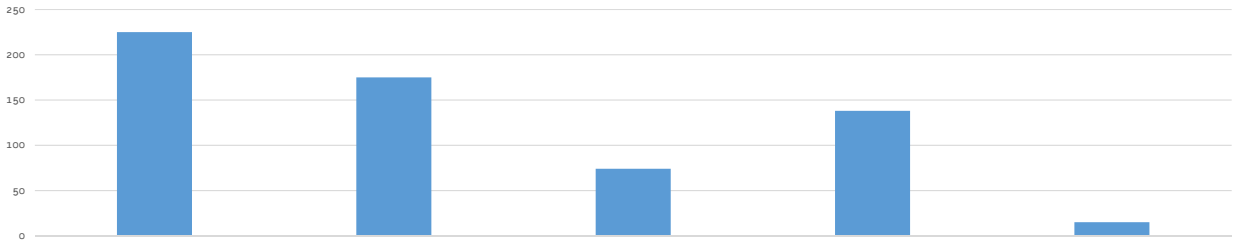


31

Online Survey Encuesta En Línea 7

In accordance with the Community Housing Action Plan, The Parcel is to be developed with housing that is affordable for residents and workers employed in Mammoth Lakes. Which of the following building types do you think is appropriate for The Parcel?

De acuerdo a lo establecido en el Plan de Acción para Vivienda Comunitaria, el terreo *The Parcel* debe ser construido con viviendas que sean asequibles para los residentes y trabajadores empleados en Mammoth Lakes. ¿Cuáles de los siguientes tipos de edificios piensa usted que serían apropiados para ser construidos en The Parcel?

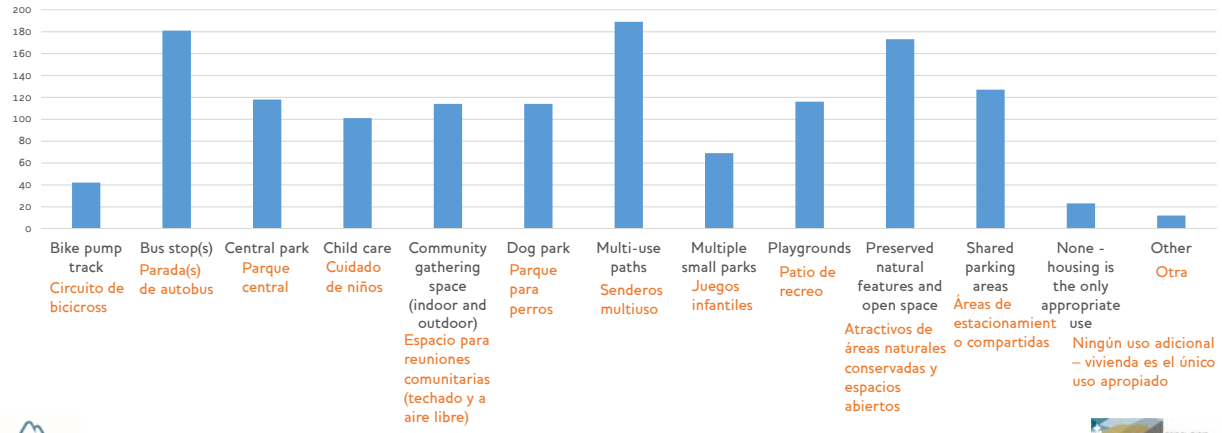


32

Online Survey Encuesta En Línea 8

Which of the following do you think are appropriate other uses that should be included on The Parcel?

¿Cuáles de los siguientes usos adicionales piensa usted que serían apropiados y deberían ser incluidos en el equipamiento de The Parcel?

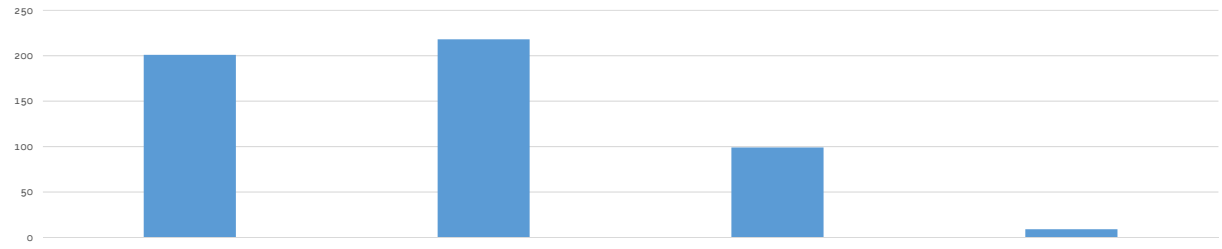


33

Online Survey Encuesta En Línea 9

Which of the following do you think are appropriate income levels for households on The Parcel to serve?

¿A cuáles de los siguientes niveles de ingreso piensa usted que se debería beneficiar con las viviendas planificadas para The Parcel?

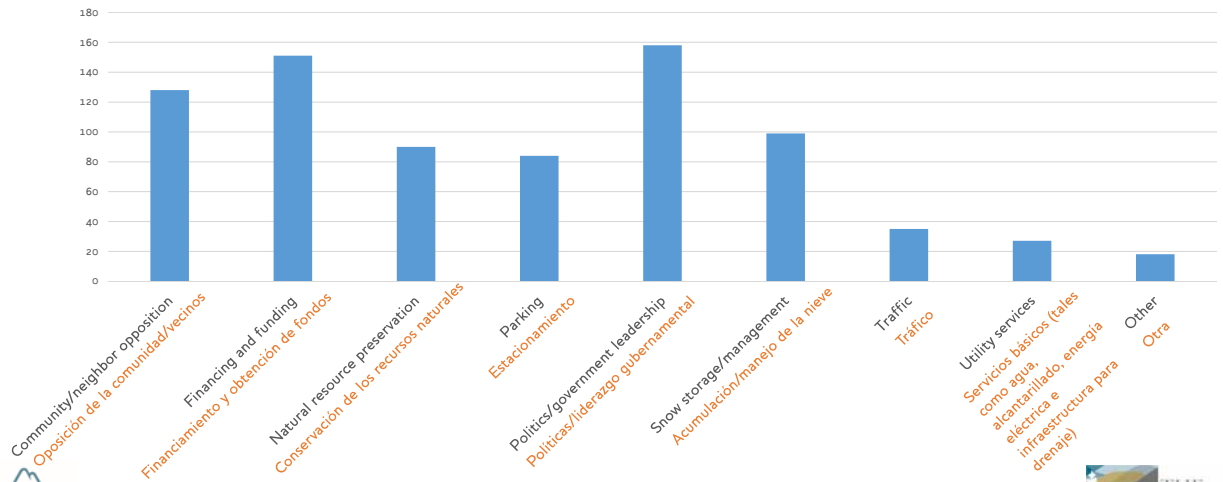


34

Online Survey Encuesta En Línea 10

Which of the following do you consider to be obstacles to developing The Parcel?

¿Cuáles de los siguientes considera usted que son obstáculos para construir *The Parcel*?

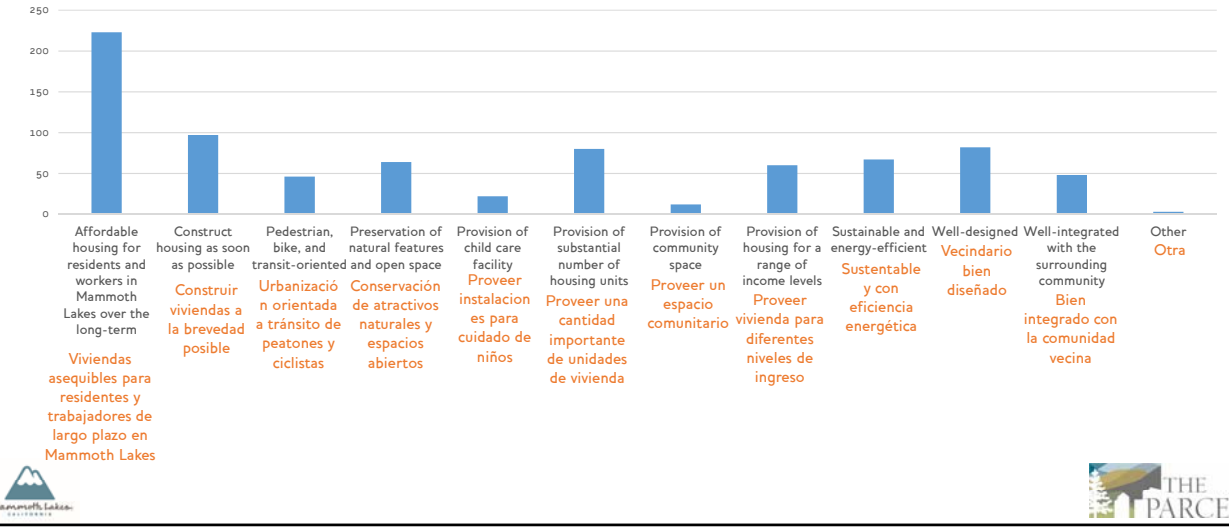


35

Online Survey Encuesta En Línea 11

What should be three broad objectives for development of The Parcel?

¿Cuáles deberían ser tres objetivos generales para construir en The Parcel?

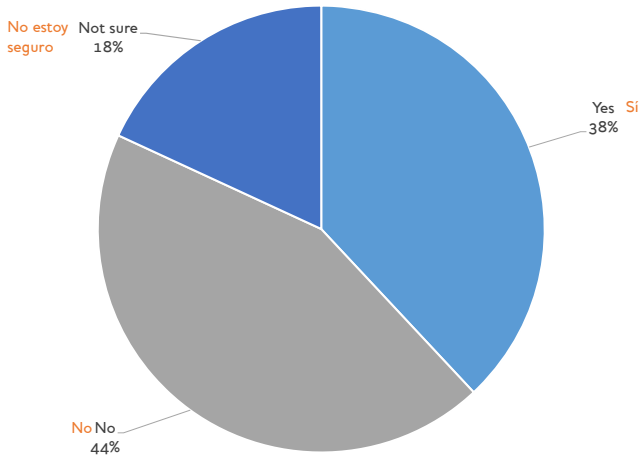


36

Online Survey Encuesta En Línea 12

Would you consider becoming a resident of The Parcel once it's developed?

¿Consideraría usted convertirse en residente de The Parcel una vez que haya sido construido?

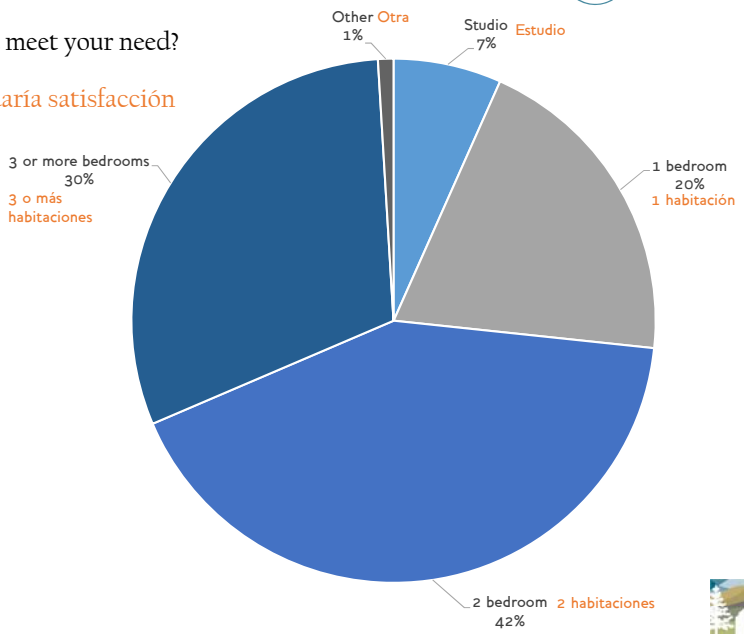


37

Online Survey Encuesta En Línea 12

What type of housing unit would meet your need?

¿Qué tipo de unidad de vivienda daría satisfacción a sus necesidades?



38

Online Survey Encuesta En Línea 13

Do you have anything else to add?

- Complete construction as soon as possible.
- The Parcel should remain undeveloped.
- Ensure the development is truly affordable.
- The development should be inclusive and serve the entire community.
- Short-term rentals should be prohibited.
- Include pet-friendly housing.
- Provide underground parking.
- Varied other responses.

¿Tiene algo más para agregar?

- Terminar la construcción a la brevedad posible.
- El terreno *The Parcel* debería permanecer sin construcción.
- Asegurar que la construcción es verdaderamente asequible.
- La construcción que se realice debería ser inclusiva y servir a toda la comunidad.
- Los arriendos de corto plazo deberían estar prohibidos.
- Incluir viviendas amigables con las mascotas.
- Proveer estacionamiento subterráneo.
- Otras respuestas diversas.

39

Guiding Principles and Development Objectives

Principios Rectores y Objetivos de Desarrollo

40

Purpose

Based on what we've heard so far, including 6/26 Workshop #1

- Guiding Principles – broad priorities, shared values
- Development Objectives – specific, measurable outcomes

Propósito

En base a lo que hemos escuchado hasta ahora, incluyendo el Taller #1 del 26 de junio pasado.

- Principios Rectores – prioridades generales, valores compartidos
- Objetivos de Desarrollo – resultados medibles específicos

41

Guiding Principles

Principios Rectores

A Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.

Proveer viviendas comunitarias de largo plazo por medio de abordar una parte importante de las necesidades actuales de vivienda de Mammoth Lakes.

B Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.

Proveer una variedad de opciones de movilidad por diferentes medios (caminar, bicicleta, transporte público, etc.) para conectar The Parcel con destinos de la comunidad.

42

Guiding Principles Principios Rectores

C Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.

Proveer instalaciones comunitarias y espacios abiertos, mientras se concentran en la construcción de viviendas comunitarias y en dar el mejor uso a cada pie cuadrado del terreno.

D Focus on environmentally sustainable design concepts.

Concentrarse en conceptos de diseño medioambientalmente sustentable.

Mammoth Lakes California

THE PARCEL

43

Guiding Principles Principios Rectores

E Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.

Establecer un vecindario de viviendas comunitarias habitable, integrado y bien diseñado, que supere la prueba del tiempo.

F Balance guiding principles and development objectives with a viable development program that is sustainable over the long-term and can be constructed in an orderly and timely fashion.

Equilibrar los principios rectores y los objetivos de desarrollo con un programa de desarrollo viable que sea sustentable a largo plazo y que pueda ser construido en forma ordenada y puntual.

Mammoth Lakes California

THE PARCEL

44

Development Objectives

A Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.

i. Provide a variety of housing types (e.g., small house, duplex, triplex, townhouse, apartment).

ii. Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom) to meet the needs of a variety of families and individuals.

iii. Provide both deed-restricted rental and ownership products to accommodate households of different ages and incomes.

iv. Serve moderate income households and below (≤ 120% AMI) consistent with the 2017 Needs Assessment.

Objetivos de Desarrollo

Viviendas

A1. Construir una variedad de tipos de vivienda (casa pequeñas, duplex, departamento, etc.)

A2. Construir una combinación de tipos de unidades (estudio, de 1 habitación, 2 habitaciones, etc.)

A3. Ofrecer viviendas para renta y compra por debajo del precio del mercado actual

A4. Establecer los limites de eligibilidad para incluir hogares de ingresos moderados y menores. (Ingreso moderado = una familia de 3 personas que gana hasta $87,700)

45

Development Objectives

B Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.

i. Provide safe and intuitive pedestrian and bicycle connections through The Parcel to surrounding areas.

ii. Design a circulation network that prioritizes pedestrians, bicyclists, and transit.

iii. Explore transit potential to determine how best to provide transit stops, possible shelters, and connectivity to the larger Mammoth Lakes community.

iv. Include traffic calming measures to create a safe, family-oriented neighborhood that minimizes vehicular speeding.

v. Explore parking and traffic management strategies to further encourage alternative travel modes, considering that some future residents will rely on individual vehicles.

Objetivos de Desarrollo

Movilidad

B1. Construir vías seguras e intuitivas para peatones y bicicletas a través de The Parcel hacia el Pueblo.

B2. Diseñar una red de circulación que priorice a peatones, ciclistas y tránsito.

B3. Explorar la mejor manera de instalar y distribuir las paradas de bus para tener acceso al Pueblo.

B4. Incluir medidas para calmar el tráfico para minimizar el exceso de velocidad.

B5. Explorar formas de parqueaderos y gestión del tráfico para incentivar a más peatones y ciclistas que vehículos, tomando en cuenta que algunos futuros residentes dependerán de vehículos individuales.

46

Development Objectives

C Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.

i. Incorporate supportive uses (such as a child care facility) into the design.

ii. Provide amenities (such as community gathering spaces and/or parks and playgrounds) necessary for the successful functioning of a livable neighborhood.

iii. Design amenity spaces to be multi-purpose (such as park space with snow storage, when compatible).

iv. Consider pets in the design of the neighborhood.

v. Provide parking for residents and guests, but limit the land required for parking, thereby reserving available land for other uses.

Objetivos de Desarrollo

Servicios y Espacio Abierto

C1. Incorporar servicios (como instalaciones de cuidado de niños) en el diseño.

C2. Crear espacios comunitarios (como para asados y/o parques y parques infantiles).

C3. Crear espacios comunitarios de multiuso (como espacio de parque con almacenamiento de nieve en el invierno)

C4. Considerar mascotas en el diseño del vecindario.

C5. Proveer parqueaderos para residentes e invitados con el uso del espacio más eficiente posible para también reservar terreno disponible para otros usos.

47

Development Objectives

D Focus on environmentally sustainable design concepts.

i. Integrate natural features (wetlands, trees, and open space) into the neighborhood design.

ii. Incorporate sustainable infrastructure and energy-efficient designs.

iii. Integrate well-planned snow storage areas and accommodate efficient snow management operations.

iv. Minimize the amount of impervious paving to allow water absorption into soil on site and minimize runoff.

v. Design for high durability and low maintenance.

Objetivos de Desarrollo

Sostenibilidad

D1. Integrar la naturaleza en el diseño del vecindario (preservando humedales, árboles y espacios abiertos)

D2. Incorporar infraestructura sostenible y diseños energéticamente eficientes.

D3. Incluir áreas de almacenamiento de nieve bien planificadas con operaciones eficientes de manejo de nieve.

D4. Minimizar el uso de pavimento impermeable para permitir la absorción de agua en el suelo

D5. Usar diseño de alta durabilidad y bajo mantenimiento.

48

Development Objectives

E

Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.

i. Create a neighborhood that connects seamlessly to the street network and reflects a design character appropriate to the Eastern Sierra Nevada mountain setting.

ii. Design the site to provide a transition in building scale and type from adjacent higher intensity commercial areas to neighboring residential areas.

iii. Ensure the site is designed to be pedestrian-oriented and comfortable to walk in and through.

iv. Build upon the recent efforts of Walk, Bike, Ride and Downtown Revitalization to ensure the new neighborhood becomes an integral part of the greater community.

Objetivos de Desarrollo

Diseño del Vecindario

E1. Crear salidas y entradas al sitio que reflejen un carácter de diseño apropiado para nuestro entorno montañoso.

E2. Diseñar los edificios para lograr una transición en la escala y el tipo de construcción que sea compatible con el sector comerical y las zonas residenciales adyacentes.

E3. Asegurar que el sitio esté diseñado para los peatones y cómodo para caminar.

E4. Garantizar que el nuevo vecindario se convierta en parte integral del Pueblo (usando los esfuerzos recientes de Walk, Bike, Ride y Downtown Revitalization).

49

Development Objectives

F

Balance guiding principles and development objectives with a viable development program that is sustainable over the long-term and can be constructed in an orderly and timely fashion.

i. Prepare an overall program for development and management that implements guiding principles, to the extent feasible, while achieving long-term viability.

ii. Accommodate densities and design features necessary to qualify for essential funding.

iii. Consider specific and relevant regulatory actions that would be necessary to implement the development program.

iv. Consider economic factors, including those related to potential investors, affordable housing developers, and future residents.

v. Develop a phasing plan that reflects market conditions and encourages construction to begin as early as practical.

Objetivos de Desarrollo

Diseño Realista (Factible)

F1. Asegurar que el plan final priorice todos estos objectivos más importantes y factibles (posibles de lograr) a lo largo plazo.

F2. Cumplir con los requisitos de diseño y número de unidades para poder recibir los fondos públicos disponibles para el proyecto.

F3. Tomar en cuenta las acciones regulatorias específicas y relevantes necesarias para implementar el proyecto.

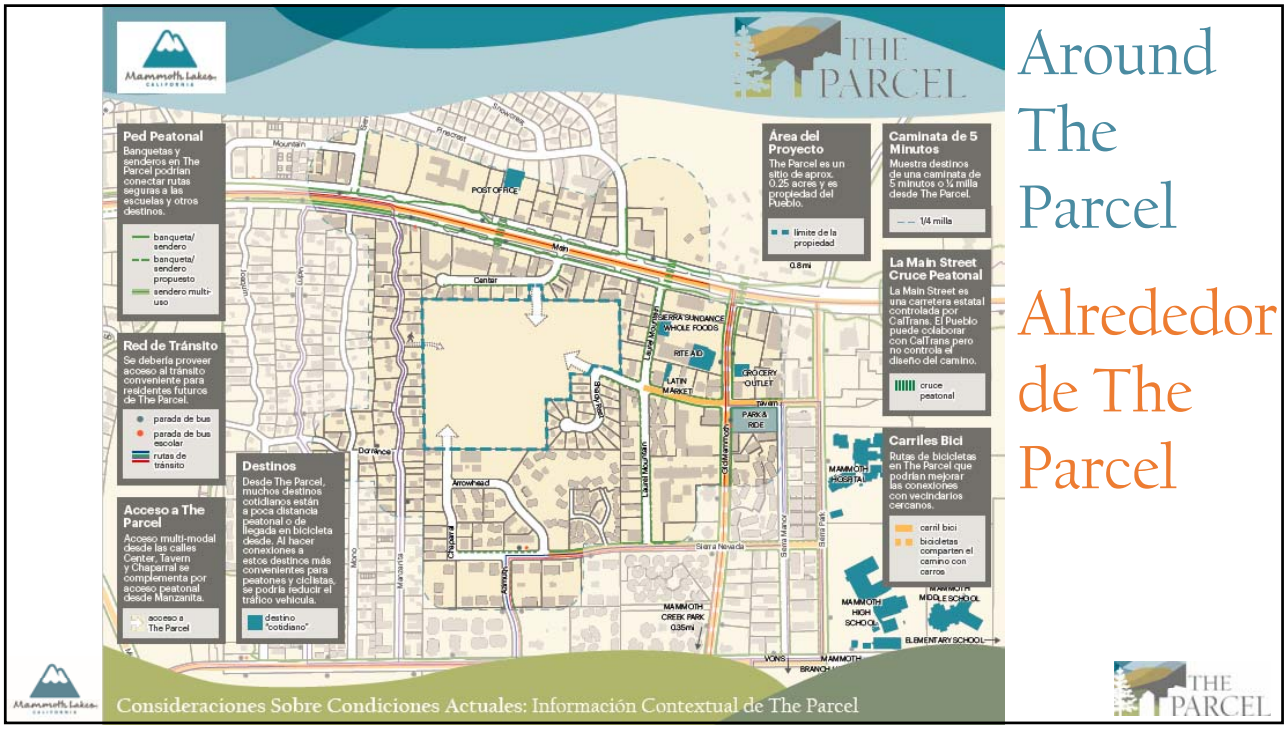
F4. Tener en cuenta los factores económicos, incluidos los posibles inversores, desarrolladores de viviendas asequibles y futuros residentes.

F5. Asegurar que el plan se implemente por etapas, reconociendo las condiciones del mercado e intentando comenzar la construcción tan pronto como sea posible.

50

Site Analysis Análisis del Sitio

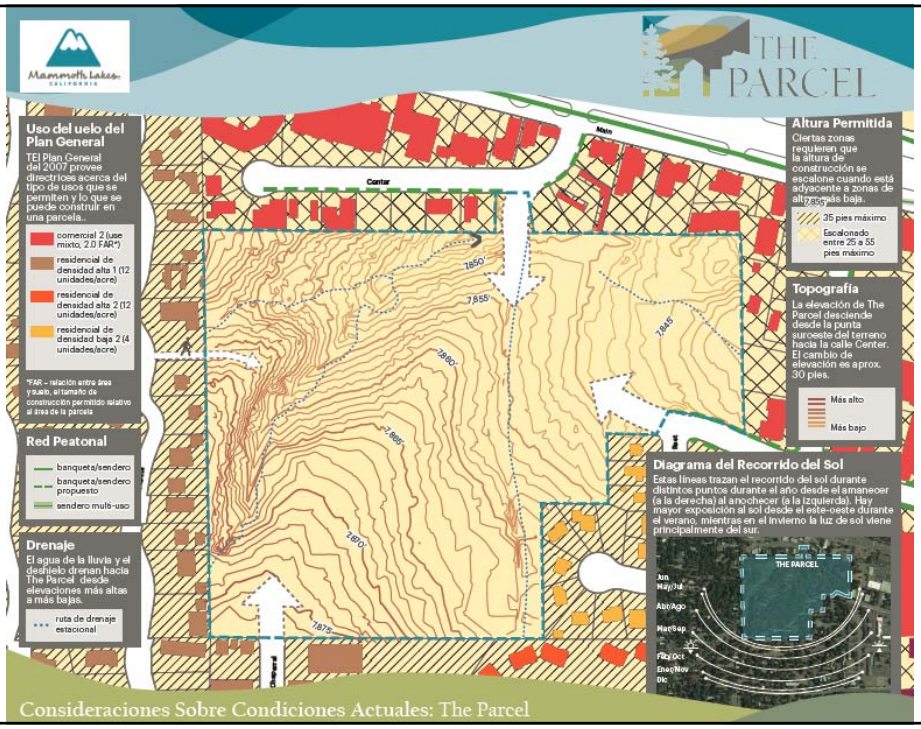
51



Around The Parcel

Alrededor de The Parcel

52



The Parcel

Terreno The Parcel

53

What's Next? ¿Que Sigue?

54

Spanish Meetings

August 11th & 17th

The same meeting, on two different days

Reuniones en Español

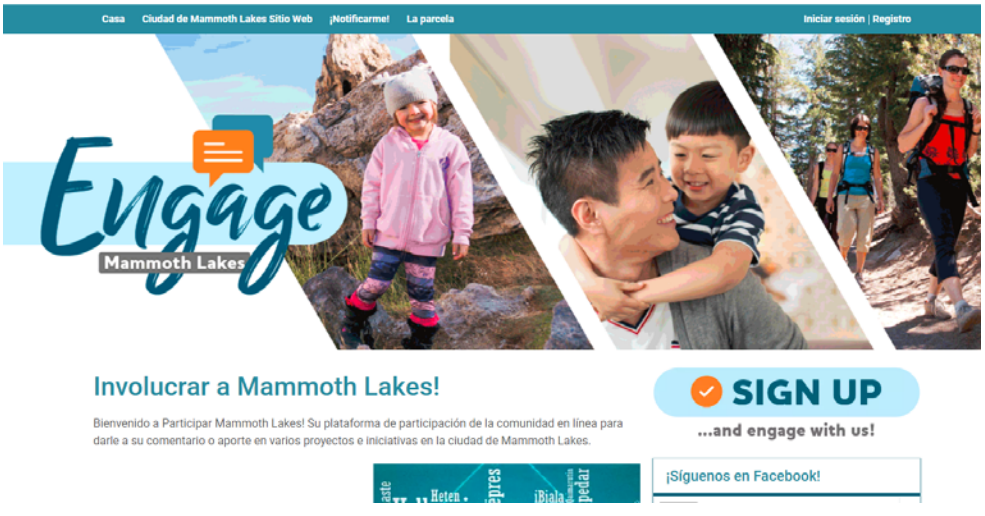
11 y 17 de agosto

La misma reunión en dos días diferentes

55

Comment Online

EngageMammothLakes.com



Comente en línea

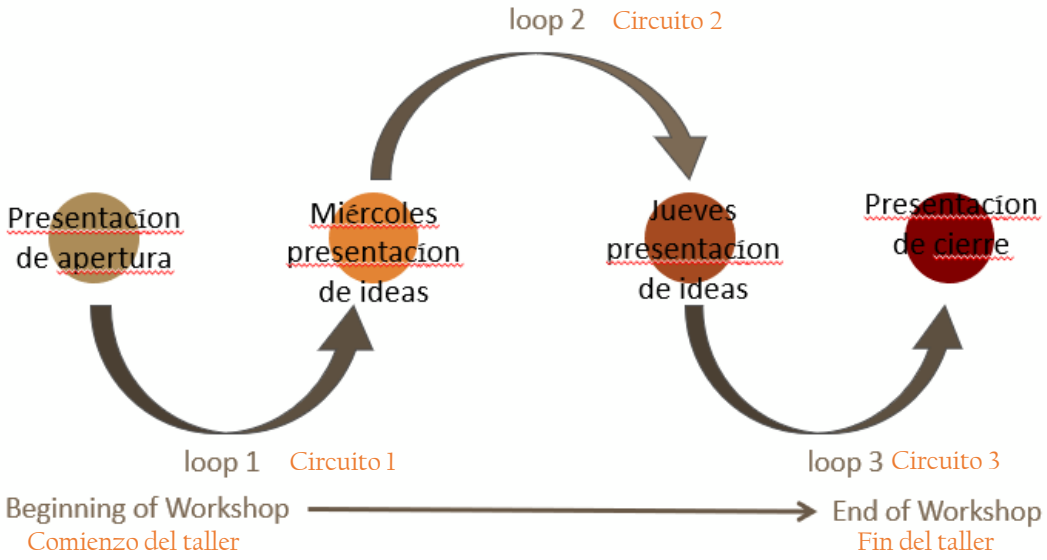
56

Multi-Day Design Workshop Taller multijornada de diseño



57

Feedback Loops Circuitos de retroalimentación



58

Open Studio Estudio abierto



59

Studio Pin-Up Presentacíon de ideas






60

Brown Bag Lunch

Almuerzo con vianda propia



61

Closing Presentation

Presentacíon de cierre





62

Questions? ¿Preguntas?

Grady Dutton, Public Works Director, theparcel@TownofMammothLakes.ca.gov or (760) 965-3659 (please leave a message) (por favor, deje un mensaje).

63

Activities Actividades

64

Mapping Tables Mesas de localización



65

Visual Preference Preferencia Visual



66

Stay Involved! ¡Siga participando!

Participate online:
Participe en línea:

EngageMammothLakes.com

To find out more:
Para averiguar más:

www.theparcelmammothlakes.com

The Parcel Facebook, Twitter, Instagram

Multi-Day Design Workshop August 20 – 23!

¡Taller multijornada de diseño 20 – 23 de agosto!

Grady Dutton, Public Works Director, theparcel@TownofMammothLakes.ca.gov or (760) 965-3659 (please leave a message) (por favor, deje un mensaje).

67

Plan The Parcel!

Multi-Day Design Workshop
Opening Presentation

August 20, 2019

1

Overview and Expectations

- **Welcome**
- **Workshop Focus:** The Pre-Development Planning Process: "Plan The Parcel"
- **The Parcel Team:** Consultant and Town Staff Roles

2

Agenda

1 Welcome
2 Presentation
3 Mapping Activity

3

Purpose

Discuss the Plan The Parcel input and progress to date and open the Multi-Day Design Workshop

4

Introduction

5

Key Staff Team


Grady Dutton, Public Works Director


Sandra Moberly, Community and Economic Development Director


Amy Callanan, Associate Engineer


Chandler Van Schaack, Senior Planner

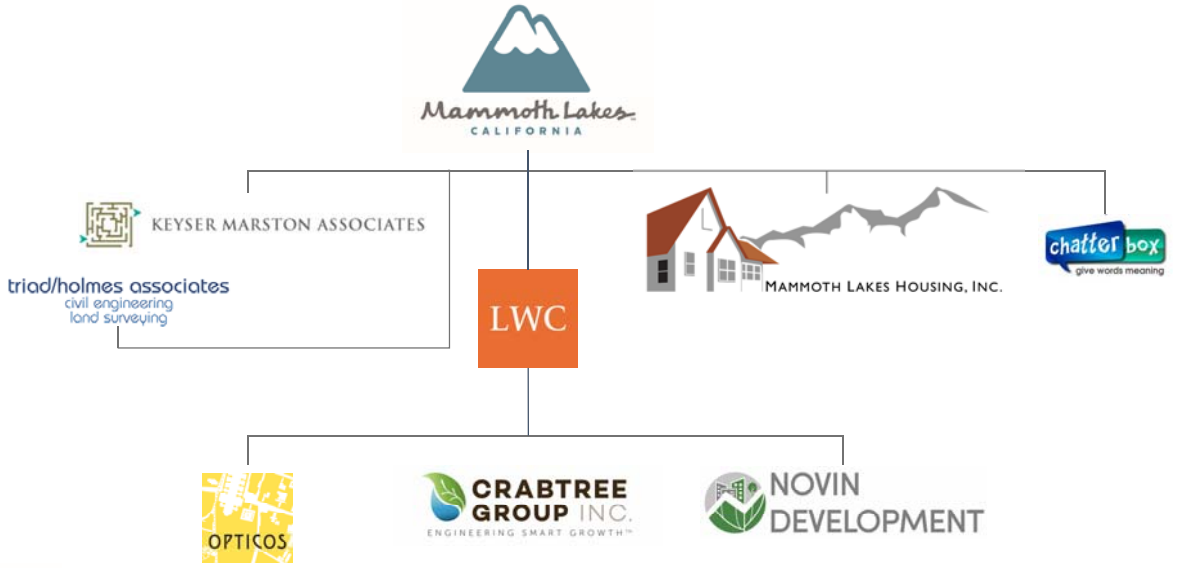

Haislip Hayes, Engineering Manager


Sierra Shultz, Assistant Engineer


Patricia Robertson, MLH Executive Director

6

Consultant Team



7

Consultant Team

LWC

Lisa Wise Consulting, Inc. (LWC)

 Lisa Wise, AICP

 Jen Daugherty, AICP – Project Manager

 Spencer Johnson, CNU-A

CRABTREE GROUP INC.
ENGINEERING SMART GROWTH

Crabtree Group, Inc.

 Paul Crabtree, PE, CNU-A, ASCE

OPTICOS

Opticos Design, Inc.

 Stefan Pellegrini, RA, AICP, LEED AP

 Drew Finke

 Beth Cichon

NOVIN DEVELOPMENT

Novin Development Corp.

 Iman Novin

8

Background

9

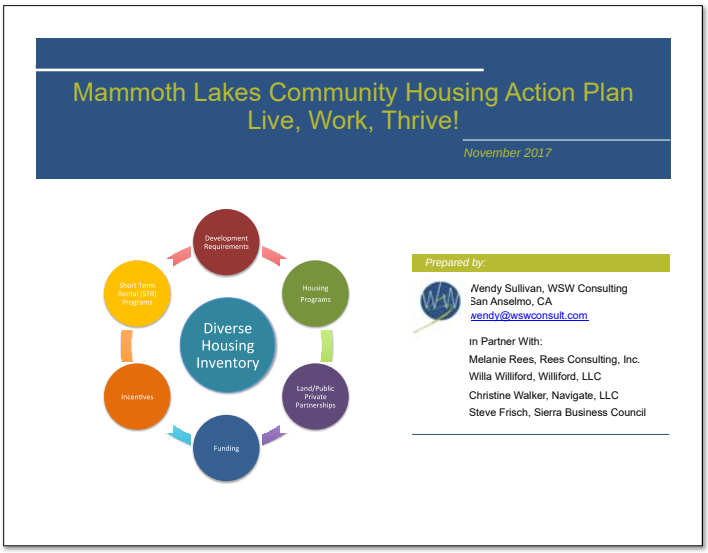
The Parcel





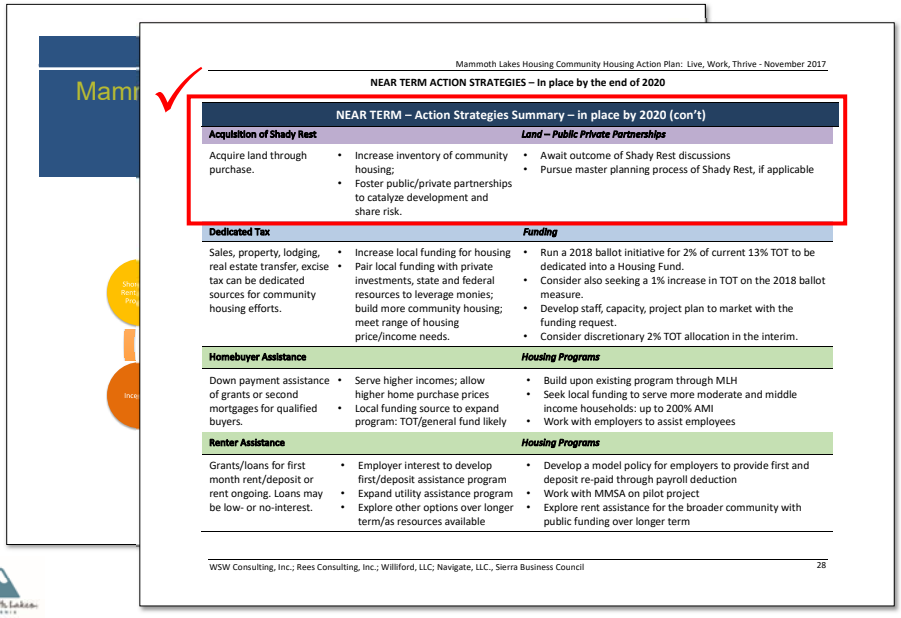
10

Community Housing Action Plan (CHAP)



11

Community Housing Action Plan (CHAP)



Mammoth Lakes Housing Community Housing Action Plan: Live, Work, Thrive - November 2017

NEAR TERM ACTION STRATEGIES – In place by the end of 2020

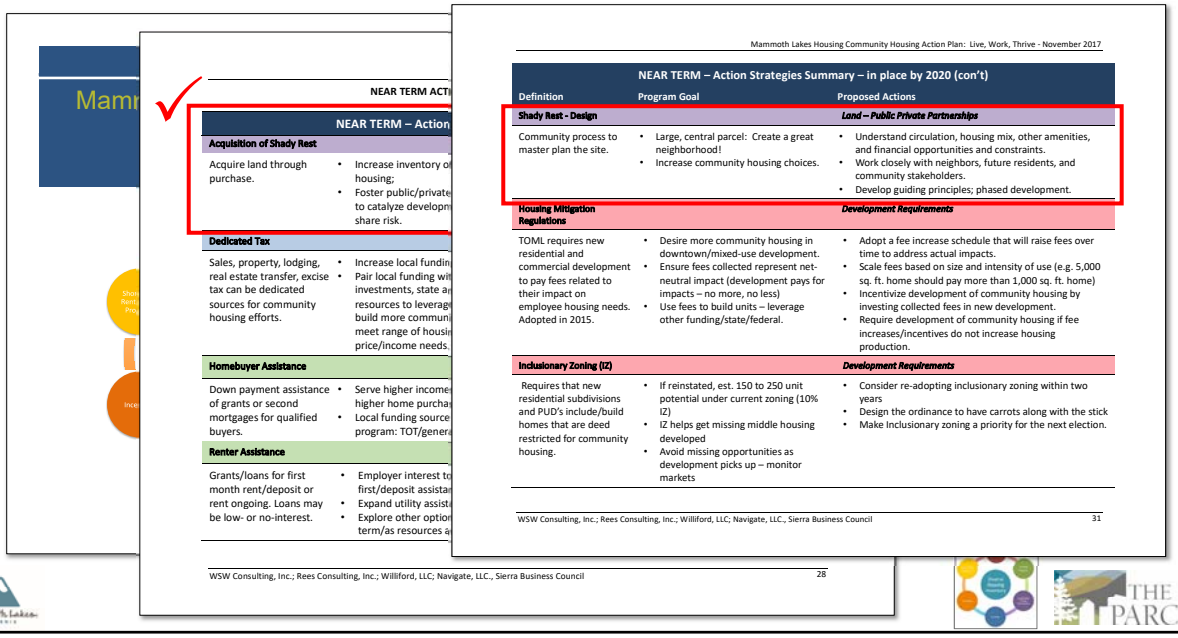
NEAR TERM – Action Strategies Summary – in place by 2020 (con't)

Acquisition of Shady Rest		***Land – Public Private Partnerships***
Acquire land through purchase.	• Increase inventory of community housing; • Foster public/private partnerships to catalyze development and share risk.	• Await outcome of Shady Rest discussions • Pursue master planning process of Shady Rest, if applicable
Dedicated Tax		***Funding***
Sales, property, lodging, real estate transfer, excise tax can be dedicated sources for community housing efforts.	• Increase local funding for housing • Pair local funding with private investments, state and federal resources to leverage monies; build more community housing; meet range of housing price/income needs.	• Run a 2018 ballot initiative for 2% of current 13% TOT to be dedicated into a Housing Fund. • Consider also seeking a 1% increase in TOT on the 2018 ballot measure. • Develop staff, capacity, project plan to market with the funding request. • Consider discretionary 2% TOT allocation in the interim.
Homebuyer Assistance		***Housing Programs***
Down payment assistance of grants or second mortgages for qualified buyers.	• Serve higher incomes; allow higher home purchase prices • Local funding source to expand program: TOT/general fund likely	• Build upon existing program through MLH • Seek local funding to serve more moderate and middle income households: up to 200% AMI • Work with employers to assist employees
Renter Assistance		***Housing Programs***
Grants/loans for first month rent/deposit or rent ongoing. Loans may be low- or no-interest.	• Employer interest to develop first/deposit assistance program • Expand utility assistance program • Explore other options over longer term/as resources available	• Develop a model policy for employers to provide first and deposit re-paid through payroll deduction • Work with MMSA on pilot project • Explore rent assistance for the broader community with public funding over longer term

WSW Consulting, Inc.; Rees Consulting, Inc.; Williford, LLC; Navigate, LLC., Sierra Business Council 28

12

Community Housing Action Plan (CHAP)



13

Income Levels

Income Category		Annual Income – Number of People in Household							
		1	2	3	4	5	6	7	8
<=50% AMI	Very low income	$28,450	$32,500	$36,550	$40,600	$43,850	$47,100	$50,350	$53,600
51-80% AMI	Low income	$44,750	$51,150	$57,550	$63,900	$69,050	$74,150	$79,250	$84,350
81-120% AMI	Moderate income	$68,200	$77,950	$87,700	$97,450	$105,250	$113,050	$120,850	$128,650

- AMI = Area Median Income
- Determined annually by the State for each County
- Mono County's AMI is $81,200

14

Community Housing Action Plan (CHAP)

Needs Assessment

Distribution of Needed Community Ownership Housing by AMI

Income Level	MAXIMUM Affordable Purchase Price	Ownership Distribution	Units
<=60% AMI	Under $162,000	12%	33
60-80% AMI	$213,000	7%	19
80-120% AMI	$325,000	25%	69
120-150% AMI	$406,000	20%	55
150-200% AMI	$541,000	21%	58
>200% AMI	Over $541,000	16%	44
TOTAL	-	275	Approx. 275

NOTE: Shading indicates where there is a shortage of housing supply for residents and the workforce. Units provided in the lighter shade price point should be move-up housing for families, preferably offering three-bedrooms and garages.

Distribution of Needed Community Rental Housing by AMI

Income Level	Maximum Affordable Housing Payment	Rental Distribution	Units
<=60% AMI	$1,035	35%	112
60-80% AMI	$1,360	16%	51
80-100% AMI	$1,725	12%	38
100-120% AMI	$2,070	9%	29
>120% AMI	Over $2,070	28%	90
TOTAL	-	320	320

NOTE: Shading indicates where there is a shortage of housing supply for residents and the workforce.

595 units needed through 2022

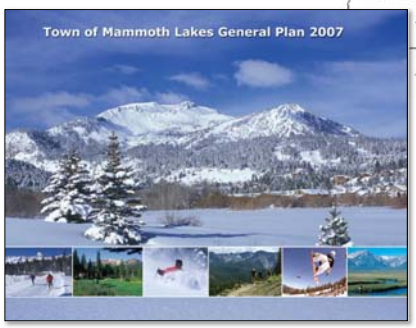
- All income levels
- 275 ownership
- 320 rental

15

The Parcel Planning Background

- **Master Plan**
  - 1991
  - Moderate income and below (≤120% AMI)
- **Affordable Housing Overlay**
- **General Plan**
  - A livable in-town neighborhood for the workforce
- **Other Concept Plans**





16

Other Considerations

Walk, Bike, Ride

- Shift from car-dominated system

Downtown Revitalization

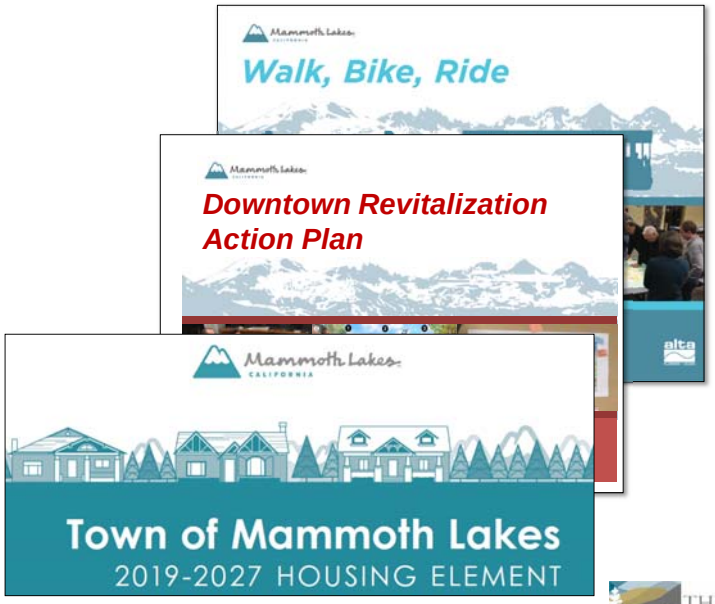
- Flexible workforce housing solutions

Resilient Mammoth Lakes

- Housing Element Update

Housing Laws & Programs

- State laws incentivize affordable housing
- Funding criteria

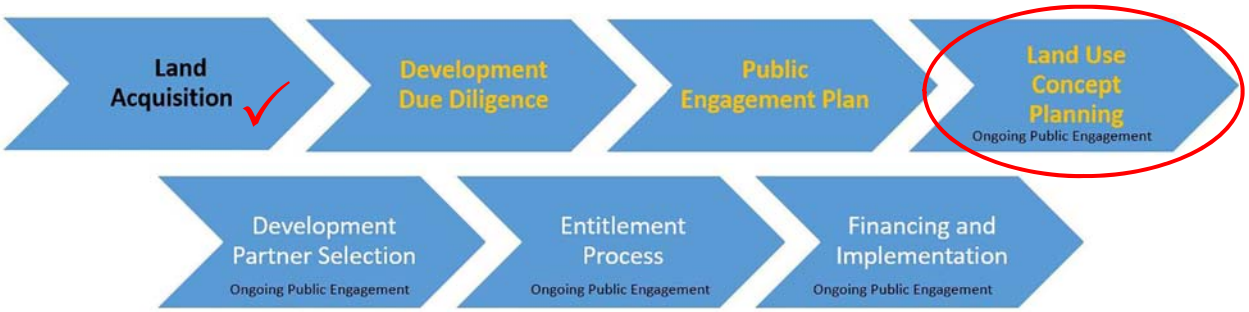


17

Plan The Parcel Process

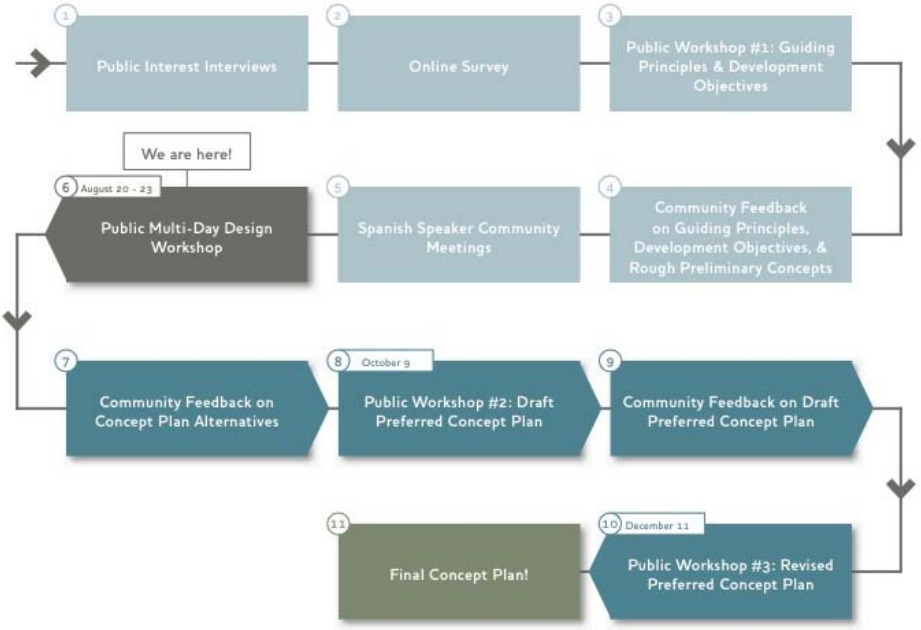
18

Process



19

Process



20

Initial Public Engagement

21

Public Interest Interviews

45 individuals

14 small group interviews

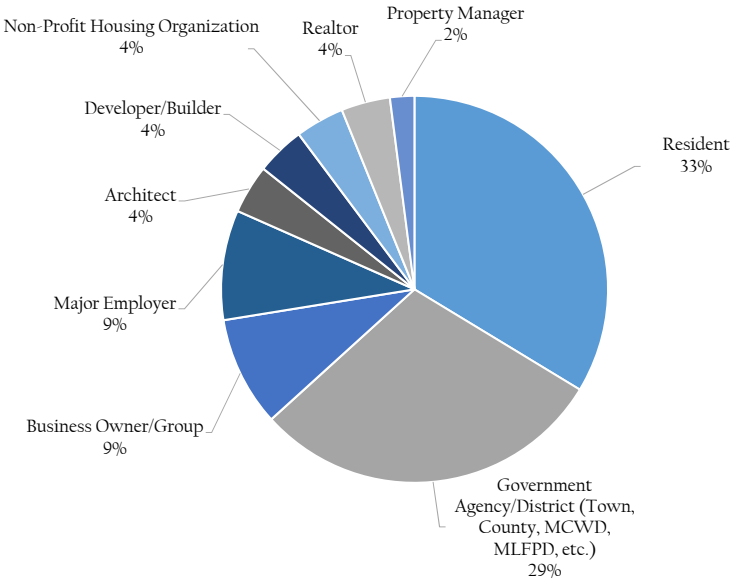
Conducted over 2 days

- Small group setting – effective way to gather insight that may be difficult in larger setting
- Confidentiality builds trust and assures more accurate responses
- Open-ended questions

22

Public Interest Interviews

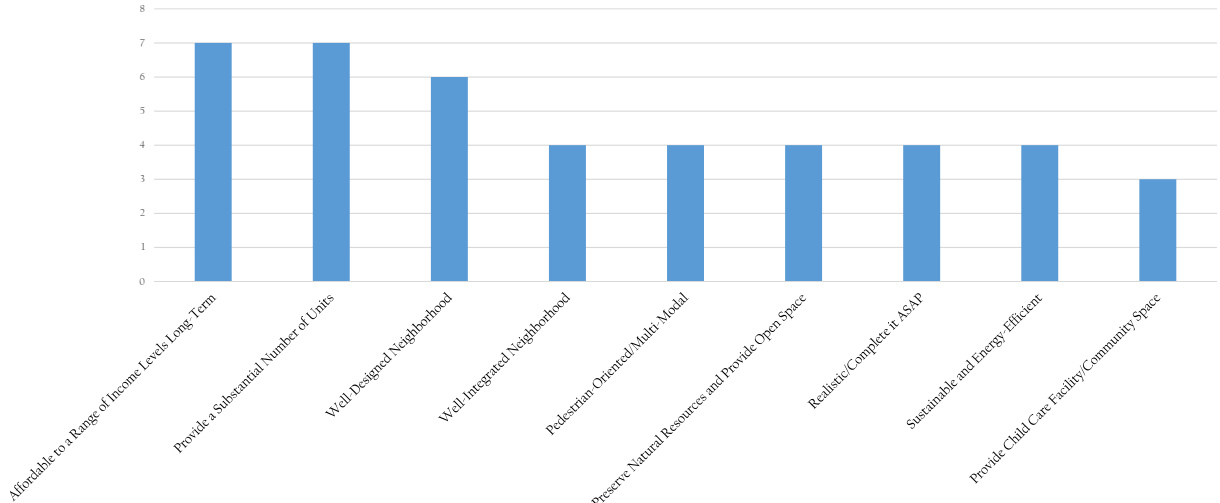
Interview Participants



23

Public Interest Interviews

What are your three objectives for The Parcel?



24

Online Survey

276 Responses

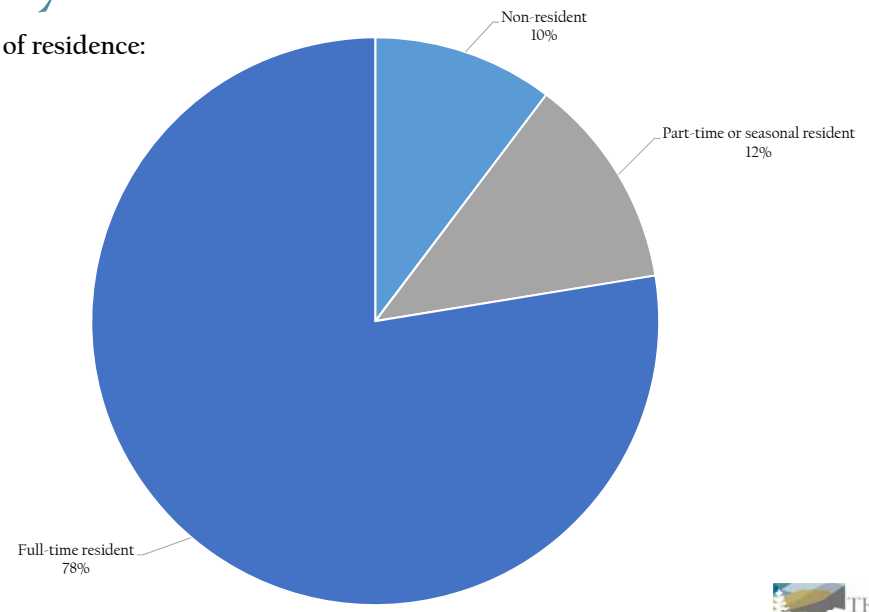
Open for 2.5 weeks

- Multiple choice questions based on responses to Public Interest Interview questions
- Advertised/promoted via email blasts, social media, flyers, newspaper ads, door-knocking, and mailed post cards
- Accessible online via Engage Mammoth Lakes and available in hard copy at the Town offices and Mammoth Lakes Housing, Inc.

25

Online Survey

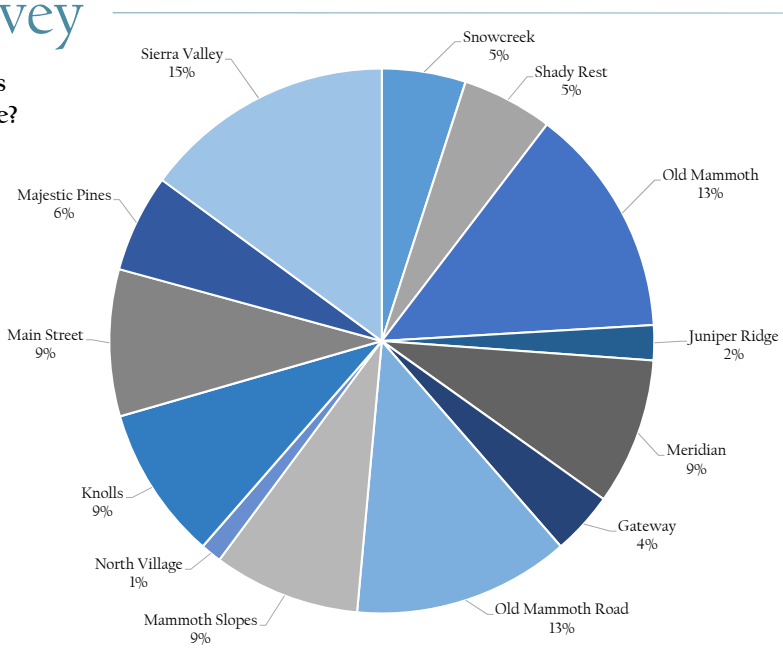
Please describe your place of residence:



26

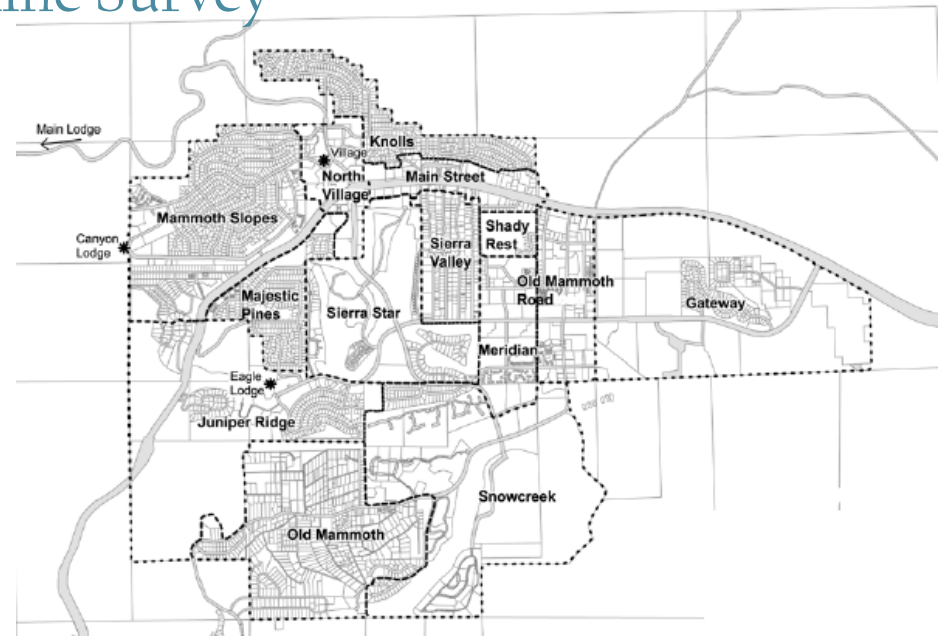
Online Survey

In what Mammoth Lakes neighborhood do you live?



27

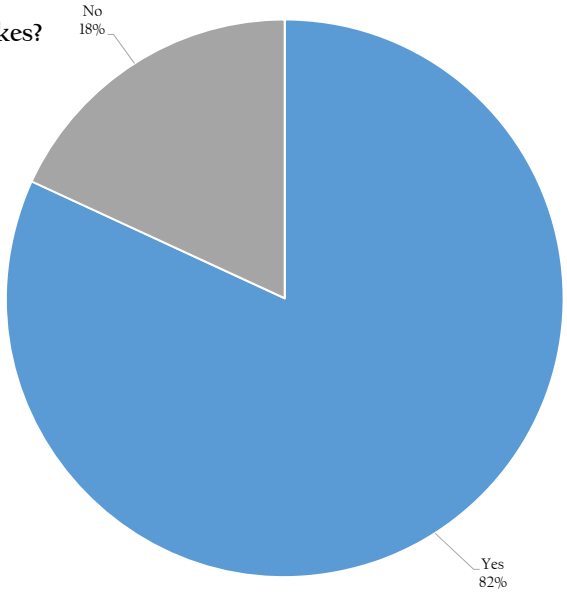
Online Survey



28

Online Survey

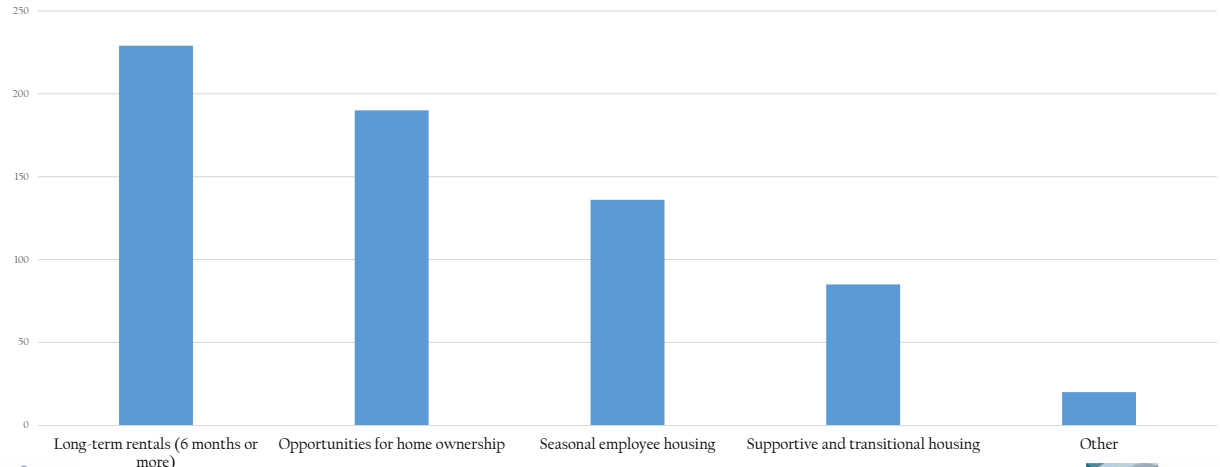
Do you work in Mammoth Lakes?



29

Online Survey

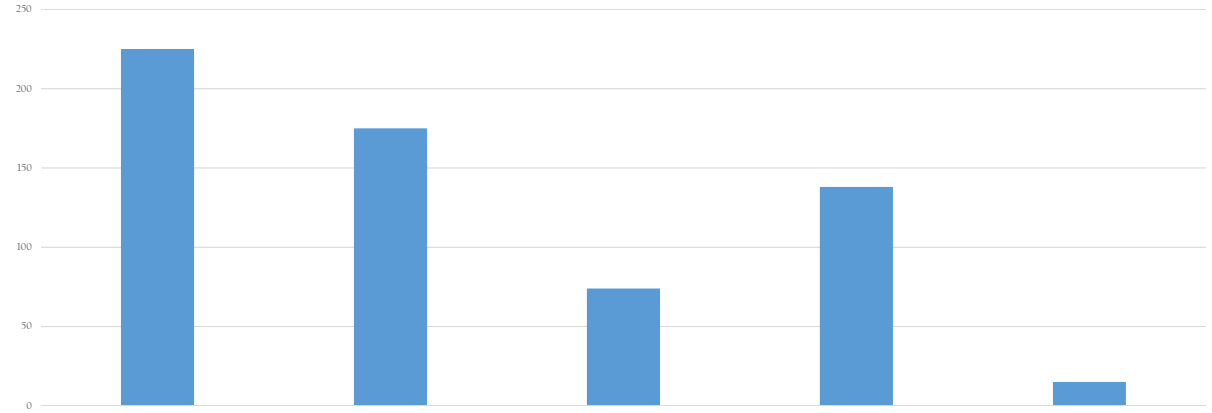
In accordance with the Community Housing Action Plan, The Parcel is to be developed with housing that is affordable for residents and workers employed in Mammoth Lakes. Which of the following do you think is appropriate for The Parcel?



30

Online Survey

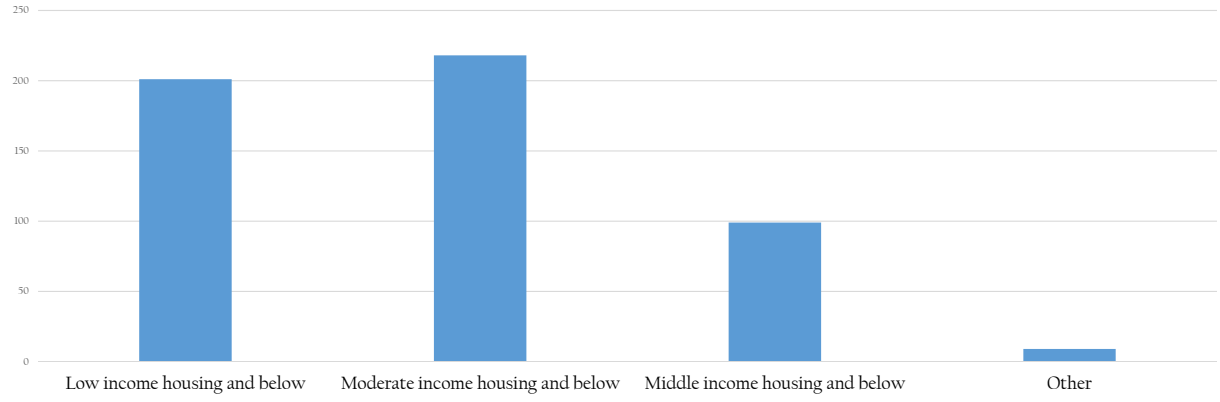
In accordance with the Community Housing Action Plan, The Parcel is to be developed with housing that is affordable for residents and workers employed in Mammoth Lakes. Which of the following building types do you think is appropriate for The Parcel?



31

Online Survey

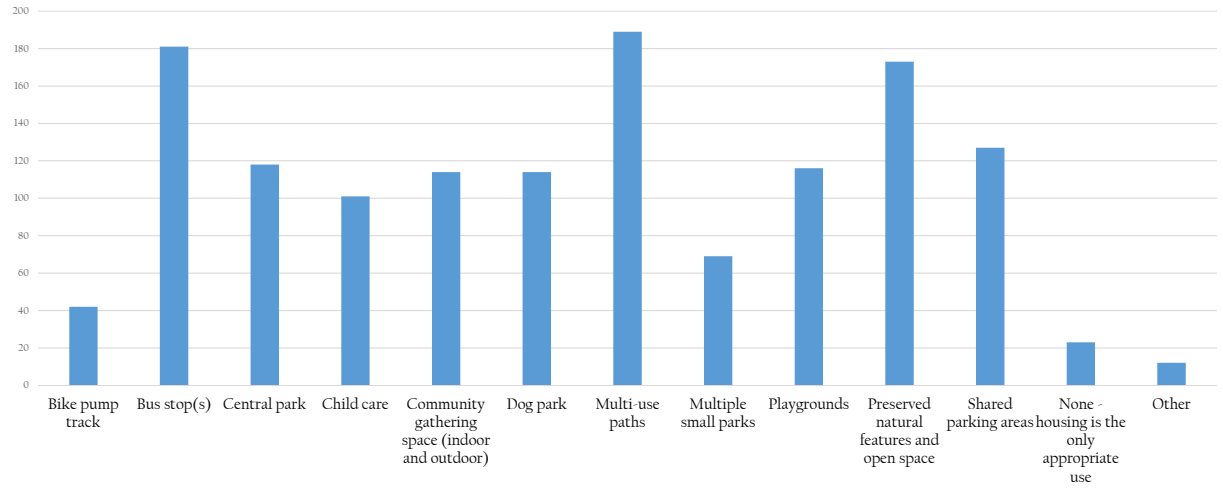
Which of the following do you think are appropriate income levels for households on The Parcel to serve?



32

Online Survey

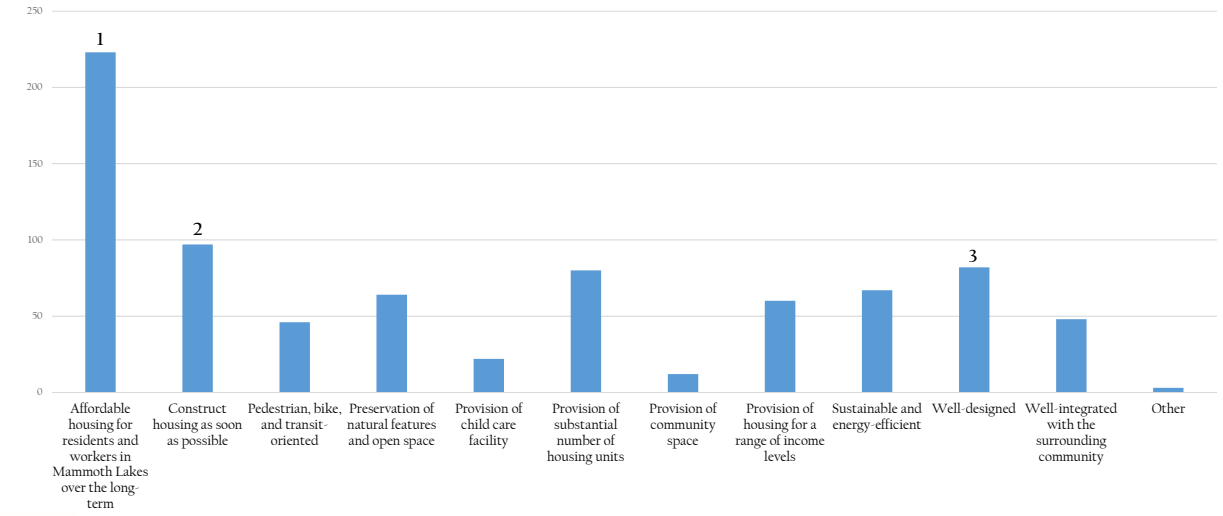
Which of the following do you think are appropriate other uses that should be included on The Parcel?



33

Online Survey

What should be three broad objectives for development of The Parcel?



34

Guiding Principles and Development Objectives

35

Purpose

- Based on what we've heard so far, including 6/26 Workshop #1
- Guide concept plan development
  - Guiding principles - overarching community priorities and shared values for The Parcel
  - Development objectives - specific design drivers or identify measurable outcomes desired for The Parcel

36

Guiding Principles

A. Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.

B. Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.

C. Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.

D. Focus on environmentally sustainable design concepts.

E. Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.

F. Balance guiding principles and development objectives with a viable development program that is sustainable over the long-term and can be constructed in an orderly and timely fashion.

37

Development Objectives

A. Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.

i. Provide a variety of housing types (e.g., small house, duplex, triplex, townhouse, apartment).

ii. Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom) to meet the needs of a variety of families and individuals.

iii. Provide both deed-restricted rental and ownership products to accommodate households of different ages and incomes.

iv. Serve moderate income households and below (≤ 120% AMI) consistent with the 2017 Needs Assessment.

38

Development Objectives

B Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.

i. Provide safe and intuitive pedestrian and bicycle connections through The Parcel to surrounding areas.

ii. Design a circulation network that prioritizes pedestrians, bicyclists, and transit.

iii. Explore transit potential to determine how best to provide transit stops, possible shelters, and connectivity to the larger Mammoth Lakes community.

iv. Include traffic calming measures to create a safe, family-oriented neighborhood that minimizes vehicular speeding.

v. Explore parking and traffic management strategies to further encourage alternative travel modes, considering that some future residents will rely on individual vehicles.

39

Development Objectives

C Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.

i. Incorporate supportive uses (such as a child care facility) into the design.

ii. Provide amenities (such as community gathering spaces and/or parks and playgrounds) necessary for the successful functioning of a livable neighborhood.

iii. Design amenity spaces to be multi-purpose (such as park space with snow storage, when compatible).

iv. Consider pets in the design of the neighborhood.

v. Provide parking for residents and guests, but limit the land required for parking, thereby reserving available land for other uses.

40

Development Objectives

D Focus on environmentally sustainable design concepts.

i. Integrate natural features (wetlands, trees, and open space) into the neighborhood design.

ii. Incorporate sustainable infrastructure and energy-efficient designs.

iii. Integrate well-planned snow storage areas and accommodate efficient snow management operations.

iv. Minimize the amount of impervious paving to allow water absorption into soil on site and minimize runoff.

v. Design for high durability and low maintenance.

41

Development Objectives

E Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.

i. Create a neighborhood that connects seamlessly to the street network and reflects a design character appropriate to the Eastern Sierra Nevada mountain setting.

ii. Design the site to provide a transition in building scale and type from adjacent higher intensity commercial areas to neighboring residential areas.

iii. Ensure the site is designed to be pedestrian-oriented and comfortable to walk in and through.

iv. Build upon the recent efforts of Walk, Bike, Ride and Downtown Revitalization to ensure the new neighborhood becomes an integral part of the greater community.

42

Development Objectives

F Balance guiding principles and development objectives with a viable development program that is sustainable over the long-term and can be constructed in an orderly and timely fashion.

i. Prepare an overall program for development and management that implements guiding principles, to the extent feasible, while achieving long-term viability.

ii. Accommodate densities and design features necessary to qualify for essential funding.

iii. Consider specific and relevant regulatory actions that would be necessary to implement the development program.

iv. Consider economic factors, including those related to potential investors, affordable housing developers, and future residents.

v. Develop a phasing plan that reflects market conditions and encourages construction to begin as early as practical.

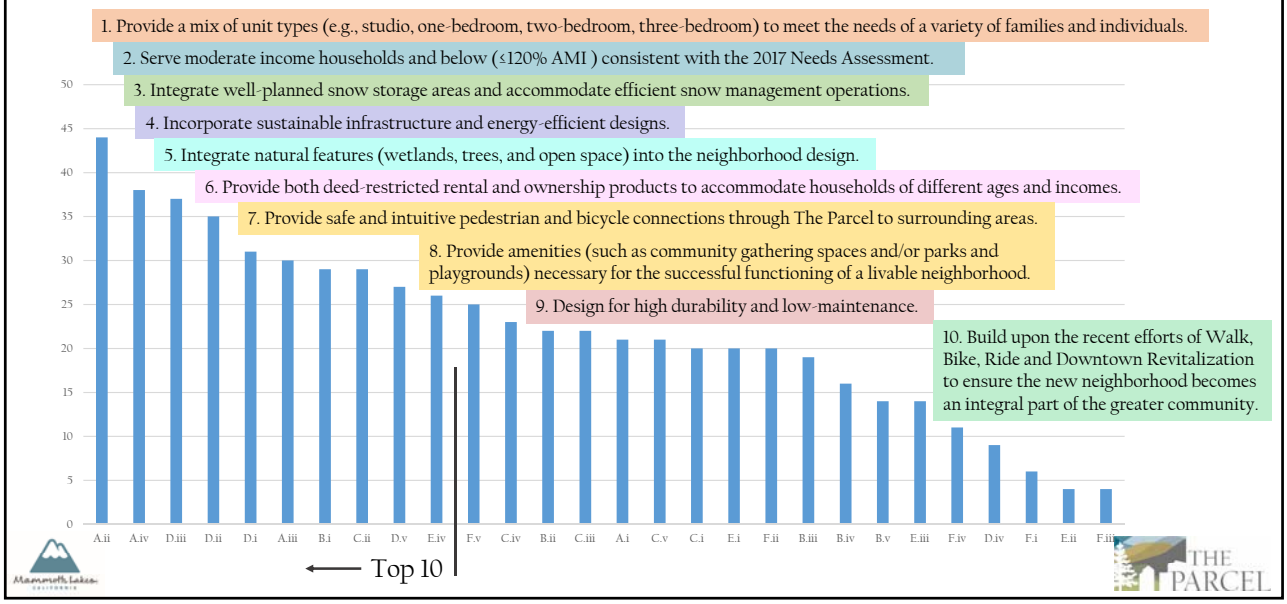
43

Recent Public Engagement

44

Top 10 Development Objectives

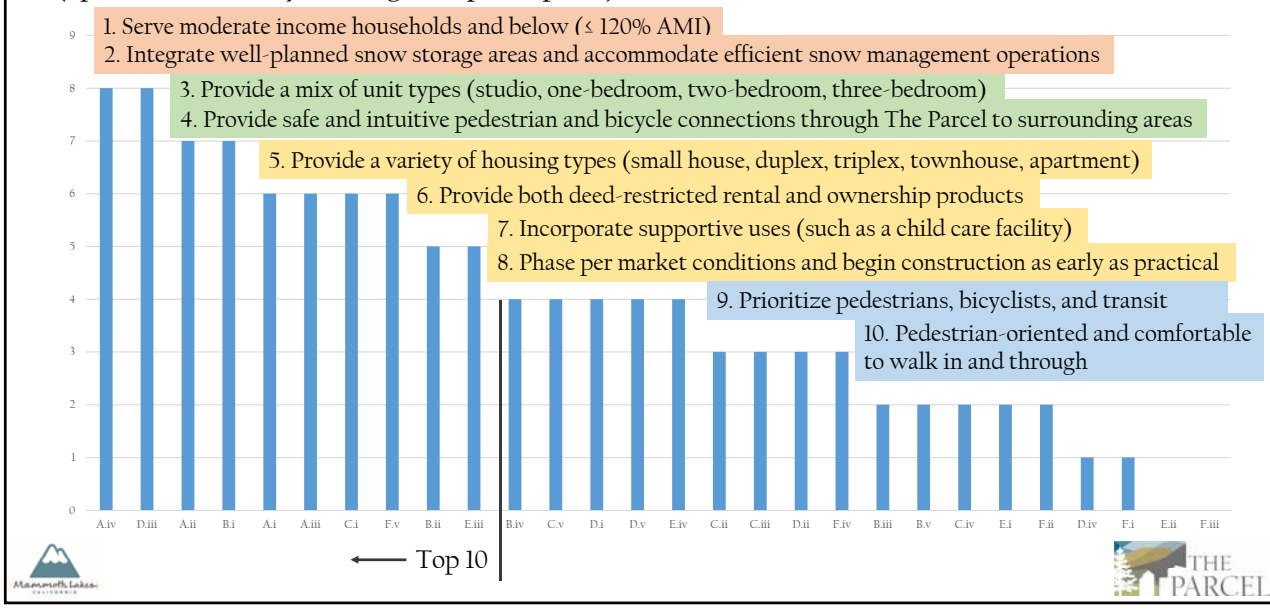
(Engage Mammoth Lakes – 71 responses)



45

Top 10 Development Objectives

(Spanish Community Meetings – 15 participants)



46

Top 10 Development Objectives

(In both Engage Mammoth Lakes & Spanish Community Meetings Top 10)

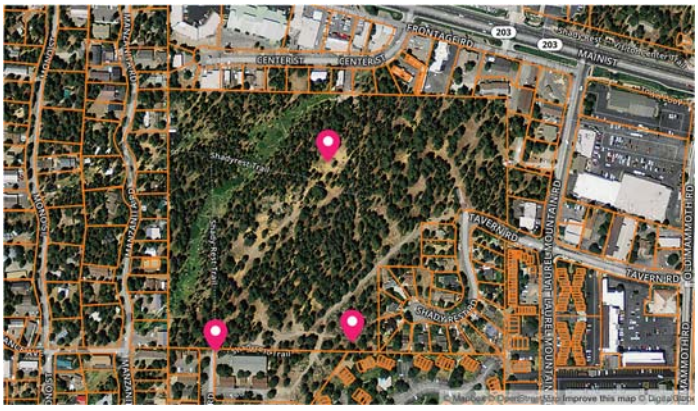
- Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom) to meet the needs of a variety of families and individuals.
- Serve moderate income households and below (≤ 120% AMI) consistent with the 2017 Needs Assessment.
- Integrate well-planned snow storage areas and accommodate efficient snow management operations.
- Provide both deed-restricted rental and ownership products to accommodate households of different ages and incomes.

47

Map Your Comments

(Engage Mammoth Lakes)

3 pins



Comments:

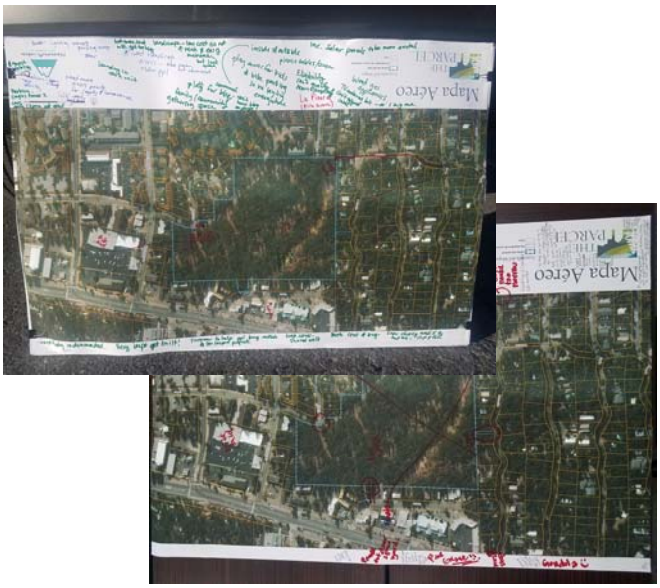
- As a resident of Wildflower, I would like there to be a sizable buffer of existing trees between our complex and the new development. This open land will be MISSED as we take our dog on walks through there daily. Please keep this in mind when planning. It makes sense to push buildings to the Main St side of the plot where more commercial things are happening. Thank you.
- Connectivity to surrounding residential neighborhoods.
- Community facility (such as day care, children's museum or other indoor play space accessible to the public).

48

Map Your Comments

(Spanish Community Meetings)

- Pine Grove ("La Pinera")
- Walk through to get to Vons, Rite Aid, and Schat's
- Need better street lighting and safe streets
- Pave and clear pedestrian connections (ADA, safety)
- Need more parking
- Snow reduces surface parking
- Include both ESTA and MUSD transit stops in The Parcel

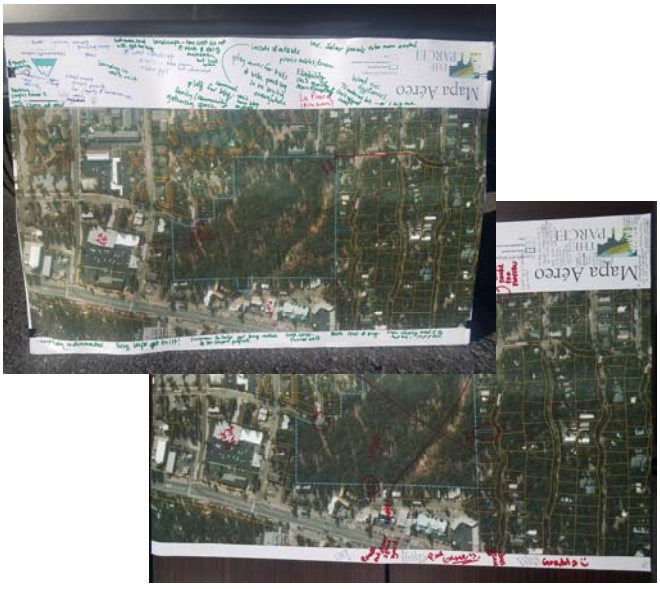


49

Map Your Comments

(Spanish Community Meetings)

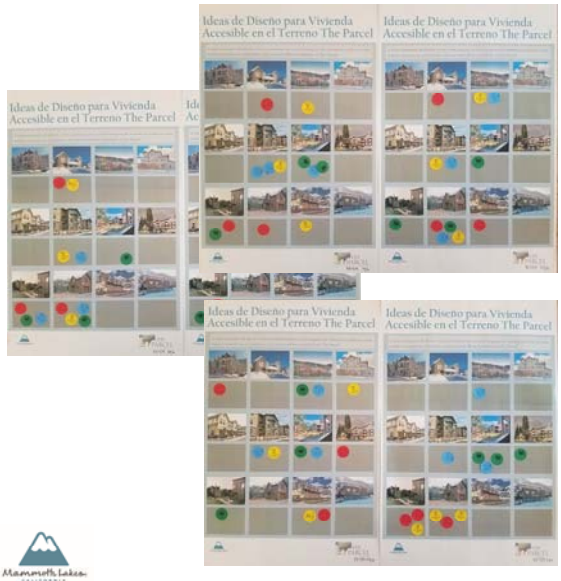
- Maintain playgrounds/parks
- Need community bbq, gathering space (inside and outside)
- Need play area for kids
- Want private outdoor spaces
- Have low cost landscaping that looks good
- Can't qualify for low income units (income threshold is too low)
- Have for rent and for sale units



50

Visual Preference

(Spanish Community Meetings)



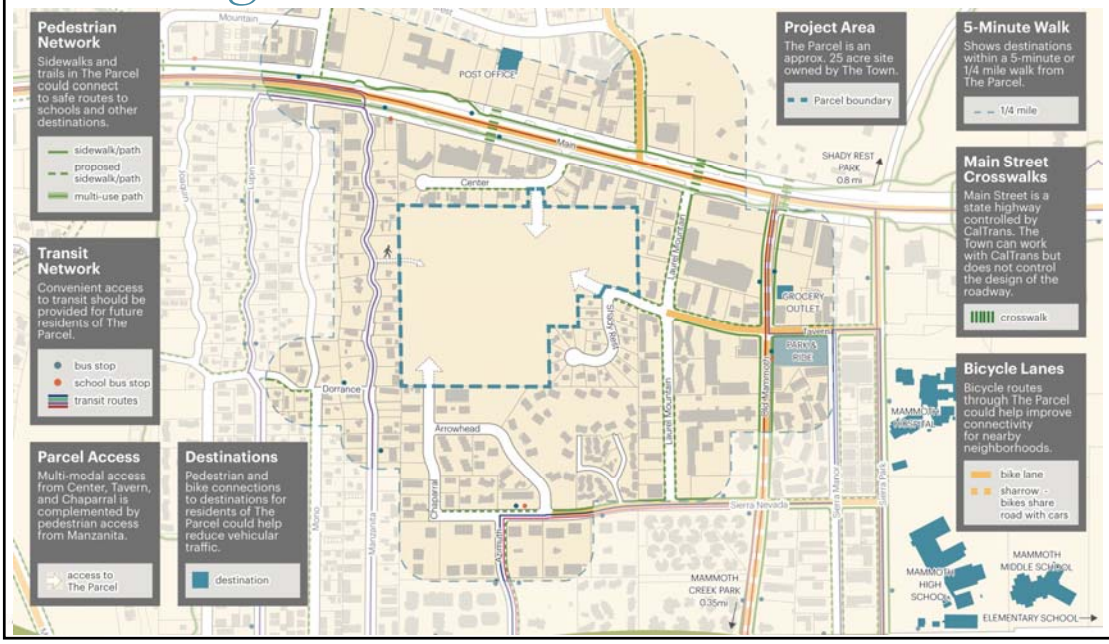


51

Site Analysis

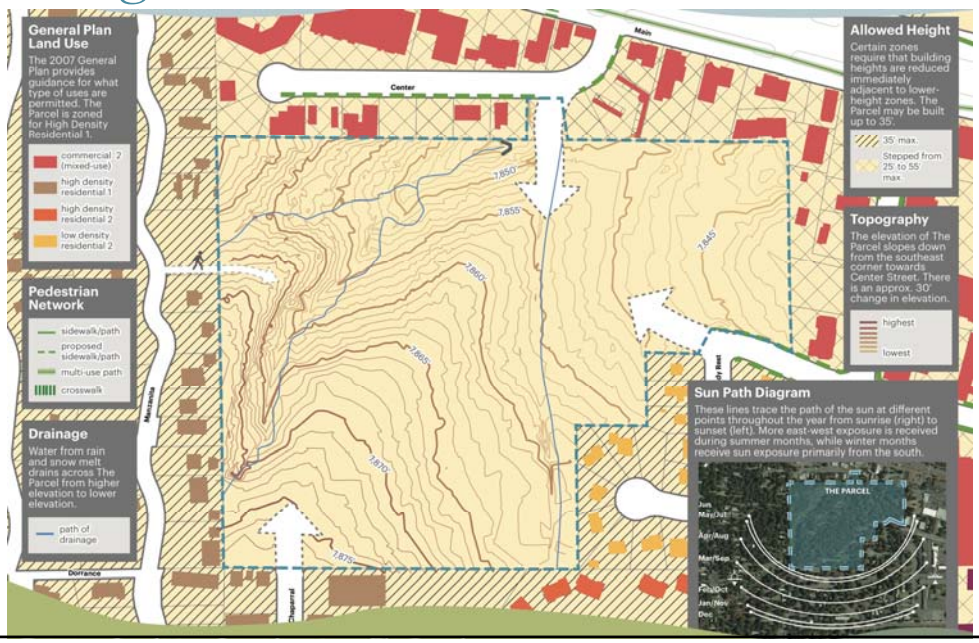
52

Existing Conditions



53

Existing Conditions



54

Multi-Day Design Workshop

55

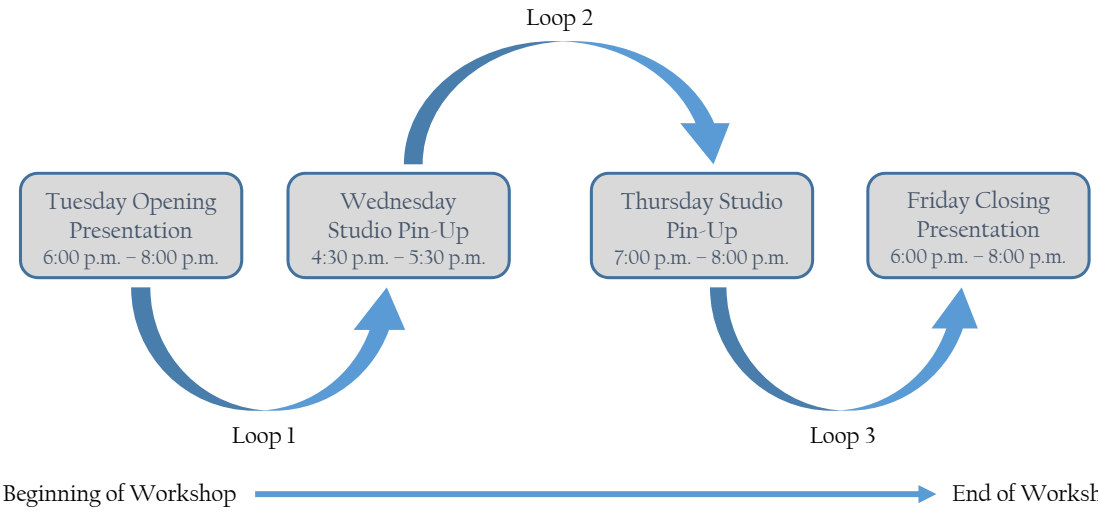
Sequence of Events



56

Design Workshop Feedback Loops

How the design evolves



57

Opening Presentation

Hands-On Mapping + Initial Concept Development





58

Closing Presentation

6:00 – 8:00 p.m. on Friday, 8/23

Presentation with audience discussion





59

Studio Pin-Ups

4:30 – 5:30 p.m. on Wednesday, 8/21

7:00 – 8:00 p.m. on Thursday, 8/22

- All work completed during the day is pinned up to studio walls
- Designers explain design ideas and seek feedback from community stakeholders
- Shows how feedback from previous day has been incorporated into latest design ideas





60

Brown Bag Lunch Presentations

12:00 – 1:00 p.m. on Thursday, 8/22

12:00 – 1:00 p.m. on Friday, 8/23

- Bring your lunch for a targeted conversation about specific issues affecting the design of The Parcel
- Brief presentation about the topic
- Audience discussion with presenter





61

Open Studio

9:30 a.m. – 1:00 p.m. and 2:00 p.m. – 4:00 p.m. on Wednesday, 8/21

9:30 a.m. – 12:00 p.m. and 1:00 p.m. – 5:30 p.m. on Thursday, 8/22

9:30 a.m. – 12:00 p.m. on Friday, 8/23

- Community invited to see/discuss design ideas as they evolve
- Designers continue work in studio
- Draw and/or describe your ideas!



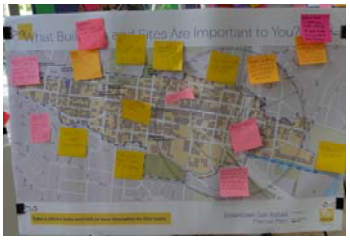


62

Share Your Ideas

Lots of ways to share your thoughts during the Workshop

- Talk with a member of the design team
- Leave a Post-It note on a drawing
- Sketch out your idea
- Vote with a sticker dot
- Leave a comment on Facebook











63

What Will Get Designed During the Workshop

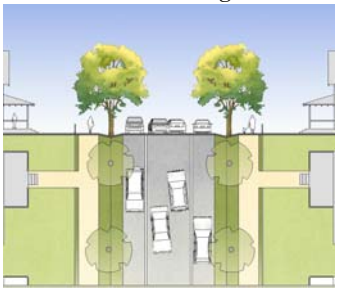
Street Network
(3 alternatives)



Pedestrian/Bike/Transit Network



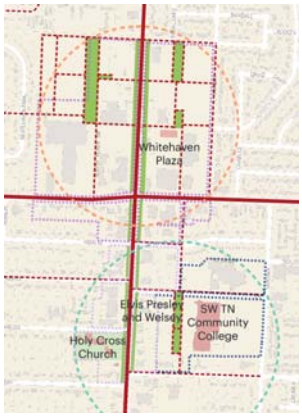
Street Cross Section Design



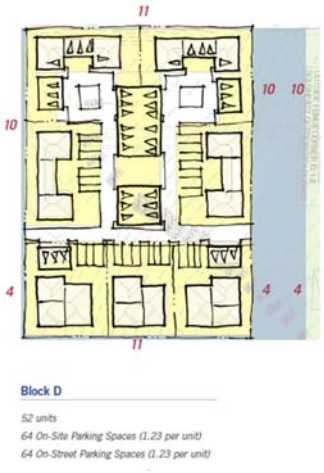
64

What Will Get Designed During the Workshop

Open Space Location and Types



Parking Strategy



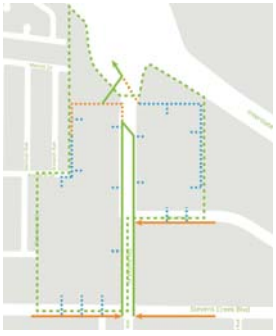
Snow Management Strategy



65

What Will Get Designed During the Workshop

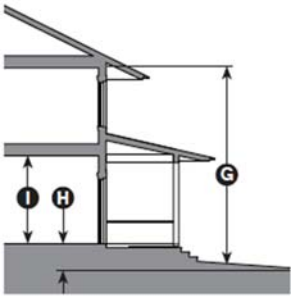
Infrastructure and Drainage



Land Use



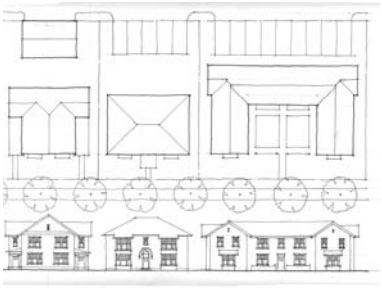
Building Heights



66

What Will Get Designed During the Workshop

Building Types and Development Intensity



Phasing Strategy (for all 3 alternatives)



Implementation Strategy



67

What Will Get Designed During the Workshop

Illustration of Intended Built Character



Illustrative Site Plan (3 alternatives)



Illustrative Aerial Sketches



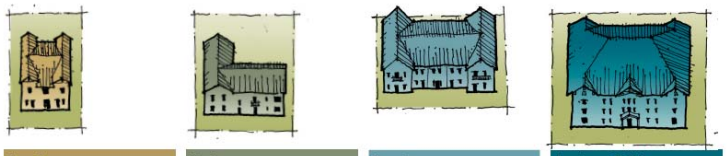
68

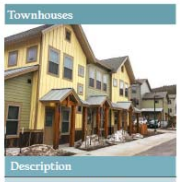
Mapping Activity

69

Mapping Tables

What Building Types Go Where on The Parcel?



Fourplex	Sixplex	Townhouses	Apartment Building
			
Description	**Description**	**Description**	**Description**
This type is a medium-sized detached structure that consists of 4 side-by-side and/ or stacked dwelling units, typically with one shared entry or individual entries along the front.	This type is a medium-sized detached structure that consists of 6 side-by-side and/ or stacked dwelling units, typically with one shared entry or individual entries along the front.	This type is a small-to-medium-sized typically attached structure that consists of 2 to 8 Townhouses placed side-by-side.	This type is a medium-to large-sized detached structure with multiple dwelling units on each floor accessed directly from a central corridor or lobby.
Why Use This Type?	**Why Use This Type?**	**Why Use This Type?**	**Why Use This Type?**
• Appearance of a single-family home • Small community • Fits on smaller lots	• Appearance of a single-family home • Small community • Good for corner lots • Supports a mix of unit types	• Supports larger unit sizes • Individual entries to units • Opportunity for private yard space	• Larger community • Fits more units on less land • Opportunity for shared building amenities

70

Stay Involved!



71

Stay Informed!

Find out more: www.theparcelmammothlakes.com.

"Like" The Parcel Facebook page
"Follow" The Parcel on Twitter and Instagram

Sign up to participate online: EngageMammothLakes.com

Grady Dutton, Public Works Director, theparcel@TownofMammothLakes.ca.gov or (760) 965-3659 (please leave a message).

72

Community Housing Action Plan (CHAP)

Completed in November 2017, the Community Housing Action Plan (CHAP) identifies over 20 community housing strategies spanning six primary subject areas.



Objectives

- Provide 200 to 300 community housing units within 5 years, through a combination of new development, redevelopment, housing programs and policies;
- Target the full range of community housing needs currently not being met by the market, including rentals for households earning less than 80% AMI and ownership housing for households earning up to 200% AMI;
- Produce community housing at a rate faster than job growth in the near term to help address the current housing shortage, unfilled jobs and provide opportunities for in-commuters who want to move to town; and
- Retain a strong base of residents and employees living in town.

CHAP Action Items

1 Acquisition of Shady Rest

Acquire land through purchase in order to increase inventory of community housing and foster public/private partnerships to catalyze development and share risk.

2 Shady Rest - Design ← This is where we are now!

Conduct a community process to master plan the site in order to create a great neighborhood on the large, central parcel and increase community housing choices.

3 Shady Rest - Entitlements, Finance

See Land Use Approvals and evaluate financing in order to create a great neighborhood and increase community housing choices.

Timeline of Priority Tools

HOUSING STRATEGIES	Strategy Type	2018	2019	2020	MID TERM 2021	2022	2023	2024	2025	Long Term 2026-2030
STRATEGIES	Quarter	1 2 3 4	1 2 3 4	1 2 3 4						
Policy Actions										
Promote ADUs (outreach/education)	Incentives									
Zoning for Affordability	Incentive									
STR Amnesty	STR									
Housing Mitigation Ordinance	Requirement									
Inclusionary Zoning	Requirement									
EIFD	Funding									
Linkage license fee for STR	STR									
Amnesty for unpermitted units	Requirement									
Inspection/Licensing for LTR	Requirement									
Fee waivers/subsitutions	Incentive									
Development Actions										
Shady Rest - Acquistion	PPP									
Shady Rest - Design	PPP									
Shady Rest - Entitlement, Finance	PPP									
Shady Rest - Construction	PPP									
Land Acquisition - MMSA Lodestar	PPP									
Public Land for Development - Tier 1 Sites	PPP									
Land Acquisition - USFS Within Town	PPP									
ADU pre-approved units	Incentives									
Public Land for Development - Tier 2 Sites	PPP									
Public Land for Development - Tier 3 Sites	PPP									

Needs Assessment

The CHAP Needs Assessment was completed in July 2017 to inform the action items set forth in the CHAP. The Needs Assessment identified approximately 595 housing units are needed to address current housing shortages for residents and the workforce, and to keep up with future demand. There is a need for both ownership and rental housing that is available to the local workforce. A detailed breakdown of ownership and rental community housing needs is summarized below.

Needed Community Housing - Ownership

Income Level	Maximum Affordable Purchase Price	Ownership Distribution	Units
≤ 60% AMI	Under $162,000	12%	33
60% - 80% AMI	$213,000	7%	19
80% - 120% AMI	$325,000	25%	69
120% - 150% AMI	$406,000	20%	55
150% - 200% AMI	$541,000	21%	58
> 200% AMI	Over $541,000	16%	44
Total			Approx. 275

Needed Community Housing - Rental

Income Level	Maximum Affordable Housing Payment	Rental Distribution	Units
≤ 60% AMI	$1,035	35%	112
60% - 80% AMI	$1,360	16%	51
80% - 100% AMI	$1,725	12%	38
100% - 120% AMI	$2,070	9%	29
> 120% AMI	Over $2,070	28%	90
Total			320

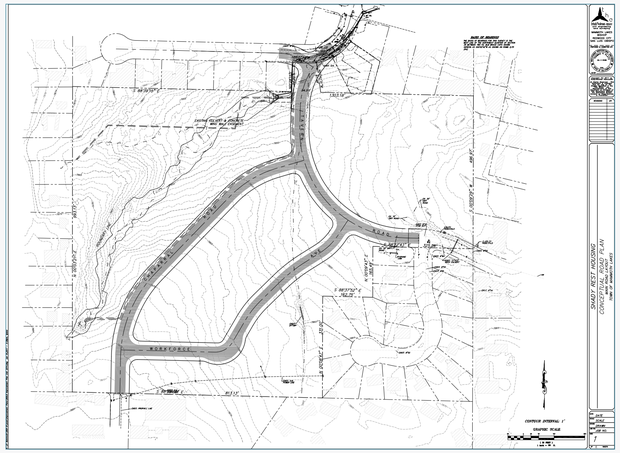
These AMI levels reflect where there is a shortage of housing supply for residents and the workforce.

Mammoth Lakes CALIFORNIA

Multi-Day Design Workshop
August 2019

THE PARCEL

Previous Concept Plans for The Parcel



Conceptual Road Layout

2018 | Town of Mammoth Lakes (for cost estimating purposes only)



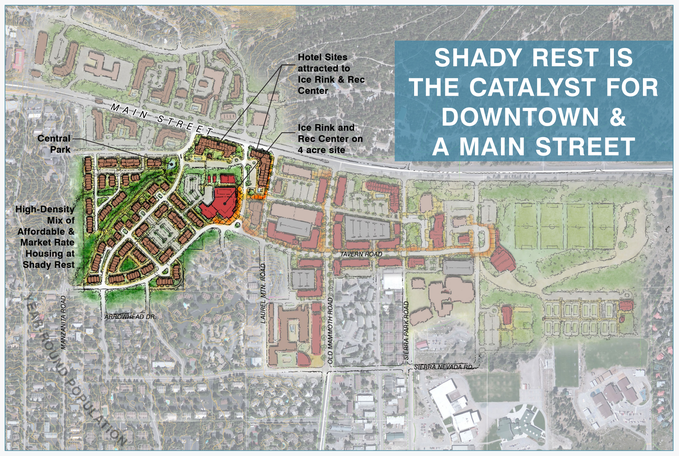
Dahlin

2016 | Mammoth Lakes Housing, Inc. (Concept Plan)



Dahlin

2016 | Mammoth Lakes Housing, Inc. (Structure Plan)



Hart Howerton

2016 | Mammoth Mountain Ski Area



Figure 5-21: Shady Rest Site Development Concept

Downtown Neighborhood District Plan

2010 | Town of Mammoth Lakes



Hidden Creek Crossing

2006 | Private Developer

Mammoth Lakes CALIFORNIA

Multi-Day Design Workshop
August 2019

THE PARCEL

Guiding Principles and Development Objectives

Guiding Principles convey overarching "big picture" community priorities and shared values for The Parcel. Development Objectives describe specific design drivers or measurable outcomes desired for The Parcel and can help to achieve the Guiding Principles.

A Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.

i. Provide a variety of housing types (e.g., small house, duplex, triplex, townhouse, apartment).
ii. Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom) to meet the needs of a variety of families and individuals.
iii. Provide both deed-restricted rental and ownership products to accommodate households of different ages and incomes.
iv. Serve moderate income households and below (<120% AMI[1]) consistent with the 2017 Needs Assessment.

B Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.

i. Provide safe and intuitive pedestrian and bicycle connections through The Parcel to surrounding areas.
ii. Design a circulation network that prioritizes pedestrians, bicyclists, and transit.
iii. Explore transit potential to determine how best to provide transit stops, possible shelters, and connectivity to the larger Mammoth Lakes community.
iv. Include traffic calming measures to create a safe, family-oriented neighborhood that minimizes vehicular speeding.
v. Explore parking and traffic management strategies to further encourage alternative travel modes, considering that some future residents will rely on individual vehicles.

C Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.

i. Incorporate supportive uses (such as child care facility) into the design.
ii. Provide amenities (such as community gathering spaces and/or parks and playgrounds) necessary for the successful functioning of a livable neighborhood.
iii. Design amenity spaces to be multi-purpose (such as park space with snow storage, when compatible).
iv. Consider pets in the design of the neighborhood.
v. Provide parking for residents and guests, but limit the land required for parking, thereby reserving available land for other uses.

D Focus on environmentally sustainable design concepts.

i. Integrate natural features (wetlands, trees, and open space) into the neighborhood design.
ii. Incorporate sustainable infrastructure and energy-efficient designs.
iii. Integrate well-planned snow storage areas and accommodate efficient snow management operations.
iv. Minimize the amount of impervious paving to allow water absorption into soil on site and minimize runoff.
v. Design for high durability and low-maintenance.

E Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.

i. Create a neighborhood that connects seamlessly to the street network and reflects a design character appropriate to the Eastern Sierra Nevada mountain setting.
ii. Design the site to provide a transition in building scale and type from the adjacent higher intensity commercial areas to neighboring residential areas.
iii. Ensure the site is designed to be pedestrian-oriented and comfortable to walk in and through.
iv. Build upon the recent efforts of Walk, Bike, Ride and Downtown Revitalization to ensure the new neighborhood becomes an integral part of the greater community.

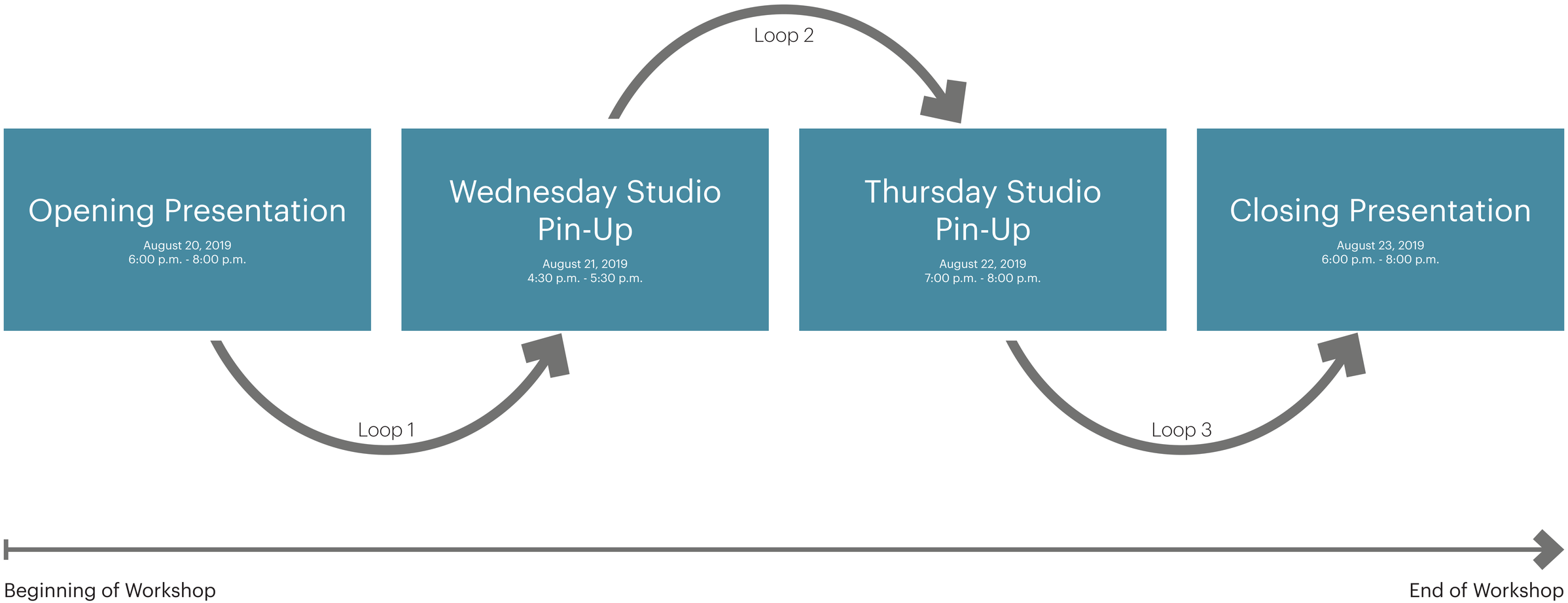
F Balance guiding principles and development objectives with a viable development program that is sustainable over the long-term and can be constructed in an orderly and timely fashion.

i. Prepare an overall program for development and management that implements guiding principles, to the extent feasible, while achieving long-term viability.
ii. Accommodate densities and design features necessary to qualify for essential funding.
iii. Consider specific and relevant regulatory actions that would be necessary to implement the development program.
iv. Consider economic factors, including those related to potential investors, affordable housing developers, and future residents.
v. Develop a phasing plan that reflects market conditions and encourages construction to begin as early as practical.

[1] AMI = Area Median Income. AMIs are determined by the State for each County. A household that earns no more than 120% of the County's AMI is a "moderate income" household. In Mono County, a 2-person household earning up to $78,000 or a 4-person household earning up to $97,000 would be moderate income households.

Design Workshop Feedback Loops

How the design evolves



Housing Basics

Income Levels

		Annual Income							
Number of People in Household		1	2	3	4	5	6	7	8
Median Income (100% AMI[1])		$56,850	$64,950	$73,100	$81,200	$87,700	$94,200	$100,700	$107,200
Income Category									
≤ 50% AMI[1]	Very low income	$28,450	$32,500	$36,550	$40,600	$43,850	$47,100	$50,350	$53,600
51% - 80% AMI[1]	Low income	$44,750	$51,150	$57,550	$63,900	$69,050	$74,150	$79,250	$84,350
81% - 120% AMI[1]	Moderate income	$68,200	$77,950	$87,700	$97,450	$105,250	$113,050	$120,850	$128,650

[1] AMI = Area Median Income. AMIs are determined annually by the State for each County and vary by household size. In Mono County, the AMI for a 4-person household is $81,200.

Example

A household earning $57,550 could afford to rent a home for $1,295 per month.*

Example

A household earning $87,700 could afford to purchase a home for $312,000.*

* Assumptions per MLH.

Definitions

The following definitions are provided for reference and coincide with those used in the *Mammoth Lakes Community Housing Action Plan: Live, Work, Thrive! (November 2017)*.

Affordable Housing - As used in this report, housing is affordable if the monthly rent or mortgage payment is equal to or less than 30% of gross household income (before taxes).

Community Housing - Used in this report to define housing that is intended to be affordable for and occupied by residents of the town of Mammoth Lakes and workers employed in town. The report *Mammoth Lakes Community Housing Action Plan: Part 1 – Housing Needs, Accomplishments and Challenges (July 2017)* identifies community housing needs in Mammoth Lakes in 2017 through 2022.

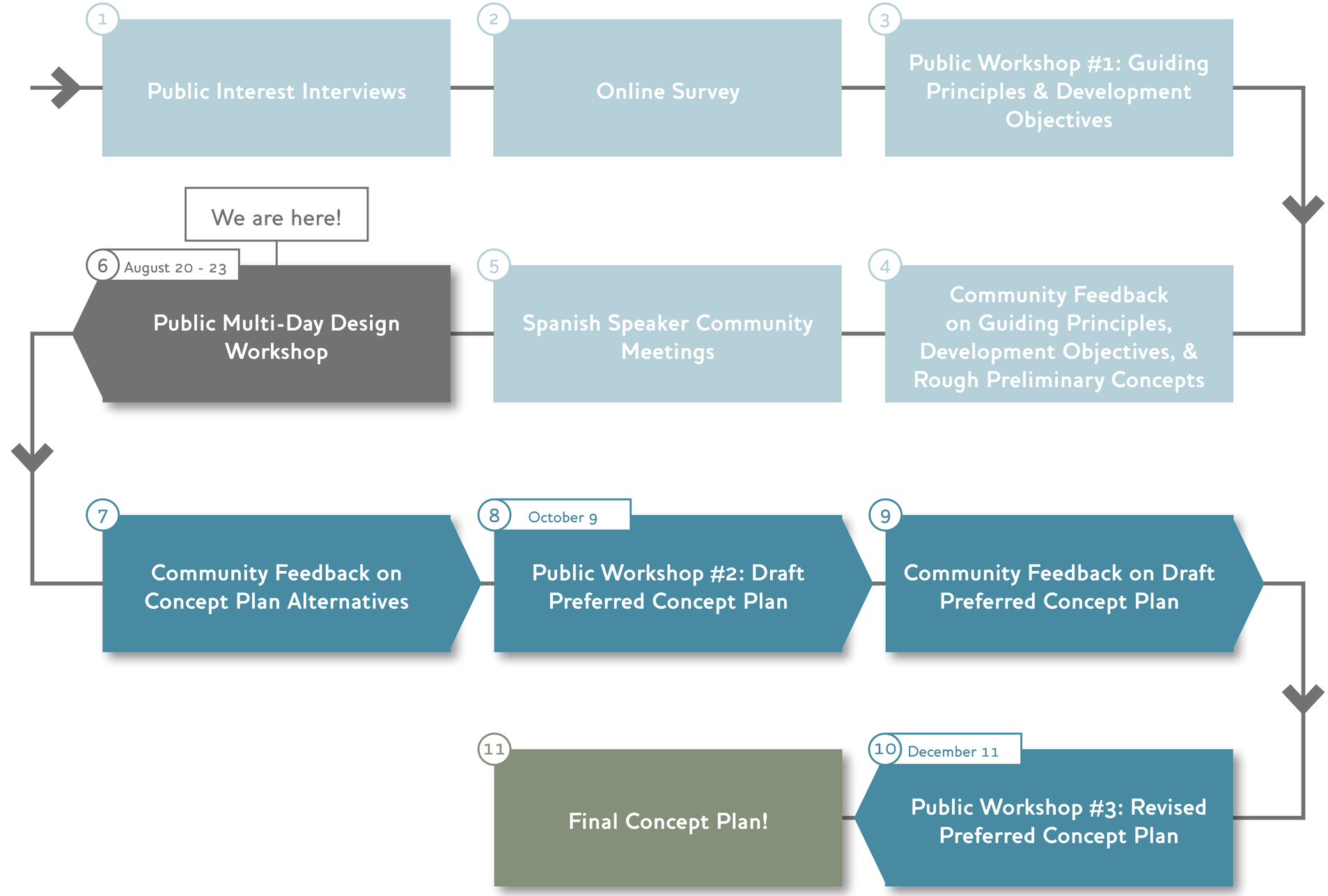
Workforce Housing - Housing intended for and affordable to employees and households earning local wages.

Missing Middle Households - Generally refers to housing needed that is affordable to residents and the workforce earning over 80% AMI, yet cannot afford market-rate housing. In Mammoth Lakes, this refers to households earning between 80% AMI and 200% AMI (an average-sized 2.5-person household earning between $54,000 to $140,000 per year).

Missing Middle Housing is distinct from Missing Middle Households. Missing Middle Housing types provide diverse housing options, such as duplexes, fourplexes, and bungalow courts, that fit seamlessly into low-rise walkable neighborhoods and support walkability, locally-serving retail, and public transportation options. They provide solutions along a spectrum of affordability to address the mismatch between available housing stock and shifting demographics combined with the growing demand for walkability. Missing Middle Housing may serve Missing Middle Households.



Plan The Parcel Process



Glossary of Design Terms (A-L)

Wondering what that term means in a neighborhood-design context? Look here for explanations and examples.



Articulation



Facade



Frontage



Form



Type I Construction



Type II Construction



Type IV Construction



Type V Construction

Articulation: Modifications to building form to achieve a desired effect.

Building Type: Classifications based on the form and use of a building.

Construction Types: Impacts a buildling's size, form, cost, and safety.

- **Type I:** Materials and assemblies are protected to maximize resilience during a building fire. Required for high-rise construction. Typcially steel and/or concrete.
- **Type II:** All structural members are non-combustible. Typcially steel and/or concrete.
- **Type III:** Exterior walls are non-combustible such as brick or stone; combustible materials permitted for interior walls and roof.
- **Type IV:** Uses heavy timber structural members to prolong structural integrity during fire.
- **Type V:** Least restrictive construction type, permitting inexpensive wood framing. Type V buildings are limited in height and bulk and must be separated (e.g., by setbacks or firewalls).

Facade: The “face” of a building, oriented toward public space; what people most often see from the outside.

FAR: The "Floor Area Ratio"; the relationship between the total amount of usable square footage for the building and the total area of the lot. Higher ratios tend to be more dense or urban.

Form: The shape of a building that defines the space around it.

Frontage: How the front facade of a building and the privately-owned land between the building and the sidewalk relate to the streetscape.

Height: Vertical measurement of a building, expressed in feet or in stories.

Livability: The ability of a community to meet “broad human needs ranging from food and basic security to beauty, cultural expression, and a sense of belonging to a community or place.”

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THE PARCEL

Glossary of Design Terms (M-Z)

Wondering what that term means in a neighborhood-design context?
Look here for explanations and examples.



Mass



Multi-Modal



Parking, Surface



Parking, Tuck-Under



Paving, Pervious



Podium



Streetscape



Walkable/Walkability

Mass: A building's 3-dimensional form.

Multi-Modal: Supporting several different means of mobility (e.g., walking, bicycles, cars, buses).

Parking:

- **De-bundled:** When parking is not included within the cost to rent or buy a unit. Allows people to pay for only the parking they need.
- **Deck:** A two-level parking structure that takes advantage of a sloping site so that each level is accessed at-grade without the need for a ramp.
- **Garage:** A multi-story parking structure located at grade level.
- **Podium (Parking):** At least one level of structured parking at grade, with other uses above.
- **Surface:** Ground-level off-street parking, such as a parking lot.
- **Tuck-Under:** At-grade parking underneath a building.
- **Underground:** A parking structure located below finished grade.

Paving

- **Impervious:** Does not permit water to pass through. Ex: concrete, asphalt.
- **Pervious:** Permits water to pass through. Ex: porous concrete, pavers, pebbles/decomposed granite.

Podium: a.k.a pedestal or platform. A building with a Type I "base" at ground level with up to 5.5 stories of Type III or 4 stories of Type V above.

Ped-shed: The places accessible from a particular destination via a five-minute walk. On average, people can walk ¼ mile in five minutes.

Streetscape: The overall experience of a street, defined by elements such as building frontages, sidewalk and roadway design, landscape elements, street furniture, lighting, etc.

Sustainability: "The ability of a community to meet the needs of the present without compromising the ability of future generations to meet their own needs." (UN World Commission on Environment and Development)

Walkable/Walkability: The extent to which it is easy, safe, and convenient to walk to a destination. Factors influencing walkability include the design of the street network, streetscape, building frontages, and pedestrian facilities.

Mammoth Lakes CALIFORNIA

THE PARCEL



What Building Types Go Where on The Parcel?



Fourplex



Description

This type is a medium-sized detached structure that consists of 4 side-by-side and/or stacked dwelling units, typically with one shared entry or individual entries along the front.

Why Use This Type?

- Appearance of a single-family home
- Small community
- Fits on smaller lots



Sixplex



Description

This type is a medium-sized detached structure that consists of 6 side-by-side and/or stacked dwelling units, typically with one shared entry or individual entries along the front.

Why Use This Type?

- Appearance of a single-family home
- Small community
- Good for corner lots
- Supports a mix of unit types



Townhouses

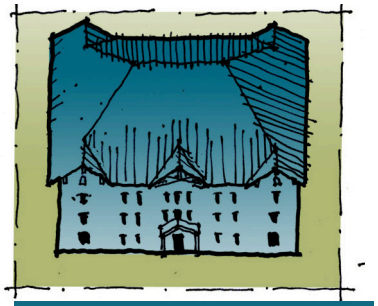


Description

This type is a small-to-medium-sized typically attached structure that consists of 2 to 8 Townhouses placed side-by-side.

Why Use This Type?

- Supports larger unit sizes
- Individual entries to units
- Opportunity for private yard space



Apartment Building

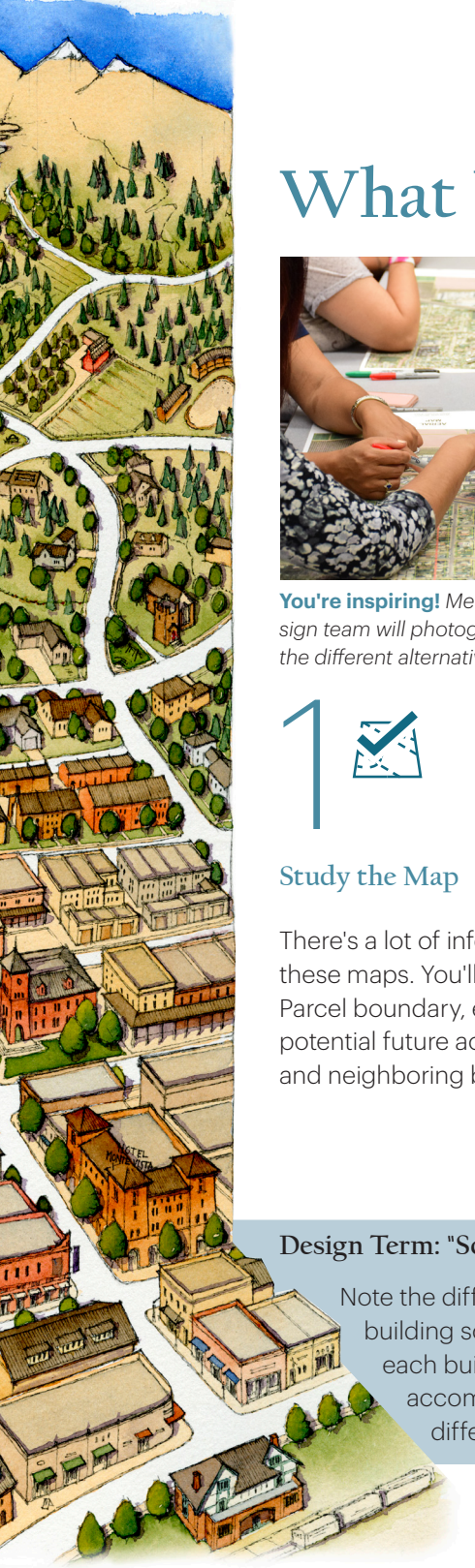


Description

This type is a medium-to large-sized detached structure with multiple dwelling units on each floor accessed directly from a central corridor or lobby.

Why Use This Type?

- Larger community
- Fits more units on less land
- Opportunity for shared building amenities



What Building Types Go Where on The Parcel?



You're inspiring! *Members of the design team will photograph and record the different alternatives you create.*

What's the point of this mapping exercise?

Your feedback matters! Collaborative design helps us envision possibilities for The Parcel.

This mapping exercise is meant to facilitate conversations about where different building types (and intensities) should go on The Parcel. This will help us understand where to locate different types of buildings on the site.

Why so simple?

These Building Type cards are intentionally simplified to facilitate an intial conversation about neighborhood design. This way, we won't get bogged down in details.

The rest of the workshop will be useful to get into detailed design proposals and analyses.

1 Study the Map

There's a lot of information on these maps. You'll notice The Parcel boundary, existing streets, potential future access points, and neighboring buildings.

2 Look at the Building Types

- Fourplex
- Sixplex
- Townhouse
- Apartment Building
- Draw Your Own!

3 Lay Out the Neighborhood

Place the Building Type cards on the site, considering context and compatibility.

Space buildings closer together or further apart. Note how many units you can fit on the site.

Be sure to leave room for streets! Each Building Type is on a lot large enough to accommodate the parking it needs.

4 Discuss with Your Group:

1. What opportunities stand out?
2. How do different building types create a transition in scale between adjacent existing neighborhoods?
3. Have you left any room for open space or snow storage?

Design Term: "Scale"

Note the different building scales, as each building accommodates a different unit count.

Design Term: "Context"

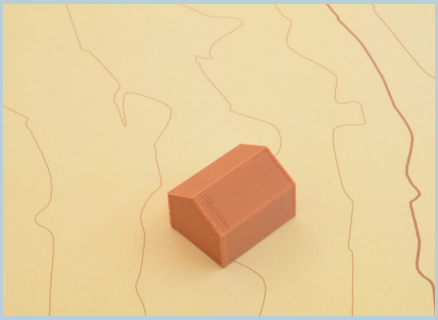
Some Building Types might work better in certain areas of the site. Context includes existing buildings, as well as topography and other factors.

Test Your Ideas for The Parcel

How to Participate

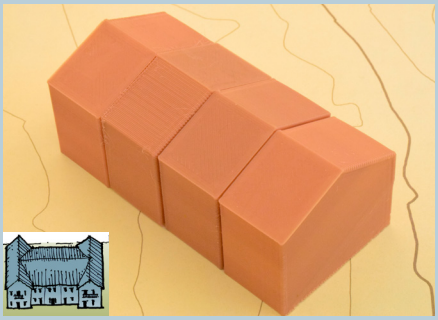
Use the model pieces to experiment with how buildings could be located on The Parcel. The buildings are at the same scale as the table map (1" = 20'-0") and represent a range of different building types. Use pieces of green paper to show parks and other public open space. To show water features, draw on the green paper using the blue marker provided.

Feel free to try out several different options in succession—a camera has been set up to capture a time-lapse of the model's evolution.



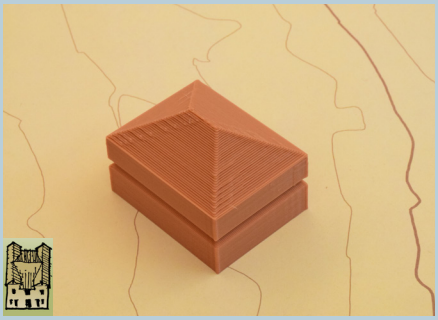
Garage or Cottage

A typical two-car garage is about 575 sf. The same footprint can easily accommodate a studio or one-bedroom dwelling.



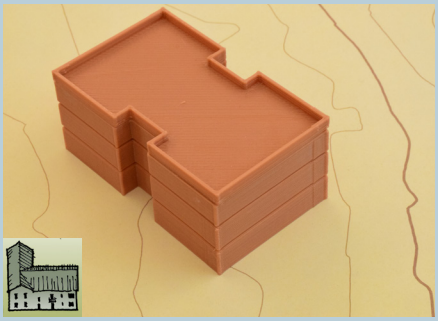
Townhouse

An attached single-family home, designed to be built side by side with other similar units. Usually appears in groups of 2 to 8.



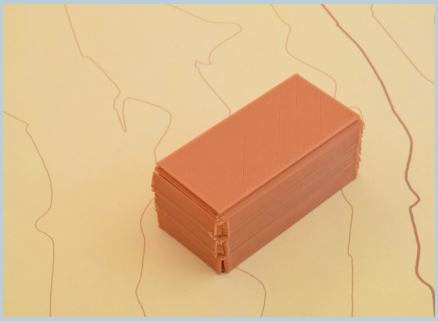
Fourplex

A medium-sized structure that consists of 4 units: typically 2 on the ground floor and 2 above, with a shared entry.



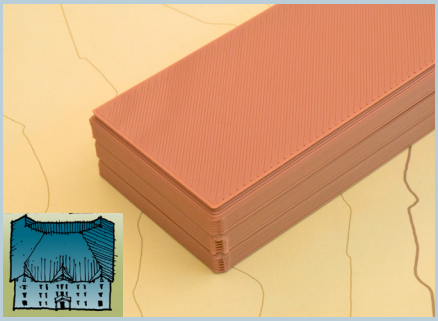
Small Multiplex

A medium-sized structure that consists of 5 to 10 attached units, with 1 or more shared entries.



Apartment Building: Single-Loaded

A multifamily building of attached units, accessed from a shared corridor on one side. Each wing is 1 unit deep by several units long.



Apartment Building: Double-Loaded

A multifamily building of attached units, accessed from both sides of a shared central corridor. Each wing is 2 units deep by several units long.

Plan The Parcel!

Multi-Day Design Workshop
Closing Presentation

August 23, 2019

1

Overview and Expectations

- **Welcome**
- **Workshop Focus:** The Pre-Development Planning Process: "Plan The Parcel"

2

Agenda

1 Welcome
2 Presentation
3 Questions and Discussion

3

Introduction

4

Key Staff Team

Mammoth Lakes CALIFORNIA


Grady Dutton, Public Works Director


Sandra Moberly, Community and Economic Development Director


Amy Callanan, Associate Engineer


Chandler Van Schaack, Senior Planner


Haislip Hayes, Engineering Manager


Sierra Shultz, Assistant Engineer

MAMMOTH LAKES HOUSING, INC.


Patricia Robertson, MLH Executive Director

THE PARCEL

5

Consultant Team

Mammoth Lakes CALIFORNIA

KEYSER MARSTON ASSOCIATES

triad/holmes associates
civil engineering
land surveying

LWC

MAMMOTH LAKES HOUSING, INC.

chatterbox
give words meaning

OPTICOS

CRABTREE GROUP INC.
ENGINEERING SMART GROWTH™

NOVIN DEVELOPMENT

THE PARCEL

6

Consultant Team

Lisa Wise Consulting, Inc. (LWC)


Lisa Wise, AICP


Jen Daugherty, AICP – Project Manager


Spencer Johnson, CNU-A

Opticos Design, Inc.


Stefan Pellegrini, RA, AICP, LEED AP


Drew Finke


Beth Cichon

Crabtree Group, Inc.


Paul Crabtree, PE, CNU-A, ASCE

Novin Development Corp.


Iman Novin

7

Thank You!

Thanks to everyone who attended!









Over 90 participants!

8

The Parcel





Mammoth Lakes CALIFORNIA

THE PARCEL

9

Guiding Principles

A. Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.

B. Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.

C. Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.

D. Focus on environmentally sustainable design concepts.

E. Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.

F. Balance guiding principles and development objectives with a viable development program that is sustainable over the long-term and can be constructed in an orderly and timely fashion.

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THE PARCEL

10

Top 3 Development Objectives

(In both Engage Mammoth Lakes & Spanish Community Meetings Top 10)

- Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom) to meet the needs of a variety of families and individuals.
- Serve moderate income households and below (≤ 120% AMI) consistent with the 2017 Needs Assessment.
- Integrate well-planned snow storage areas and accommodate efficient snow management operations.

11

Workshop Events

12

Opening Exercise

Group #1

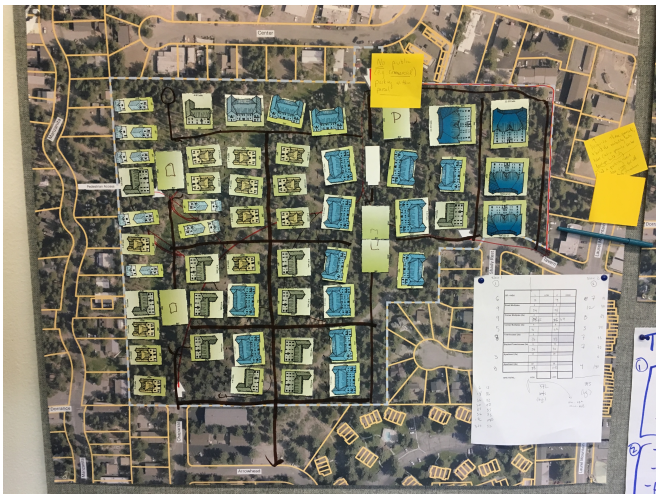


- **Approach:** Mixed housing types, central roundabout, small park/snow storage spaces
- **Yield:** 183 – 347 units

13

Opening Exercise

Group #2



- **Approach:** grid network with small blocks, high density near existing commercial uses, strong pedestrian circulation, park space/other community uses (day care), shared structured parking/transit hub
- **Yield:** 232 – 403 units

14

Opening Exercise

Group #3



- **Approach:** two interconnecting street loops, small park/snow storage space, single-family houses abutting existing single-family houses, majority of density adjacent to existing commercial uses
- **Yield:** 226 – 395 units

15

Opening Exercise

Group #4



- **Approach:** majority of density located in center, single-family houses abutting existing single-family houses, wetlands preserved, units located across wetlands (accessed via bridge), community gathering spaces throughout
- **Yield:** 221 – 375 units

16

Agency Meetings



- Mammoth Lakes Housing, Inc.
- MLFPD
- ESTA
- Public Works/Snow Removal
- Etc.

17

Brown Bag Lunch Presentations



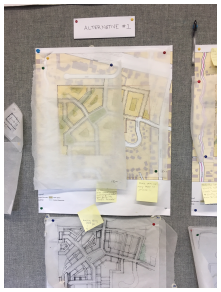


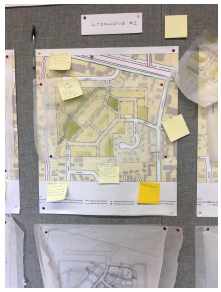
- Neighborhood and Housing Design; Sustainable Infrastructure
- Affordable Housing 101

18

Studio Pin-Ups

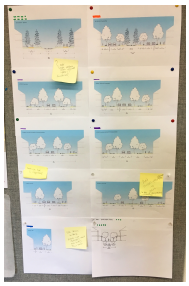




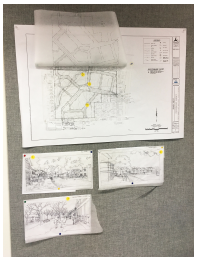










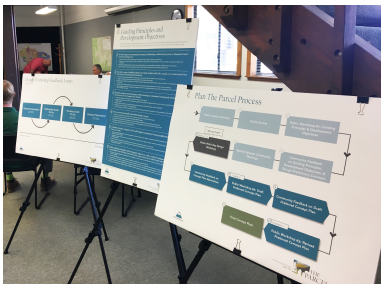


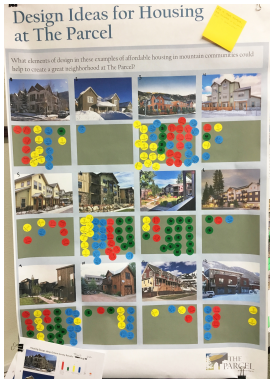
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19

Open Studios











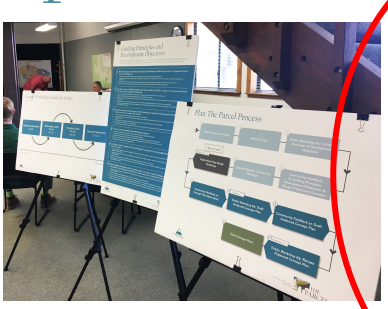


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20

Open Studios













21

Visual Preference Survey

Results

Architectural Style





Scale and Form





Landscape





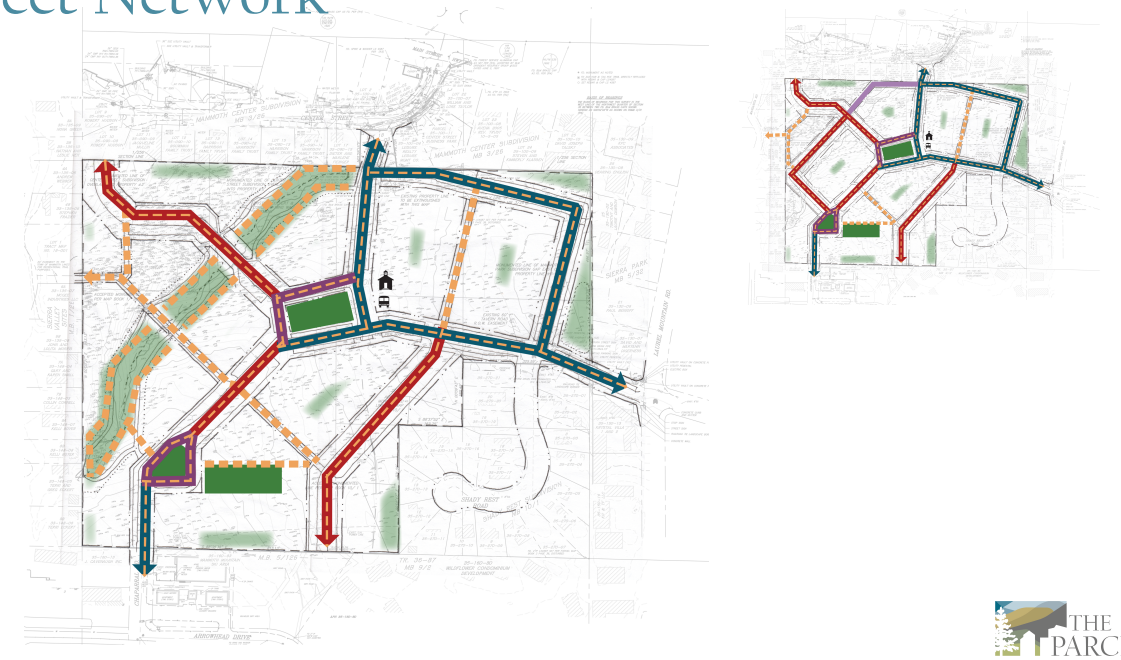
Materials and Color

22

Framework

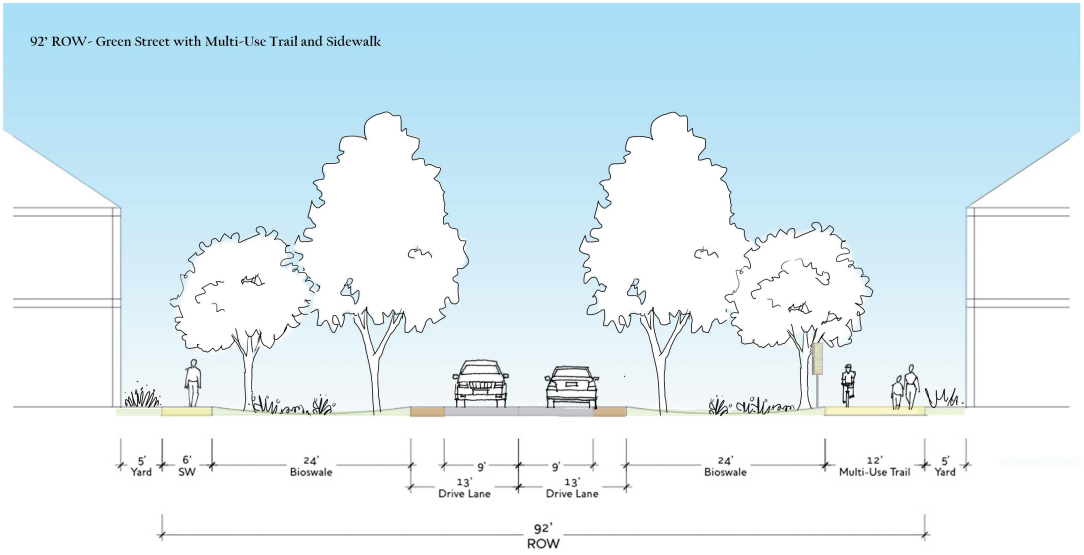
23

Street Network



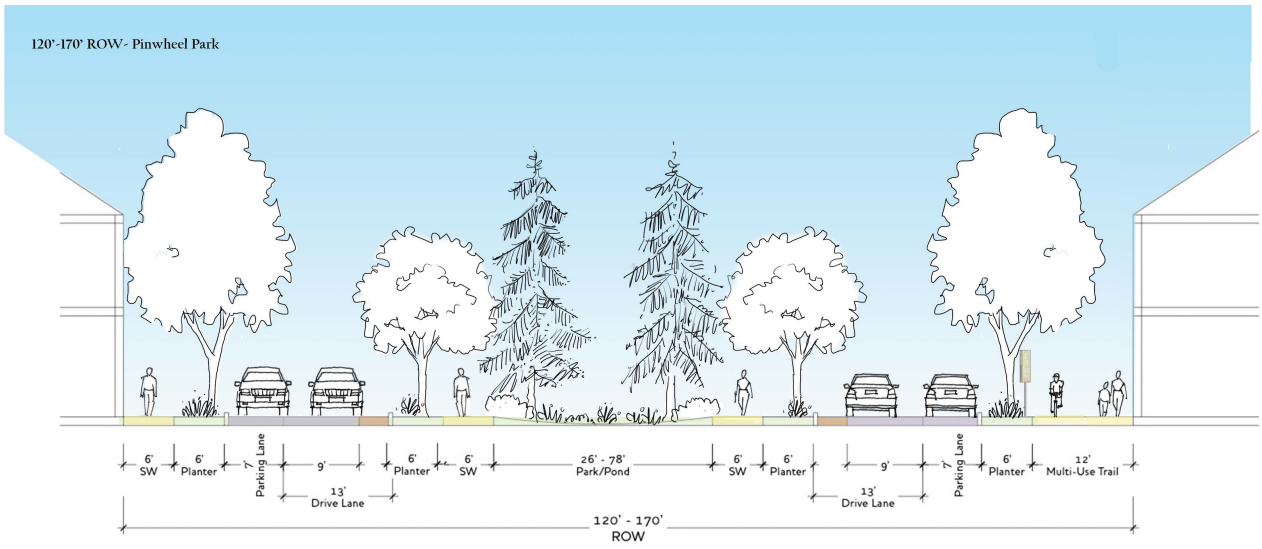
24

Neighborhood Street



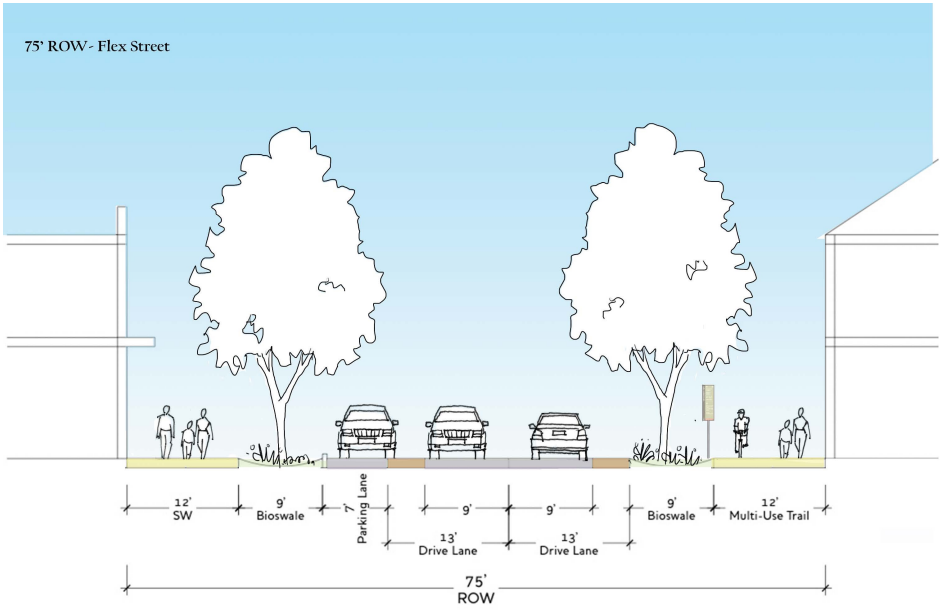
25

Town Green



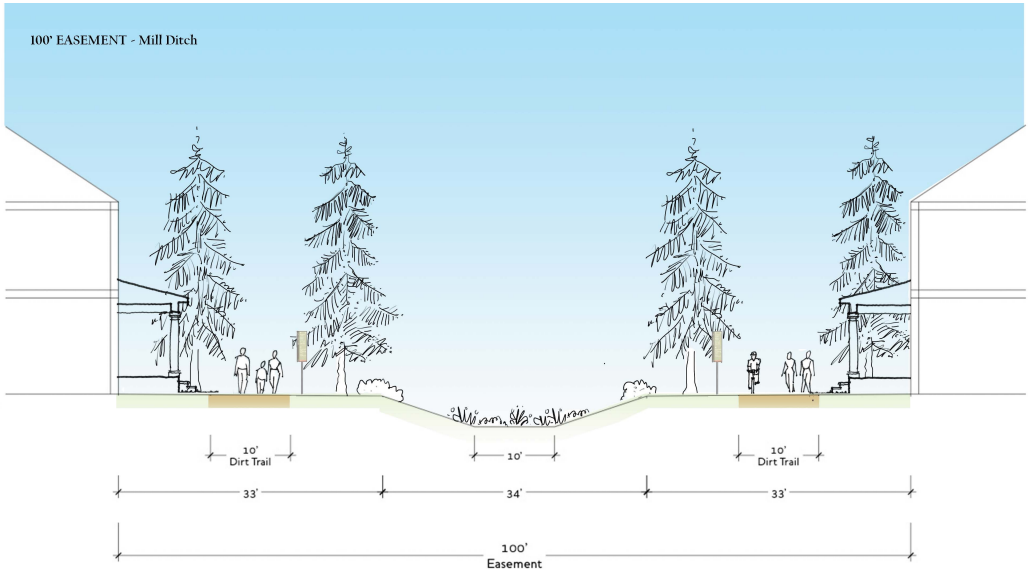
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Flex Street



27

Mill Ditch

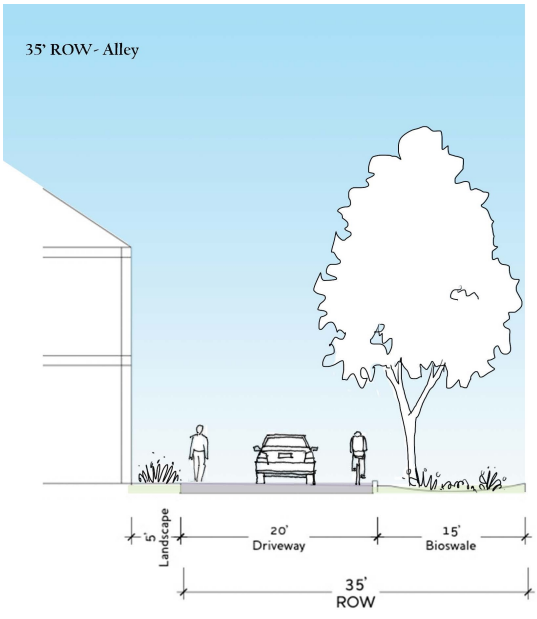


28



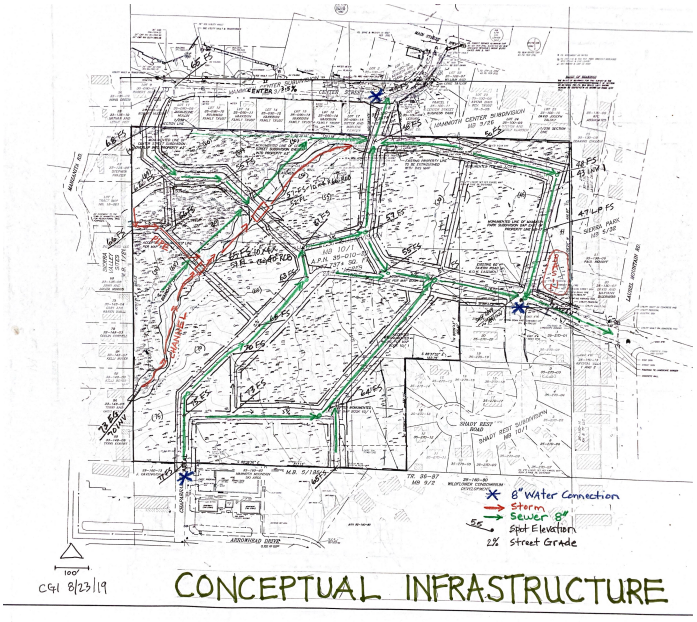
29

Alley



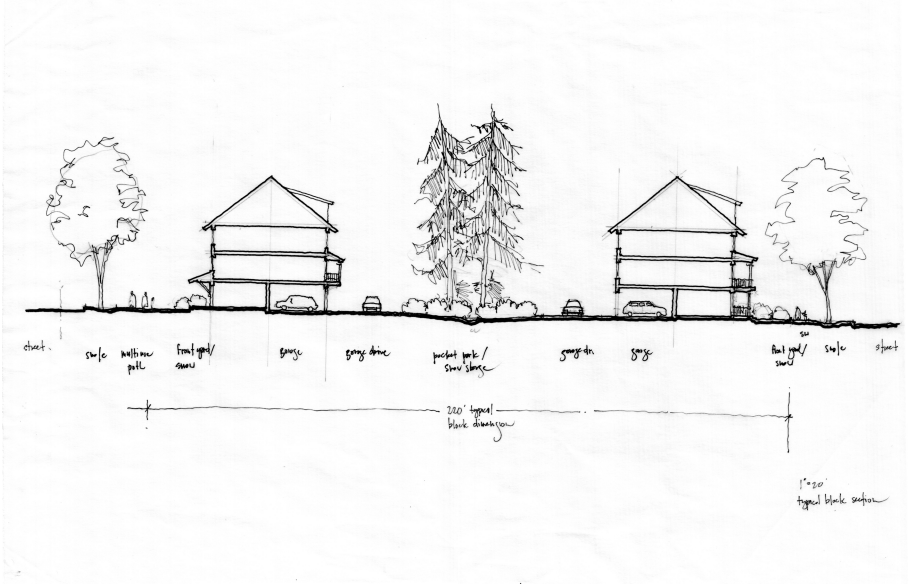
30

Conceptual Infrastructure



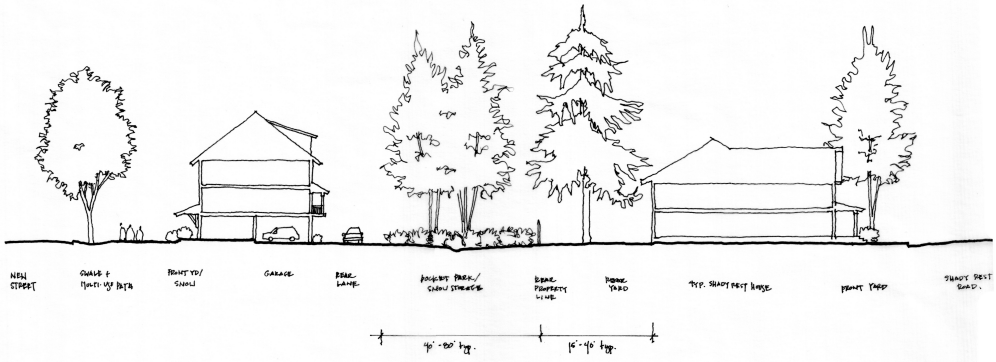
31

Snow Management



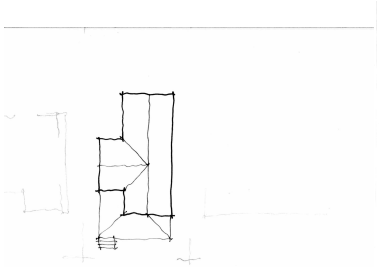
32

Transition Intensity



33

Housing Types









34



35

Concept Alternatives

36



37

Alternative #1

Low

350 – 400 units



Low Density	350-400	$ 165,000

38

Alternative #2

Medium

400 – 450 units



Medium Density	400-450	$ 143,000

39

Alternative #3

High

450 – 550 units



High Density	450-550	$ 118,000

40

Preliminary Feasibility

A Phase 1 Proforma Analysis Results



106 units in 5 buildings on 1.1 acres

3 stories total with tuck under parking at a 1:1 parking ratio

UNIT MIX AND AFFORDABILITY		
Unit Type	# Units	Average Rent
Studios/SRO	24	**671**
1-Bedroom	53	**670**
2-Bedroom	23	**811**
3-Bedroom	6	**868**
4-Bedroom	0	-
Total Unit Count	**106**	
Average Affordability		*49.8%*

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THE PARCEL

41

Preliminary Feasibility

A Phase 1 Proforma Analysis Results

i. Assumes Donated land on a discounted 99 year ground lease from Town

ii. Assumes 4% Tax Credits / Tax Exempt Bonds paired with AHSC Funds from the State & Section 8 Vouchers for the 30% AMI units

iii. Total hard cost: $364,000 per unit ($444/sf)

iv. Total Development Cost: approx. $50.3M ($475,000/unit)

PERMANENT SOURCES			
PERMANENT SOURCES			**per unit**
Amortizing Perm Loan, Tranche A	$	2,613,200	24,653
Amortizing Perm Loan, Tranche B	$	2,619,000	24,708
Town of Mammoth - Offsite Infrastructure	$	331,444	3,127
Town of Mammoth - Waived Impact Fees	$	432,110	4,077
AHSC	$	19,100,386	180,192
Town of Mammoth - Site Infrastructure	$	2,591,111	24,444
HOME/CDBG	$	1,694,661	15,987
Deferred Developer Fee	$	-	-
Tax Credit Investor Proceeds	$	19,042,211	179,643
GP Equity	$	1,141,533	10,769
Deferred Developer Fee	$	784,951	7,405
total	**$**	**50,350,607**	**$ 475,006**

PERMANENT USES					
ACQUISITION		**total**		**per unit**	**per SF**
Land	$	-	$	-	$ -
Other Acquisition Costs	$	-	$	-	$ -
Total Acquisition Costs	$	-			$ -
HARD COSTS					
Resid. Site Work and Structures	$	26,515,495	$	250,146	$ 304
Commercial Costs	$	-	$	-	$ -
Escalation Contingency	$	5,303,099	$	50,029	$ 61
Overhead & Profit/GC/Ins. Bond	$	5,303,099	$	50,029	$ 61
Owner Contingency	$	1,657,218	$	15,634	$ 19
Total Hard Costs	$	*38,778,911*		*365,839*	$ 444
SOFT COSTS					
Architecture and Engineering	$	1,550,000	$	14,623	$ 18
Construction Loan interest and fees	$	1,802,558	$	17,005	$ 21
Permanent Financing	$	202,322	$	1,909	$ 2
Legal Fees	$	725,000	$	6,840	$ 8
Reserves	$	330,889	$	3,122	$ 4
Permits and Fees	$	1,247,799	$	11,772	$ 14
Other Soft Costs	$	3,153,128	$	29,746	$ 36
Relocation	$	-			
Developer Fee	$	2,560,000	$	24,151	$ 29
Total Soft Costs	$	*11,571,696*		*109,167*	$ *132*
TOTAL DEVELOPMENT COSTS	**$**	**50,350,607**	$	475,006	$ 576

Mammoth Lakes CALIFORNIA

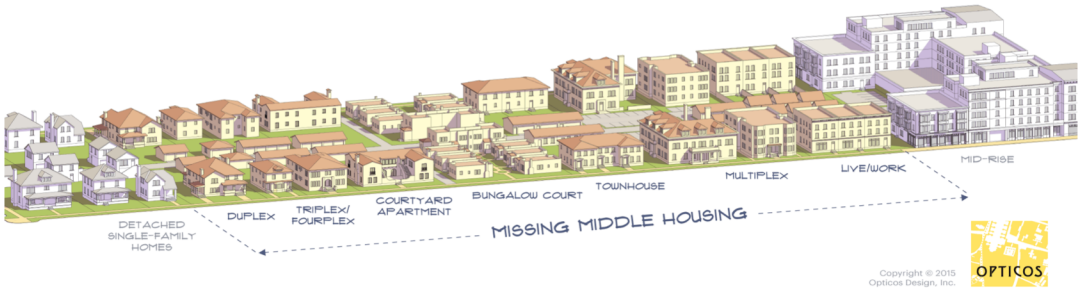
NOVIN DEVELOPMENT

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42

Preliminary Feasibility

A Phase 1 Proforma Analysis Results



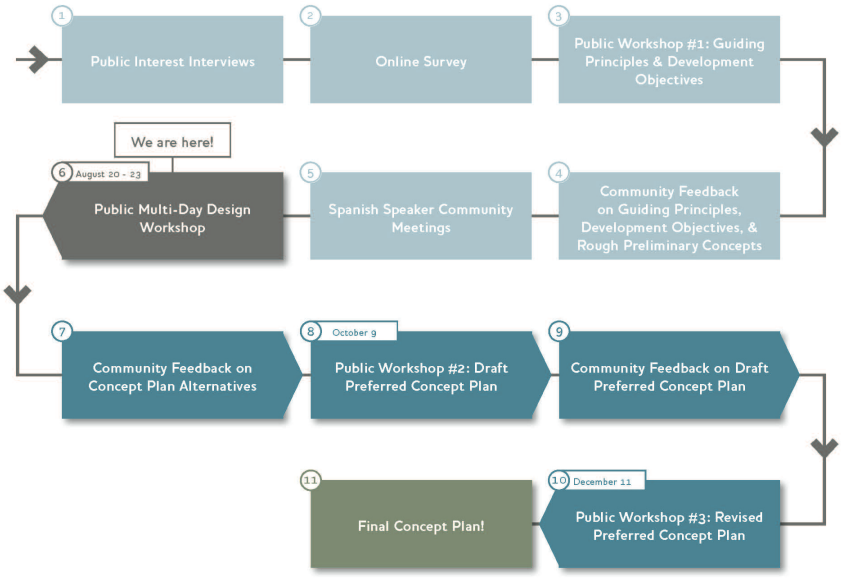
The Parcel Development Alternatives	Total Units	Gap Per Unit
Low Density	350-400	$ 165,000
Medium Density	400-450	$ 143,000
High Density	450-550	$ 118,000

43

Next Steps

44

Next Steps



45

Questions & Discussion

46

Stay Involved!

Find out more: www.theparcelmammothlakes.com.

"Like" The Parcel Facebook page
"Follow" The Parcel on Twitter and Instagram

Sign up to participate online: EngageMammothLakes.com

Grady Dutton, Public Works Director, theparcel@TownofMammothLakes.ca.gov or (760) 965-3659 (please leave a message).

47

Town of Mammoth Lakes
Plan The Parcel

Workshop 2 – Summary Memo

October 9, 2019 | 1:00 – 4:30 p.m.

Introduction

On Wednesday, October 9, 2019, the Town of Mammoth Lakes (Town) hosted the second of three joint public workshops between the Town Council (Council) and Planning and Economic Development Commission (PEDC) for Plan The Parcel. Workshop 2 is part of a comprehensive public engagement strategy intended to inform the community about Plan The Parcel and provide many opportunities for community members to voice opinions throughout the process.

The workshop attracted over 20 members of the public, including residents, neighbors, business representatives, and Mammoth Lakes Housing, Inc. staff[1]. After a presentation and discussion by Council and PEDC, attendees were provided an opportunity to raise questions and offer input on the conceptual land use plan alternatives for The Parcel, on the presentation, and on the discussion by Council and PEDC. Comment cards were also made available for the public to provide written input; five comment cards were completed and submitted. Input received orally at the workshop and in writing on the comment cards is summarized in this memo.

The meeting was led by Mayor Pro Tem Lynda Salcido and opened by Grady Dutton, Public Works Director. After a brief opening by Ms. Salcido welcoming attendees and laying out some ground rules for the evening's proceedings, Mr. Dutton further welcomed attendees, provided opening remarks, and introduced Jen Daugherty, Senior Associate from Lisa Wise Consulting, Inc. (LWC). Jen introduced other members from the consultant team who were in attendance, including Drew Finke from Opticos Design, Inc., Iman Novin from Novin Development Corp., and Spencer Johnson from LWC. Jen, Drew, and Iman then presented on the following topics (the presentation, which was provided as a handout at the workshop, is attached as Exhibit A):

- Background
- Plan The Parcel Process
- Framework for Preparing Conceptual Land Use Plans
- Conceptual Land Use Plan Alternatives and Online Survey Results
- Next Steps

[1] Spanish interpretation services were available, but the services were not utilized (no Spanish-only speakers attended the Workshop).

After the presentation, the Council and PEDC were given the opportunity to comment on and discuss the features standard to all alternatives, features unique in each alternative, perspective drawings, and street sections. The discussion was organized as follows:

- Standard design features
- Treatment of Mill Ditch
- Number of stories
- Number of units
- Parking
- Funding gap
- Perspectives
- Street sections
- Other

Mayor Pro Tem Salcido ran the workshop and provided members of the Council and PEDC opportunities to speak on each topic.

After Council and PEDC discussion, Jen summarized the Council and PEDC's general consensus/direction before the workshop was opened up for comments and questions from the public. Following public comment, Jen concluded the workshop by discussing next steps and upcoming opportunities for the community to stay involved. Mayor Pro Tem Salcido then provided a final opportunity for comments from Council and PEDC.

A video recording of the workshop can be viewed online at http://mammothlakes.granicus.com/ViewPublisher.php?view_id=4.

Council & PEDC Consensus/Direction

The Council and PEDC provided consensus and/or direction for each topic discussed, which is summarized below.

Topic	Consensus/Direction
Standard design features	Support for all standard design features
Treatment of Mill Ditch	Support for incorporating Mill Ditch as shown in Alternatives 1 & 2
Number of stories	Support for transitioning to up to four stories (or potentially more) in some locations (e.g., adjacent to commercial areas), but not adjacent to existing residential neighborhoods
Number of units	A focus on livability with general support for 400 – 450 units
Parking	Provide justification for why/how lower parking rates (i.e., lower than 2 spaces per unit) will work and incorporate creative parking solutions instead of building a parking structure
Funding gap	Support for as low of a funding gap as possible with the understanding that the funding gap is an output of the preferred plan direction from Council/PEDC
Perspectives	Support for all perspectives
Street Sections	Support for all street sections

Discussion & Comments

The following table summarizes discussion and input provided by the Council, PEDC, and public that led to the Council and PEDC's consensus/direction (above). Public input includes comments provided orally and via comment cards.

Topic	Council/PEDC Comments	Public Comments
Standard design features	• Potential connections (e.g., secondary connection to Center Street) may be potential opportunities but would require negotiations with private property owners. • No specific concerns related to the access points/connections. • Bus stops are critical. • There is a need for a community facility and/or child care facility, and some sort of facility may be eligible for State funding. • Support for an on-site community facility if possible ("good to have", not a "need"). • It would be helpful to consider the bus stops and the community facility as two separate features/amenities. • Multi-use paths are essential and should be cleared throughout the winter to provide pedestrian access. • Support for the proposed street alignment. • Support for the traffic calming design of the street network. • Would like to better understand if the street network is optimized for transit efficiency. • Formal open space is essential. • It is important to design for rain-on-snow events and high demand drainage capacity considering flooding has occurred west of The Parcel (Sierra Valley Sites).	• Access points on Center Street and Arrowhead Drive are unnecessary. • The secondary Center Street connection will not happen. The existing adjacent business is industrial, so it does not make sense to have pedestrians and traffic going by. There are also submitted plans to build on the property. • The Wildflower Condominiums are opposed to the connection on Arrowhead Drive. • MMSA (private property owner) is still willing to consider the potential street connection on Arrowhead Drive. • Diagonal streets prevent the potential for some additional units. A grid pattern may be more effective. • Child care is vital to the success and livability of The Parcel. • Support for child care and a community facility. • If child care is not provided, it could be a barrier for parental employment. • Consider the per child outdoor space requirement for child care facilities (75 s.f./child). • Support for the multi-use path system. • Create alternative transportation possibilities (e.g., e-bikes with fat tires can be used in winter).
Treatment of Mill Ditch	• Support for incorporating Mill Ditch as an amenity. • Incorporating trails alongside Mill Ditch is essential. • Mill Ditch is an important green space amenity for future residents of The Parcel and residents of the Sierra Valley Sites.	• Support for preserving Mill Ditch and renaming it "Mill Creek." • Snow storage on Mill Ditch could block water flow, leading to flooding.

Topic	Council/PEDC Comments	Public Comments
	• Mill Ditch and the associated drainage system should be more natural as it is more efficient and better equipped to handle high capacity rain/snow melt events. • Consider renaming Mill Ditch to "Mill Creek."	
Number of stories	• Tuck-under parking counts as the building's first floor. • Comments related to ADA access and tuck-under parking design. • Support for taller buildings if additional building height enables preserving Mill Ditch, creating a community facility, and providing other amenities on The Parcel. • Support for transitioning to four stories (or potentially more) in proximity to the commercial areas along Center Street. • A building height of four stories is not appropriate along Manzanita or Shady Rest Road, but appropriate closer to the center of the site.	• Support a building height of four stories over a podium. • Limit height based on stories, not feet. It would be beneficial to allow smaller units (studio, one-bedroom) to have taller ceiling heights to increase livability. • Ensure the Wildflower Condominiums are appropriately buffered and transitioned to (similar to the transitioning down for the Shady Rest neighborhood).
Number of units	• Overall desire is to create a successful, livable neighborhood, not necessarily a certain number of units. • Interest in a higher density alternative. • Support for ranges between 350 – 500 units.	• The proposed density for The Parcel development (450 units on 23 acres) is not "dense". • Include five acres of open space and 20 acres of residential at 25 dwelling units/acre (500 units). • Adding potentially 1,000 new residents in this location would be very dense and would not be aligned with the mountain community vibe.
Parking	• Interest in parking ratios that would work well for future residents of The Parcel, then focusing on concerns with funding. • Avoid the parking mistakes made at The Village. • Concern about a parking structure being the best use of land on The Parcel. • Put money into transit, not a parking structure.	• Concerns about a parking structure on The Parcel. • Parking is a major concern. If parking isn't adequate, cars will overflow into commercial areas, which is a problem. • Provide parking rates for existing affordable housing projects to compare against.

Topic	Council/PEDC Comments	Public Comments
	• Avoid putting a parking burden on future residents of The Parcel / the workforce. • Concerns with not having on-street parking available in the winter. On-street parking won't be available certain times during the winter (for example, parking along Main Street Frontage Road isn't always available during the winter). • Survey the Mammoth Lakes Housing, Inc. waitlist to understand the waitlist households' current parking needs. • Consider analyzing off-site opportunities for parking and carshare services. • Consider stackable, mechanical parking options. • Provide specific approaches for how the parking ratio can be mitigated down from two spaces per unit; and mitigate down to as low as is reasonable.	• Concern with on-street parking blocking snow removal operations; consider on-street parking with proper signage and in a "bus pull-out design" like South Lake Tahoe. • Stacked parking is expensive and problematic. • Include a parking ratio of one space per one unit with additional spaces in a common area. • Need secure, covered bike storage and e-bike charging (not available in existing affordable housing projects).
Funding gap	• More specific information on the funding associated with each design feature would be helpful (i.e., identify which features are tied to funding eligibility). • Would like to better understand local funding resources for filling the funding gap. • Solving the funding gap will be a negotiation with a variety of entities. • Support for a lower funding gap. • The funding gap is an output of the development program.	• Funding is very complicated. Recommend forming a finance working group. • Detail of the development program (mix of unit types and square footages) is needed to evaluate feasibility. • Consider local alternatives to fill the funding gap. It is essential for the local community to help support this project because it will benefit local economic development by providing affordable housing to the current and future workforce. • A community facility/child care could be funded with a Community Development Block Grant (CDBG), which could include up to $3 million. • Prioritize amenities based on value of the amenity in competition for low income housing tax credits.

Topic	Council/PEDC Comments	Public Comments
		• Concrete in Mammoth is very expensive. Consider avoiding it as much as possible (e.g., wrapped parking structure could be made of steel).
Perspectives	• No specific comments or concerns.	• No specific comments or concerns.
Street Sections	• No specific comments or concerns. • The Team has worked with Town staff (Public Works and Engineering) and Mammoth Lakes Fire Protection District on the street section dimensions and design.	• Support for the bioswales. • Support for street sections and width to accommodate snow storage.
Other	• Ensure this work can be handed-off and transitioned to a future developer partner(s). • Consider an immediate housing scenario so those in makeshift/temporary housing could have a place to live in the short-term. Also consider immediate housing on sites other than The Parcel.	• Support for Alternative 2. • The Parcel will not solve all housing problems in Mammoth Lakes. • Understand the Town's intent is to retain ownership of the land; clarify for potential developers in RFQ. • Consider utilizing CC&Rs instead of a ground lease because of lending limitations with a ground lease. • The Parcel should include only rental products. • Affordable housing should be a market solution at a below market price. It should not be worse or better than market rate housing. • Consider modular construction and strategies for efficient construction. Modular can deliver 200 units in 12 months. • Consider using repurposed shipping containers on The Parcel. • Support for the Team and process; the process and outreach opportunities have been very thorough.

Conclusion

The Council and PEDC direction from this Workshop (Workshop 2) will be used to prepare the preferred conceptual land use plan. The preferred conceptual land use plan will be made available for community input online (Engage Mammoth Lakes), anticipated in November 2019. The preferred conceptual land use plan will be presented for Council and PEDC acceptance at Workshop 3 on December 11, 2019.

Exhibits

Exhibit A: Workshop 2 Presentation

Exhibit B: Mammoth Lakes Housing, Inc. Board of Directors Comment Letter, October 7, 2019

Exhibit C: Russ Harrison Public Comment (via email to Sandra Moberly), October 3, 2019

Exhibit D: Charles Broten, Inyo Mono Advocates for Community Action, Inc. Comment Letter

Exhibit E: Workshop 2 Staff Report

Exhibit A

Plan The Parcel!

Town Council + Planning and Economic Development Commission Workshop 2

October 9, 2019

Mammoth Lakes CALIFORNIA

THE PARCEL

Overview and Expectations

- **Welcome**
- **Workshop Focus:** The Pre-Development Planning Process: "Plan The Parcel"
- **The Parcel Team:** Consultant and Town Staff Roles

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THE PARCEL

Agenda

1 Welcome

2 Presentation

3 Council and Commission Discussion

4 Public Comments

5 Preferred Plan Direction

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THE PARCEL

Purpose

Discuss feedback on The Parcel conceptual plan alternatives and provide direction for a preferred alternative

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THE PARCEL

Introduction

Mammoth Lakes
CALIFORNIA

THE PARCEL

Consultant Team

Mammoth Lakes
CALIFORNIA

KEYSER MARSTON ASSOCIATES

triad/holmes associates
civil engineering
land surveying

LWC

MAMMOTH LAKES HOUSING, INC.

chatterbox
give words meaning

OPTICOS

CRABTREE GROUP INC.
ENGINEERING SMART GROWTH™

NOVIN DEVELOPMENT

Background

Mammoth Lakes CALIFORNIA

THE PARCEL

The Parcel





Mammoth Lakes
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Community Housing Action Plan (CHAP)

Mammoth Lakes Community Housing Action Plan
Live, Work, Thrive!

November 2017



Prepared by:

Wendy Sullivan, WSW Consulting
San Anselmo, CA
wendy@wswconsult.com

In Partner With:
Melanie Rees, Rees Consulting, Inc.
Willa Williford, Williford, LLC
Christine Walker, Navigate, LLC
Steve Frisch, Sierra Business Council

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THE PARCEL

Community Housing Action Plan (CHAP)

NEAR TERM ACTION STRATEGIES – In place by the end of 2020

NEAR TERM – Action Strategies Summary – in place by 2020 (con't)		
Acquisition of Shady Rest		***Land – Public Private Partnerships***
Acquire land through purchase.	• Increase inventory of community housing; • Foster public/private partnerships to catalyze development and share risk.	• Await outcome of Shady Rest discussions • Pursue master planning process of Shady Rest, if applicable
Dedicated Tax		***Funding***
Sales, property, lodging, real estate transfer, excise tax can be dedicated sources for community housing efforts.	• Increase local funding for housing • Pair local funding with private investments, state and federal resources to leverage monies; build more community housing; meet range of housing price/income needs.	• Run a 2018 ballot initiative for 2% of current 13% TOT to be dedicated into a Housing Fund. • Consider also seeking a 1% increase in TOT on the 2018 ballot measure. • Develop staff, capacity, project plan to market with the funding request. • Consider discretionary 2% TOT allocation in the interim.
Homebuyer Assistance		***Housing Programs***
Down payment assistance of grants or second mortgages for qualified buyers.	• Serve higher incomes; allow higher home purchase prices • Local funding source to expand program: TOT/general fund likely	• Build upon existing program through MLH • Seek local funding to serve more moderate and middle income households: up to 200% AMI • Work with employers to assist employees
Renter Assistance		***Housing Programs***
Grants/loans for first month rent/deposit or rent ongoing. Loans may be low- or no-interest.	• Employer interest to develop first/deposit assistance program • Expand utility assistance program • Explore other options over longer term/as resources available	• Develop a model policy for employers to provide first and deposit re-paid through payroll deduction • Work with MMSA on pilot project • Explore rent assistance for the broader community with public funding over longer term

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Community Housing Action Plan (CHAP)

NEAR TERM – Action Strategies Summary – in place by 2020 (con't)

Definition	Program Goal	Proposed Actions
Shady Rest - Design		*Land – Public Private Partnerships*
Community process to master plan the site.	• Large, central parcel: Create a great neighborhood! • Increase community housing choices.	• Understand circulation, housing mix, other amenities, and financial opportunities and constraints. • Work closely with neighbors, future residents, and community stakeholders. • Develop guiding principles; phased development.
Housing Mitigation Regulations		*Development Requirements*
TOML requires new residential and commercial development to pay fees related to their impact on employee housing needs. Adopted in 2015.	• Desire more community housing in downtown/mixed-use development. • Ensure fees collected represent net-neutral impact (development pays for impacts – no more, no less) • Use fees to build units – leverage other funding/state/federal.	• Adopt a fee increase schedule that will raise fees over time to address actual impacts. • Scale fees based on size and intensity of use (e.g. 5,000 sq. ft. home should pay more than 1,000 sq. ft. home) • Incentivize development of community housing by investing collected fees in new development. • Require development of community housing if fee increases/incentives do not increase housing production.
Inclusionary Zoning (IZ)		*Development Requirements*
Requires that new residential subdivisions and PUD's include/build homes that are deed restricted for community housing.	• If reinstated, est. 150 to 250 unit potential under current zoning (10% IZ) • IZ helps get missing middle housing developed • Avoid missing opportunities as development picks up – monitor markets	• Consider re-adopting inclusionary zoning within two years • Design the ordinance to have carrots along with the stick • Make Inclusionary zoning a priority for the next election.

NEAR TERM – Action

Acquisition of Shady Rest	
Acquire land through purchase.	• Increase inventory of housing; • Foster public/private to catalyze developm share risk.
Dedicated Tax	
Sales, property, lodging, real estate transfer, excise tax can be dedicated sources for community housing efforts.	• Increase local fundin • Pair local funding wit investments, state ar resources to leverage build more communi meet range of housir price/income needs.
Homebuyer Assistance	
Down payment assistance of grants or second mortgages for qualified buyers.	• Serve higher income higher home purchas • Local funding source program: TOT/genera
Renter Assistance	
Grants/loans for first month rent/deposit or rent ongoing. Loans may be low- or no-interest.	• Employer interest to first/deposit assistar • Expand utility assista • Explore other optior term/as resources a

Mammoth Lakes CALIFORNIA

THE PARCEL

Income Levels

Income Category		Annual Income							
		Number of People in Household							
		1	2	3	4	5	6	7	8
≤50% AMI	Very low income	$28,450	$32,500	$36,550	$40,600	$43,850	$47,100	$50,350	$53,600
51-60% AMI	Low income	$34,110	$38,970	$43,860	$48,720	$52,620	$56,520	$60,420	$64,320
61-80% AMI		$44,750	$51,150	$57,550	$63,900	$69,050	$74,150	$79,250	$84,350
81-120% AMI	Moderate income	$68,200	$77,950	$87,700	$97,450	$105,250	$113,050	$120,850	$128,650

- AMI = Area Median Income
- Determined annually by the State for each County
- Mono County's AMI for a 4-person household is $81,200

The Parcel Development Objectives identify that The Parcel should serve moderate income households (≤120% AMI)

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Community Housing Action Plan (CHAP)

Needs Assessment

Distribution of Needed Community Ownership Housing by AMI

Income Level	MAXIMUM Affordable Purchase Price	Ownership Distribution	Units
<=60% AMI	Under $162,000	12%	33
60-80% AMI	$213,000	7%	19
80-120% AMI	$325,000	25%	69
120-150% AMI	$406,000	20%	55
150-200% AMI	$541,000	21%	58
>200% AMI	Over $541,000	16%	44
TOTAL	-	275	Approx. 275

NOTE: Shading indicates where there is a shortage of housing supply for residents and the workforce. Units provided in the lighter shade price point should be move-up housing for families, preferably offering three-bedrooms and garages.

Distribution of Needed Community Rental Housing by AMI

Income Level	Maximum Affordable Housing Payment	Rental Distribution	Units
<=60% AMI	$1,035	35%	112
60-80% AMI	$1,360	16%	51
80-100% AMI	$1,725	12%	38
100-120% AMI	$2,070	9%	29
>120% AMI	Over $2,070	28%	90
TOTAL	-	320	320

NOTE: Shading indicates where there is a shortage of housing supply for residents and the workforce.

595 units needed through 2022 (all income levels)

- 275 ownership
- 320 rental

351 units needed through 2022 at ≤120% AMI

- 121 ownership units ≤120% AMI
- 230 rental units ≤120% AMI

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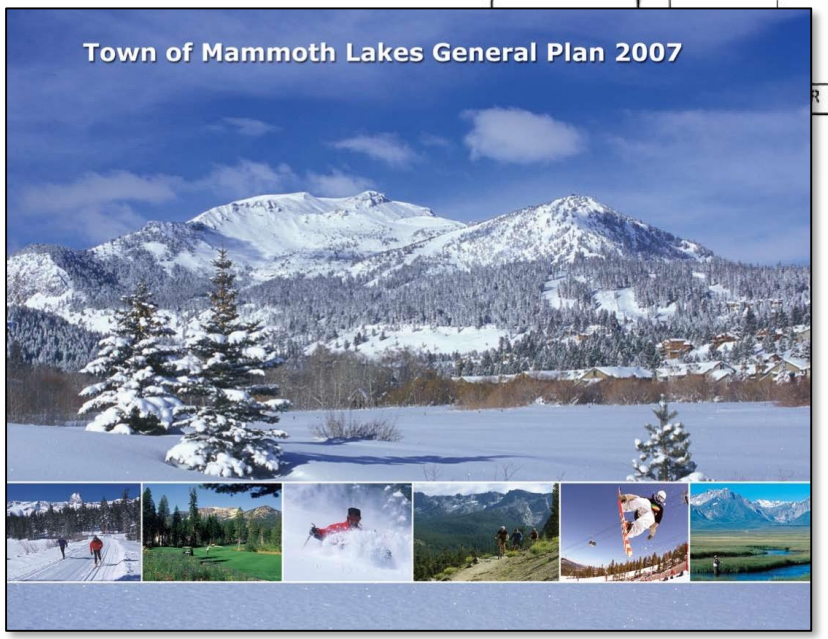


THE PARCEL

The Parcel Planning Background

- **Master Plan (1991)**
  - Moderate income and below (≤120% AMI)
  - 172 units
- **General Plan**
  - A livable in-town neighborhood for the workforce
  - HDR-1
    - 12 units/acre
    - 24 units/acre if all deed restricted affordable housing





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Other Considerations

Walk, Bike, Ride

- Shift from car-dominated system

Downtown Revitalization

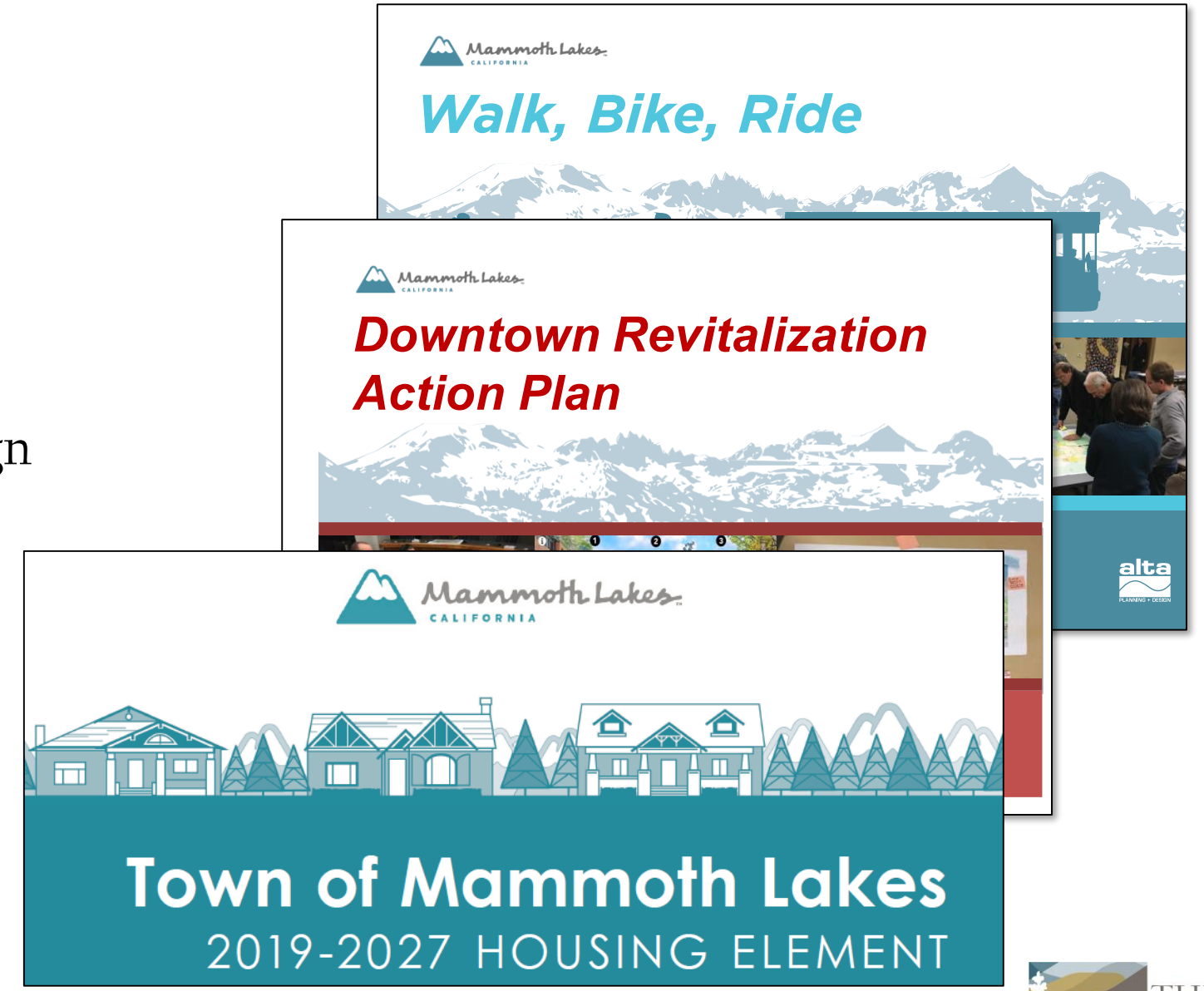
- Flexible workforce housing solutions, efficient site design

Resilient Mammoth Lakes

- Housing Element Update

Housing Laws & Programs

- State laws incentivize affordable housing
- Funding criteria



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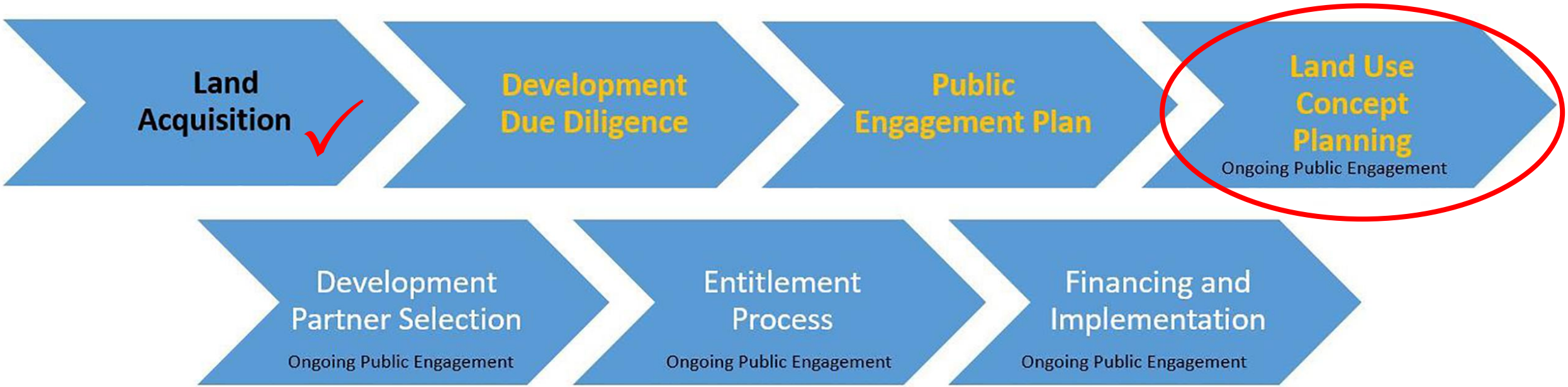
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Plan The Parcel Process

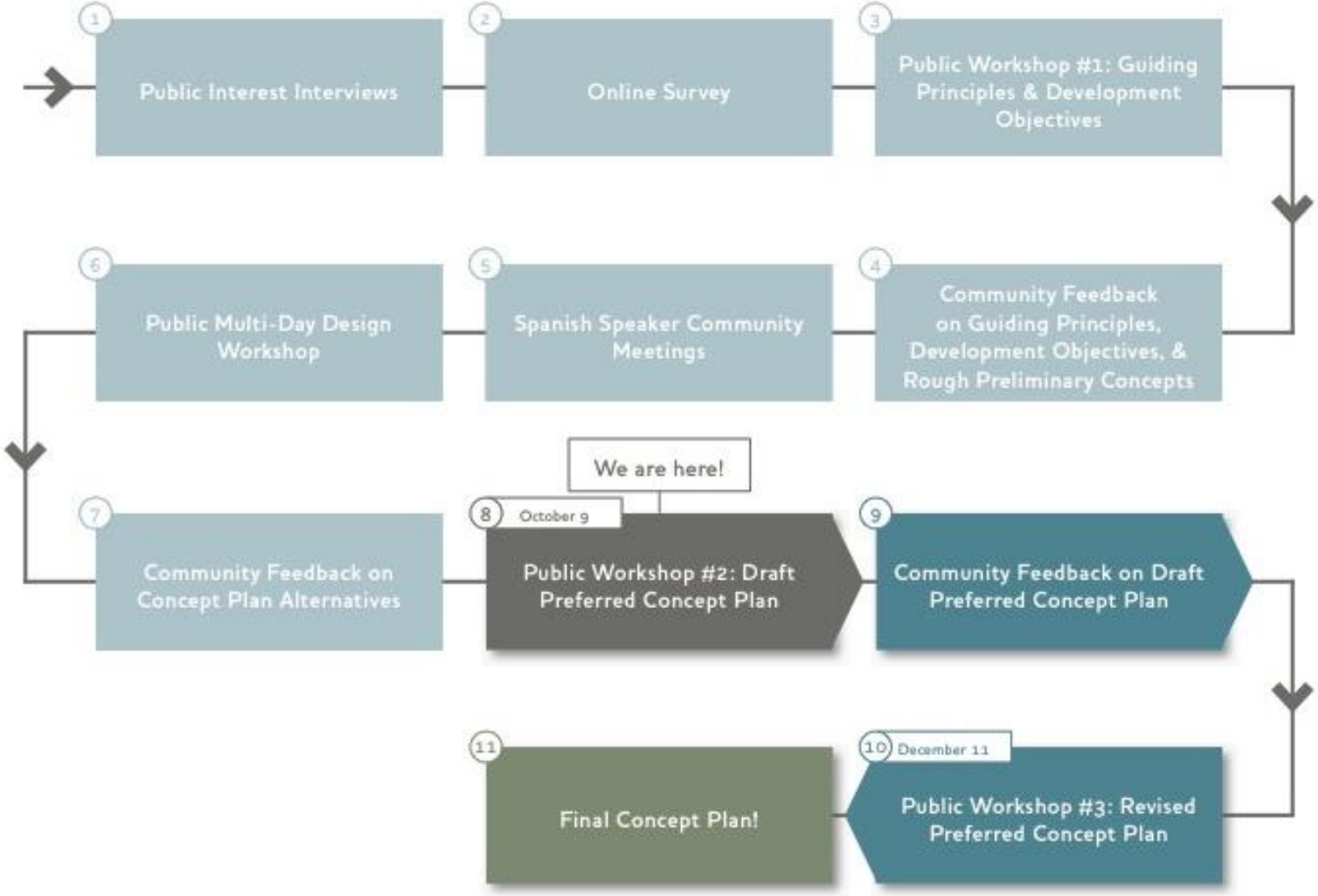
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Process


Land Acquisition
Development Due Diligence
Public Engagement Plan
Land Use Concept Planning
Ongoing Public Engagement
Development Partner Selection
Ongoing Public Engagement
Entitlement Process
Ongoing Public Engagement
Financing and Implementation
Ongoing Public Engagement

Process



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Framework

Guiding Principles

A. Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.

B. Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.

C. Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.

D. Focus on environmentally sustainable design concepts.

E. Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.

F. Balance guiding principles and development objectives with a viable development program that is sustainable over the long-term and can be constructed in an orderly and timely fashion.

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Feasibility Assumptions (1 of 3)

- **15 du/ac net density** is minimum to qualify for some affordable housing **funding sources**.
- Higher densities compete better for funding and allow for economies of scale, reducing funding gap per unit.
- New **transit stop** will be needed for funding competitiveness (along with better quality of life for residents).
- Substantive **bike and pedestrian improvements** will help reduce greenhouse gases and **help compete for state funding**.
- Project site is ideally walkable and amenity rich.
- 1:1 **parking** ratio (gross) is the targeted goal for funding competitiveness, consistency with Town plans and policies, efficient land utilization, and overall financial viability.
- **Tuck under parking** is most space and cost efficient and reduces snow removal/storage burden (along with better quality of life for residents).

Feasibility Assumptions (2 of 3)

- All **open space** also functions as **snow storage** space, and all snow storage accommodated on-site (trucking snow is too expensive).
- Mill Ditch must have capacity to service existing watershed and rain and snowmelt from The Parcel.
- A variety of unit mix (studios, 1-bedroom, 2-bedroom, 3-bedroom units) and rents ranging from **30% to 120% AMI.** As well as a combination of **rental and home ownership.**
- Moderate income and higher AMI units should be considered separate project phases (e.g., home ownership).
- Affordability of Tax Credit rental units must average to 60% AMI and cannot exceed 80% AMI for rental units.

Feasibility Assumptions (3 of 3)

- Complete build out will require **multiple phases**, some financed with 4% and some with 9% tax credits.
- All discretionary approvals must be in place by the funding application deadline for competitive funding sources like 9% credits and AHSC.
- Payment of **prevailing wage** was assumed in all scenarios.
- Financial analysis assumed 99-year ground lease from the Town, Town funding/development of infrastructure, and waiver of Town fees.
- Utilization of **modular construction may reduce cost** and time and should be further studied.
- An initial **first phase** is possible on an **expedited timeline.**
- Streamlined environmental clearance and approvals are possible through State bills like SB 35 or a workforce housing overlay district (SB 540).

Alternatives + Survey Results

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Design Alternatives Online Survey

117 Responses

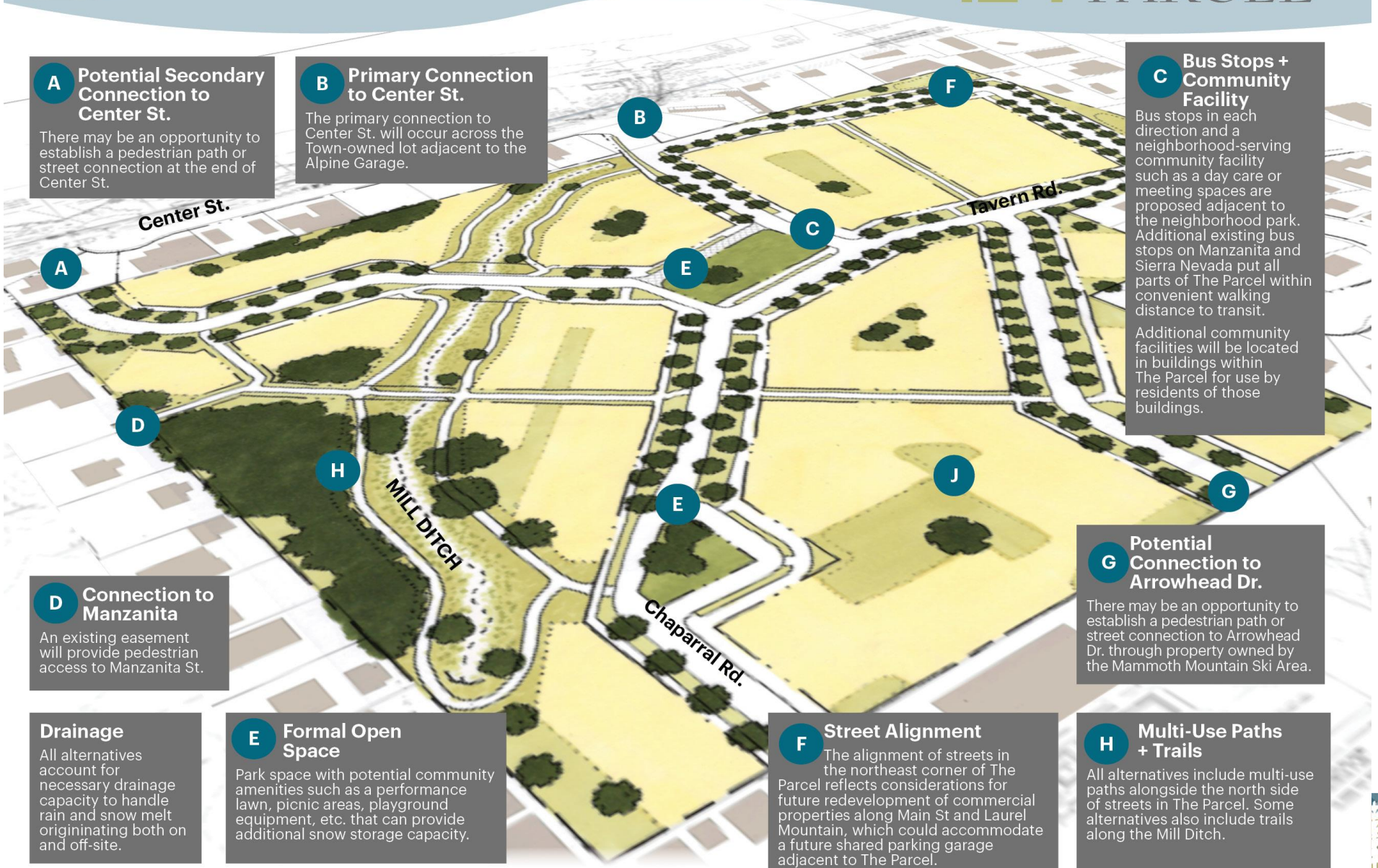
Open for 1.5 - 2.5 weeks

- Advertised/promoted via email blasts, social media, and door-to-door flyers
- Available in English and Spanish

Features Standard to All Alternatives

All alternatives include a mix of unit types (studio, 1, 2, and 3-bedroom units) and include buildings that would be suitable for both rental and for-sale housing types.

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A Potential Secondary Connection to Center St.

There may be an opportunity to establish a pedestrian path or street connection at the end of Center St.

B Primary Connection to Center St.

The primary connection to Center St. will occur across the Town-owned lot adjacent to the Alpine Garage.

C Bus Stops + Community Facility

Bus stops in each direction and a neighborhood-serving community facility such as a day care or meeting spaces are proposed adjacent to the neighborhood park. Additional existing bus stops on Manzanita and Sierra Nevada put all parts of The Parcel within convenient walking distance to transit.

Additional community facilities will be located in buildings within The Parcel for use by residents of those buildings.

D Connection to Manzanita

An existing easement will provide pedestrian access to Manzanita St.

G Potential Connection to Arrowhead Dr.

There may be an opportunity to establish a pedestrian path or street connection to Arrowhead Dr. through property owned by the Mammoth Mountain Ski Area.

Drainage

All alternatives account for necessary drainage capacity to handle rain and snow melt origininating both on and off-site.

E Formal Open Space

Park space with potential community amenities such as a performance lawn, picnic areas, playground equipment, etc. that can provide additional snow storage capacity.

F Street Alignment

The alignment of streets in the northeast corner of The Parcel reflects considerations for future redevelopment of commercial properties along Main St and Laurel Mountain, which could accommodate a future shared parking garage adjacent to The Parcel.

H Multi-Use Paths + Trails

All alternatives include multi-use paths alongside the north side of streets in The Parcel. Some alternatives also include trails along the Mill Ditch.

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Neighborhood Streets

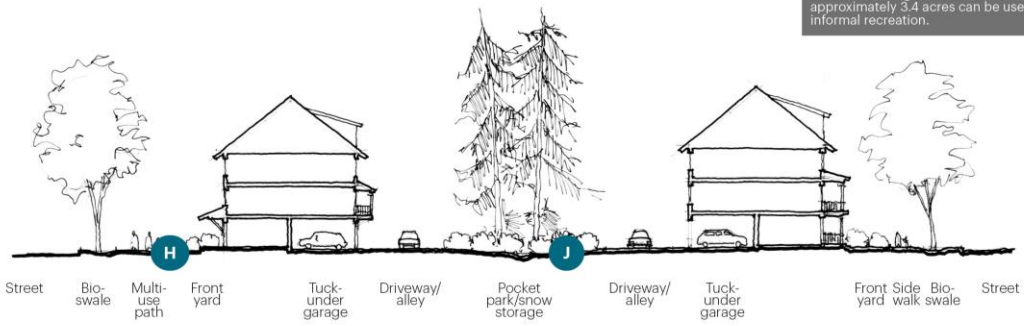
All street connecting through The Parcel have at least one intersection within The Parcel to slow down drivers and encourage safe driving in this neighborhood setting while still providing good conectivity.

I Transition of Intensity

Building height and intensity should transition at the edges of The Parcel to provide a built form that is compatible with existing neighborhoods such as Shady Rest.

J Informal Open Space/Snow Storage

Snow storage is provided along streets in "bioswales" – unpaved areas that allow water to infiltrate into the soil and provide space for hardy trees. Snow storage is also provided at the center of each block. These spaces are accessed via alleys and driveways, and during summer, these green areas, which total approximately 3.4 acres can be used for informal recreation.



A section drawing that cuts through the center of a block shows how informal open space that doubles as snow storage in the winter fits between buildings.

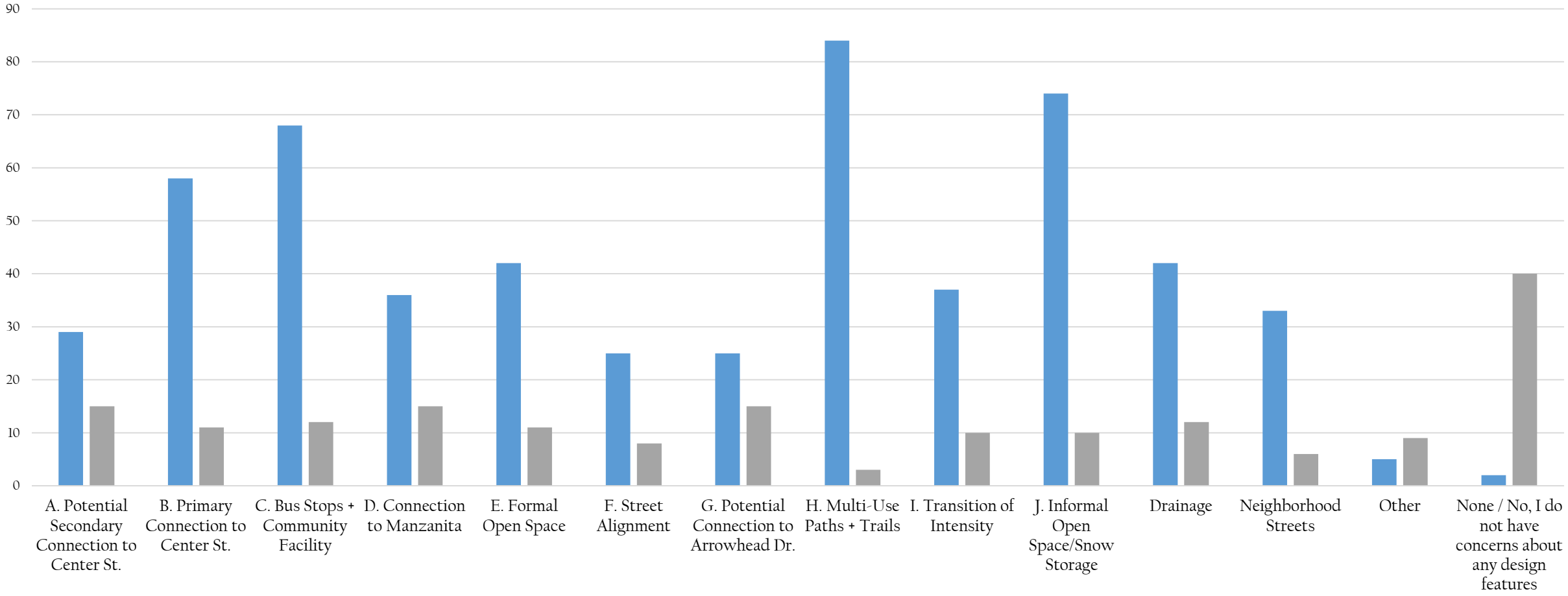
Features Standard to All Alternatives

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Standard Design Features

Which design features do you think will be most successful? Are there any design features you have concerns about?



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Alternative 1 — "Low Intensity"

THE PARCEL



A

350-400 Units

This alternative shows capacity for 350-400 units, including community facilities and a mix of unit types.

B

Estimated gap of $170,000/rental unit

$170,000 per rental unit is currently estimated to be needed to cover what might not be financed by grants and other programs.

C

2 Stories

All buildings in Alternative 1 are no more than 2 stories in height.

D

Mill Ditch

The Mill Ditch is an approx. 2 acre open space lined with multi-use paths and surrounded by small-scale multi-unit buildings.

E

Parking

An average of 1 parking space per unit is provided in an enclosed space within the building. Approximately 130 on-street parallel parking spaces throughout The Parcel can also be used by guests. This level of parking is consistent with the Town's "feet first" goals and Walk, Bike, Ride action strategy. The Parcel will be well connected with reliable transit, multi-use paths, trails, sidewalks, and bike lanes to provide residents with mobility options.

Key

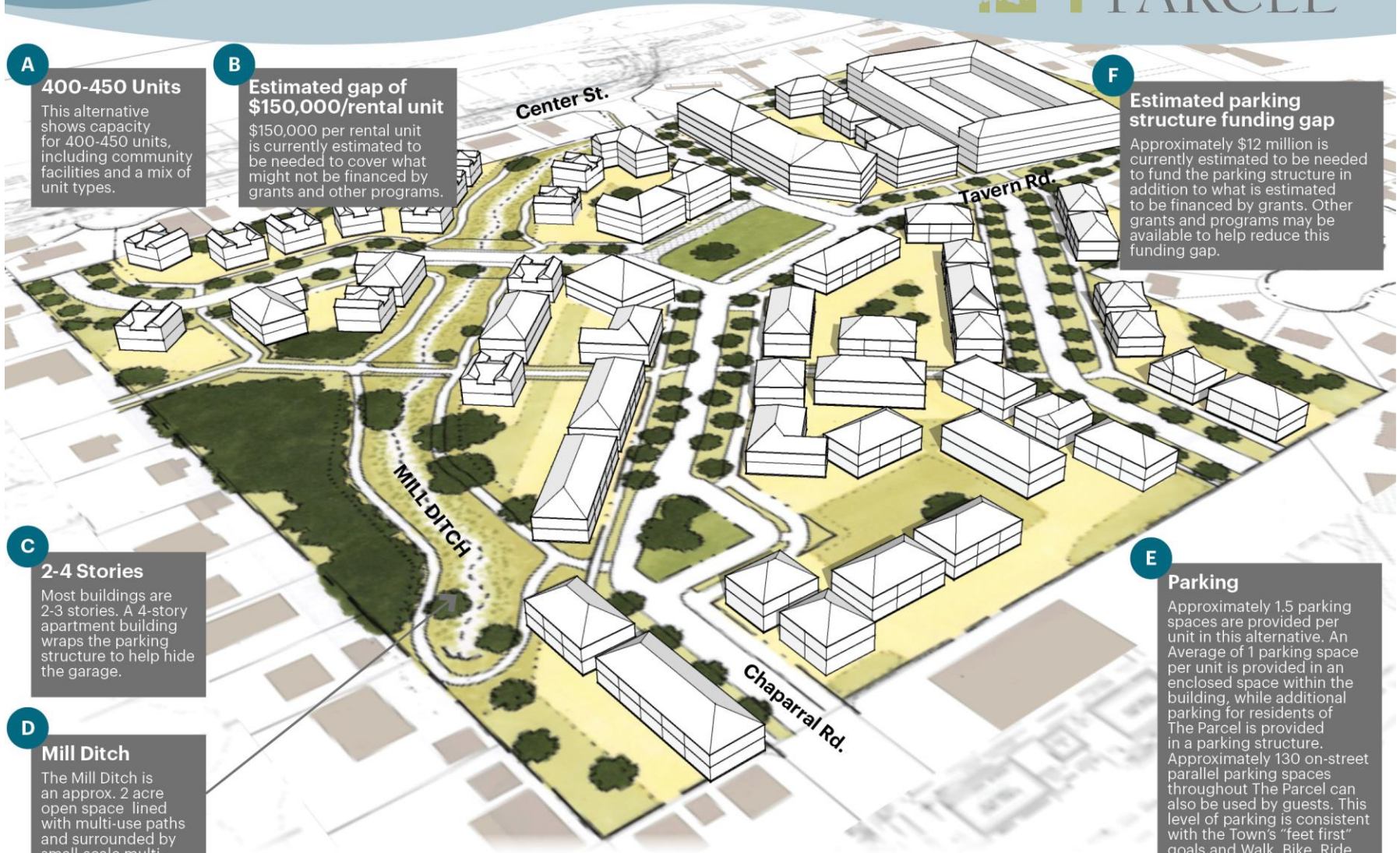
- Formal Open Space (ex: town green, performance space, BBQ/picnic area)
- Informal Open Space/Snow Storage
- Mill Ditch Park (natural area, habitat)
- Buildable Area (buildings and parking)

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Alternative 2 — "Medium Intensity"

THE PARCEL



A

400-450 Units

This alternative shows capacity for 400-450 units, including community facilities and a mix of unit types.

B

Estimated gap of $150,000/rental unit

$150,000 per rental unit is currently estimated to be needed to cover what might not be financed by grants and other programs.

C

2-4 Stories

Most buildings are 2-3 stories. A 4-story apartment building wraps the parking structure to help hide the garage.

D

Mill Ditch

The Mill Ditch is an approx. 2 acre open space lined with multi-use paths and surrounded by small-scale multi-unit buildings and townhouses.

E

Parking

Approximately 1.5 parking spaces are provided per unit in this alternative. An Average of 1 parking space per unit is provided in an enclosed space within the building, while additional parking for residents of The Parcel is provided in a parking structure. Approximately 130 on-street parallel parking spaces throughout The Parcel can also be used by guests. This level of parking is consistent with the Town's "feet first" goals and Walk, Bike, Ride action strategy. The Parcel will be well connected with reliable transit, multi-use paths, trails, sidewalks, and bike lanes to provide residents with mobility options.

F

Estimated parking structure funding gap

Approximately $12 million is currently estimated to be needed to fund the parking structure in addition to what is estimated to be financed by grants. Other grants and programs may be available to help reduce this funding gap.

Key

- Formal Open Space (ex: town green, performance space, BBQ/picnic area)
- Informal Open Space/Snow Storage
- Mill Ditch Park (natural area, habitat)
- Buildable Area (buildings and parking)

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Alternative 3 — "High Intensity"

THE PARCEL

A

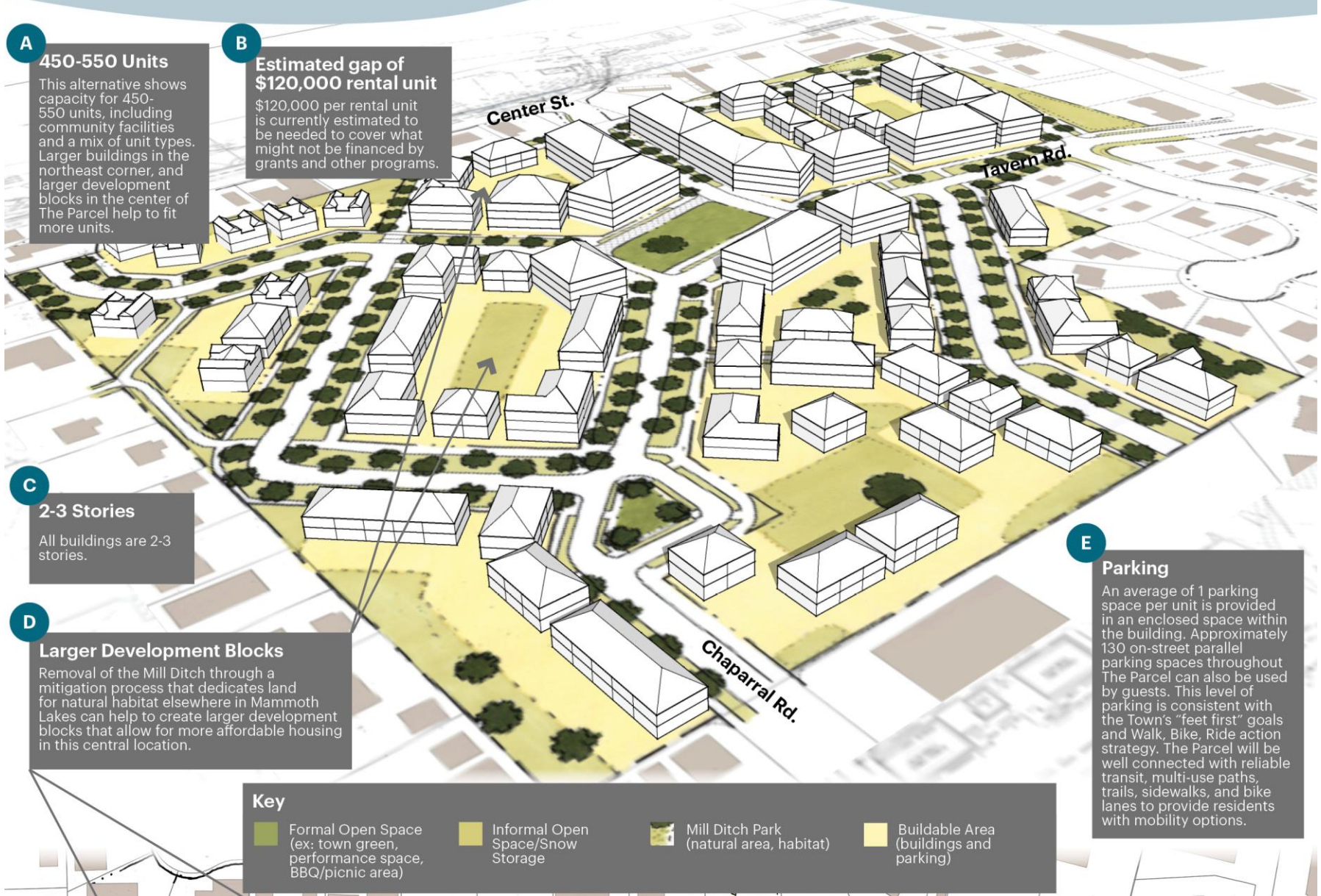
450-550 Units

This alternative shows capacity for 450-550 units, including community facilities and a mix of unit types. Larger buildings in the northeast corner, and larger development blocks in the center of The Parcel help to fit more units.

B

Estimated gap of $120,000 rental unit

$120,000 per rental unit is currently estimated to be needed to cover what might not be financed by grants and other programs.



C

2-3 Stories

All buildings are 2-3 stories.

D

Larger Development Blocks

Removal of the Mill Ditch through a mitigation process that dedicates land for natural habitat elsewhere in Mammoth Lakes can help to create larger development blocks that allow for more affordable housing in this central location.

E

Parking

An average of 1 parking space per unit is provided in an enclosed space within the building. Approximately 130 on-street parallel parking spaces throughout The Parcel can also be used by guests. This level of parking is consistent with the Town's "feet first" goals and Walk, Bike, Ride action strategy. The Parcel will be well connected with reliable transit, multi-use paths, trails, sidewalks, and bike lanes to provide residents with mobility options.

Key

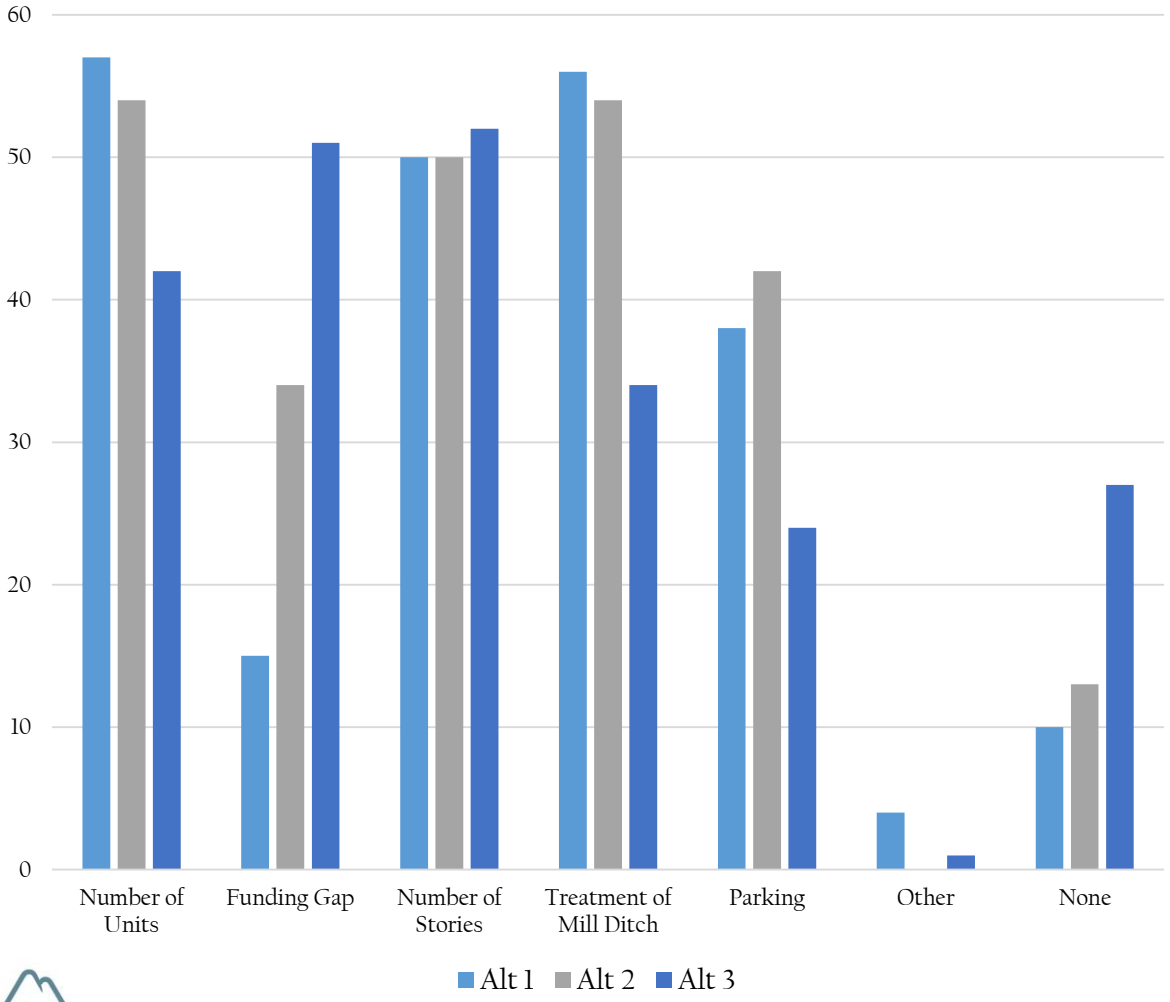
- Formal Open Space (ex: town green, performance space, BBQ/picnic area)
- Informal Open Space/Snow Storage
- Mill Ditch Park (natural area, habitat)
- Buildable Area (buildings and parking)

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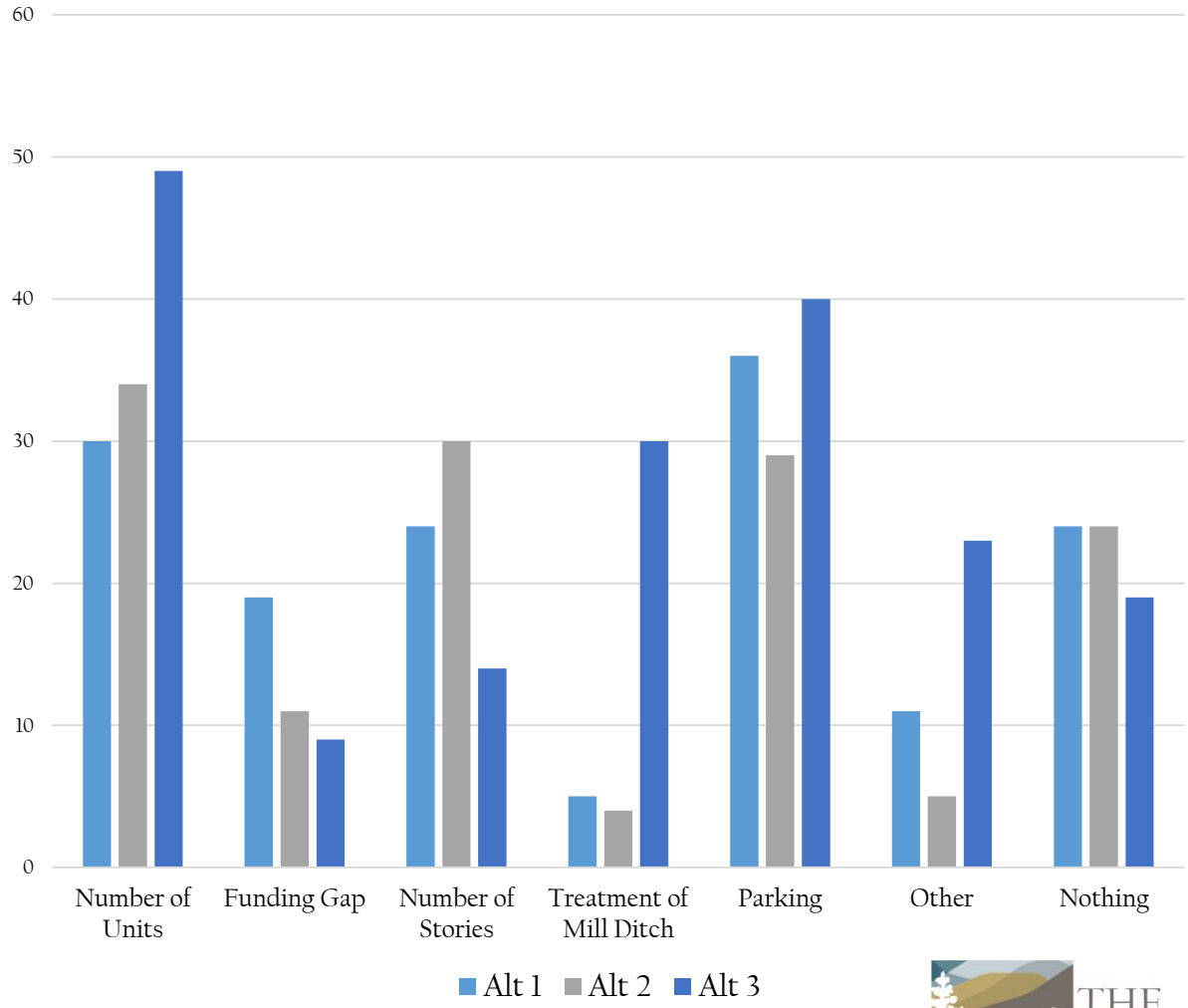
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Alternative Comparison

Which design features do you think will be most successful?



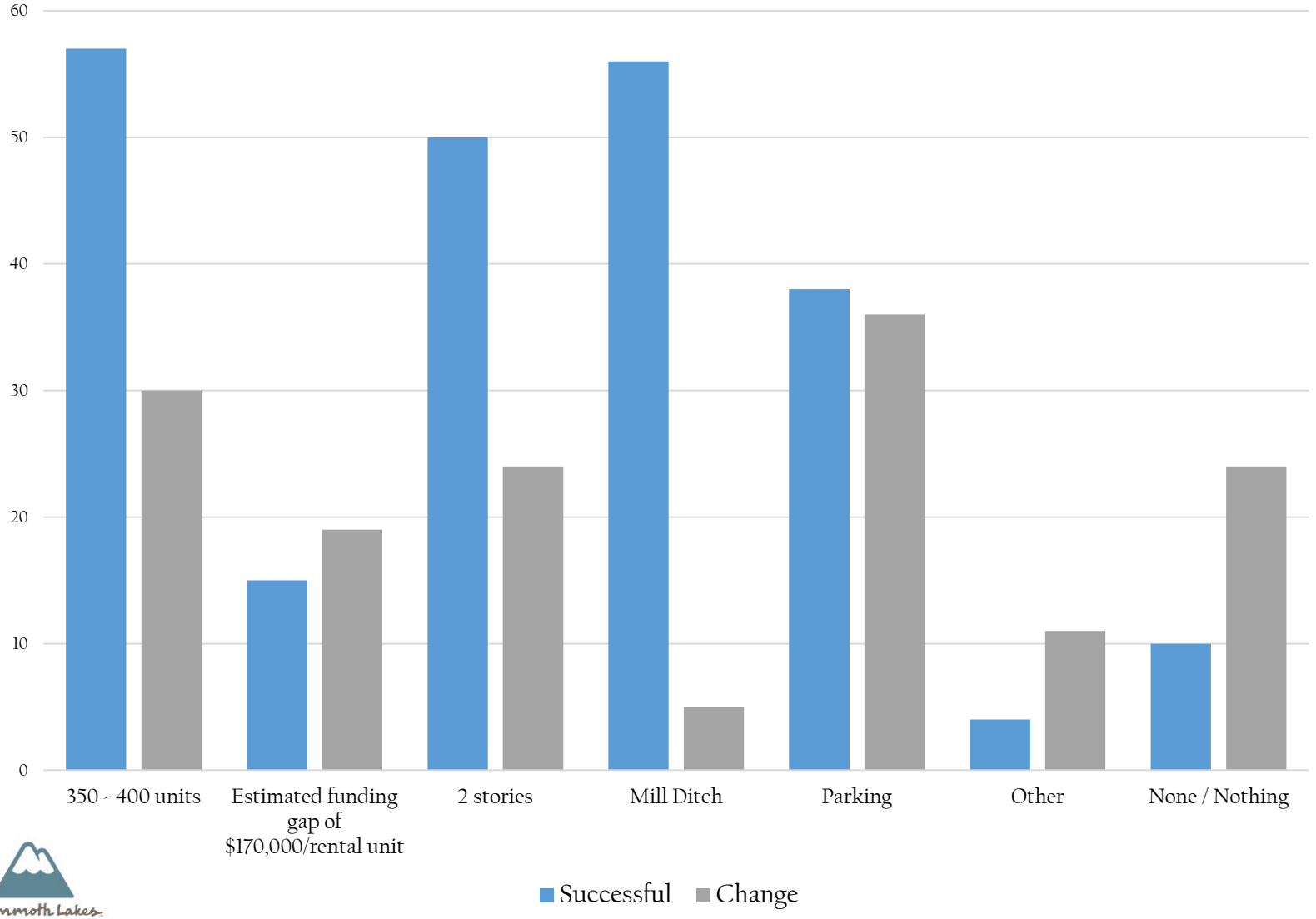
Which design features would you change?



Note: Estimated parking structure funding gap unique to Alt 2 and not included on this slide (see Alternative #2 slide)

Alternative #1

Which design features do you think will be most successful? Which design features would you change?



Comments:

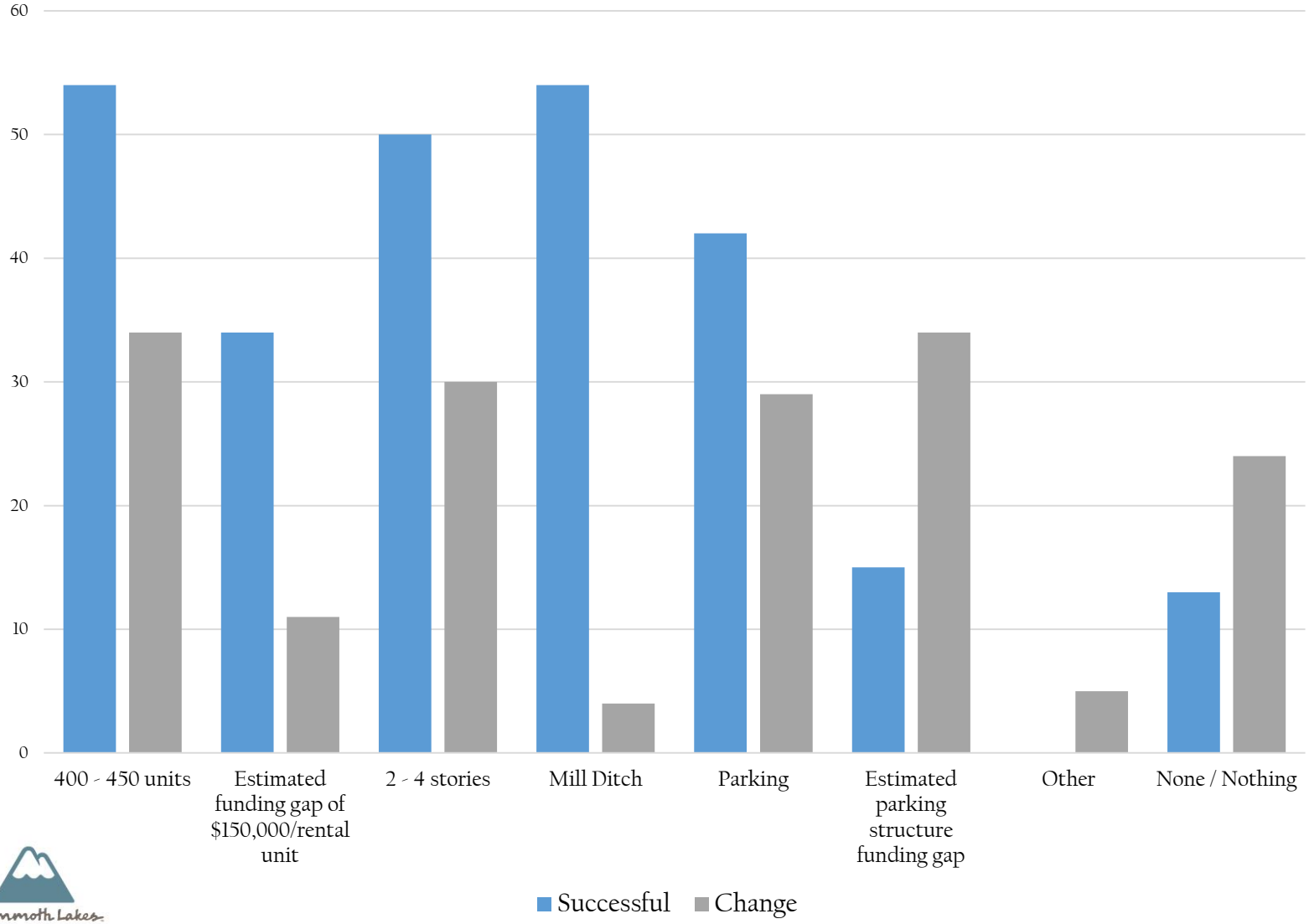
- Lower densities and heights should be adjacent to Shady Rest neighborhood.
- Need to preserve open spaces and trees.
- Too few units / need more units.
- Too many units / too dense of a population.
- Ideally, funding gap would be less.
- Increase parking ratio / 1 parking spot is not sufficient.
- On-street parking will not be usable in the winter.
- A mix of building heights would be preferred / buildings could be taller to accommodate more units.
- Concerned about the Mill Ditch being able to handle runoff.
- Ensure dedicated child care facility is planned.

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Alternative #2

Which design features do you think will be most successful? Which design features would you change?



Comments:

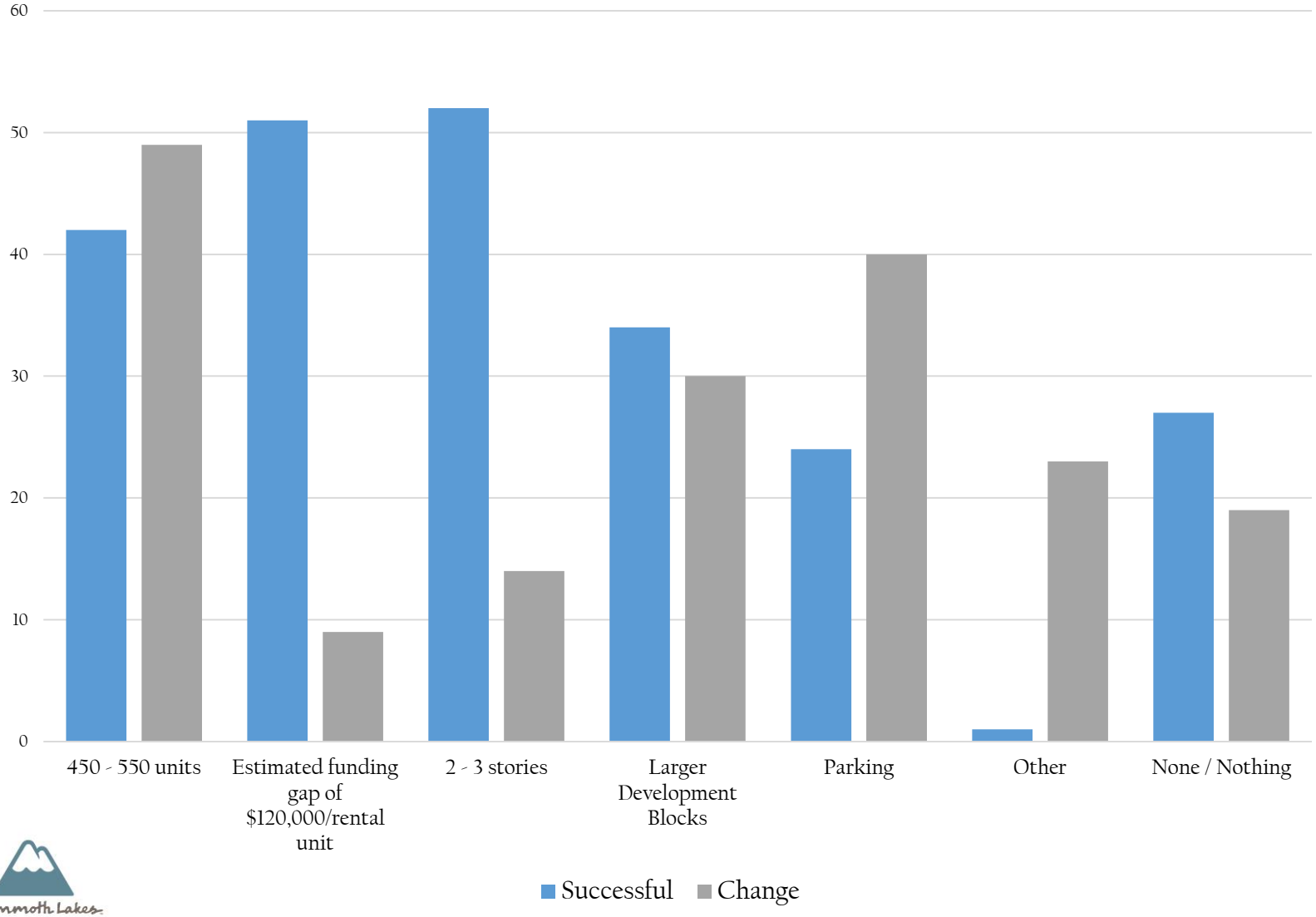
- Large structures near Wildflower and Shady Rest seem excessive.
- Too few units / need more units.
- Too many units / too high density.
- Reduce costs / there should be no funding gap.
- 1 parking space per unit is enough.
- Need more parking / this parking ratio is getting closer to what is realistic.
- Consolidated parking may be beneficial / not sure if parking structure is right for The Parcel.
- 2 – 3 stories is appropriate (especially if tuck under parking is included) / 4 stories is too tall.

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Alternative #3

Which design features do you think will be most successful? Which design features would you change?



Comments:

- Eliminate Mill Ditch.
- Preserve Mill Ditch and natural area.
- Good mix of building sizes but too dense overall.
- Extremely dense / way too dense.
- Reduce costs / there should be no funding gap.
- We should move away from reliance on cars.
- Need more parking.
- The parking garage should be included on this alternative.
- 1 – 4 stories is appropriate (especially if tuck under parking is included).
- No more than 2 stories.
- Larger development blocks are too urban.

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Mill Ditch Trails



New Housing

Small-scale multi-unit buildings, or townhouse buildings line the Mill Ditch park with front doors opening to the paths and trails that run alongside the Mill Ditch.

Trails + Paths

A multi-use path with wayfinding signage runs along the north and a dirt path runs along the south side of the Mill Ditch. Both connect to the Town's trail and path system.

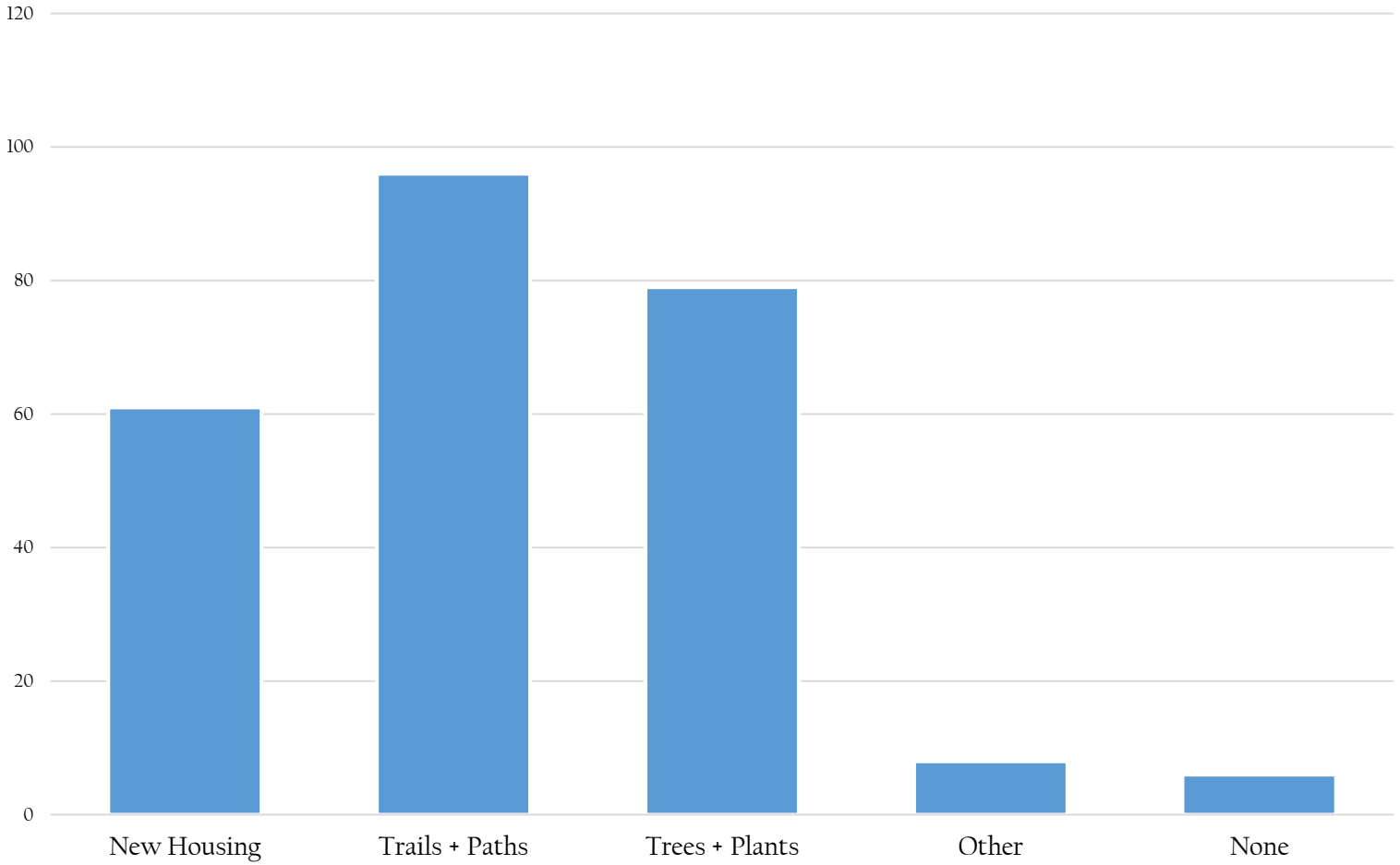
Trees + Plants

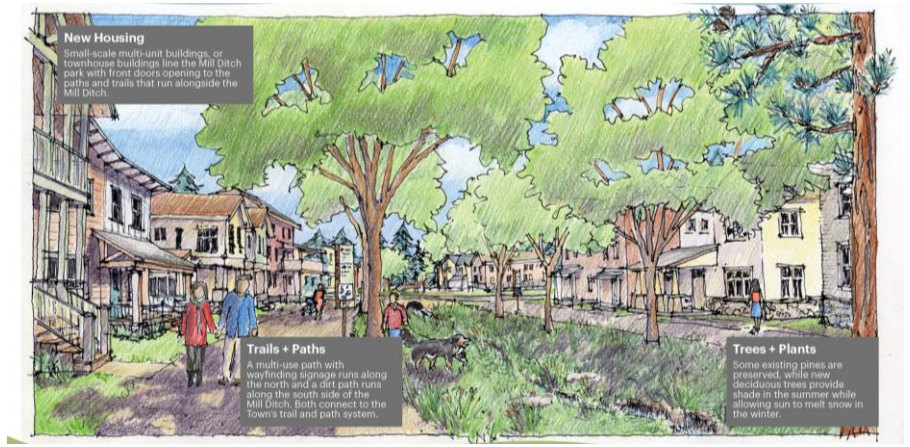
Some existing pines are preserved, while new deciduous trees provide shade in the summer while allowing sun to melt snow in the winter.

Mill Ditch Trails

Mill Ditch Trails

Which of the features in this illustration do you think will be most successful?





Comments:

- The front of the buildings facing the street is great/ housing entrances give a nice neighborhood feel.
- Natural area is nice but not necessary.
- Cover Mill Ditch and use it for parking.
- Do not cover Mill Ditch / keep it natural.

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The Parcel Neighborhood Park

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Community Facility
The park could be anchored at one end by a community facility such as day care, a community meeting space, or other community-serving use.

Building Orientation
The fronts of adjacent buildings face towards the park to help create a lively public space that is inviting to the entire community.

Bus Stops
As the center of the neighborhood, the park is recommended as the location for two new bus stops in The Parcel.

Park Amenities
The park could include amenities desired by the community such as performance space, BBQ and picnic areas, and an open lawn for play.

Trees + Plants
Some existing pines are preserved, while new deciduous trees provide shade in the summer while allowing sun to melt snow in the winter.

The Parcel Neighborhood Park

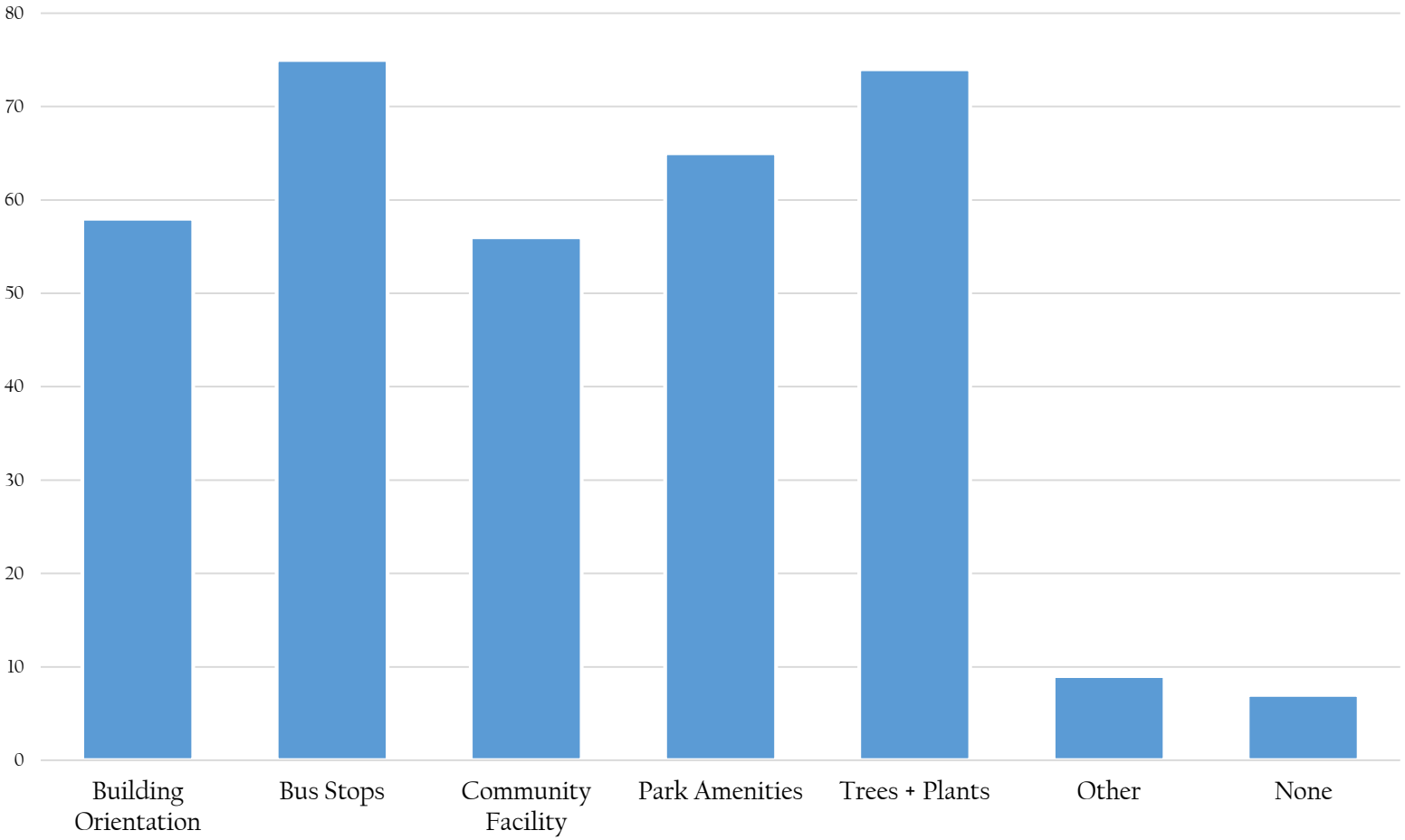
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Neighborhood Park

Which of the features in this illustration do you think will be most successful?





Comments:

- Consider adequacy for snow storage and rain on snow events.
- Have some doors face parking lots and porches face the sun.
- Keep the existing old growth pine trees.
- Do not need a community facility.
- Do not need a park / yards or additional bioswale space is preferred.
- Park is not large enough for a neighborhood of this size / open space is highly valuable.
- Would change nothing.

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Typical Residential Street

THE PARCEL



Street Trees
Deciduous trees provide shade in the summer while allowing sun to melt snow in the winter.

Snow Storage
"Bioswales" between the road and path/sidewalk provide space for snow cleared from the street. Each block contains additional snow storage for driveways and snow falling from roofs.

Trails + Sidewalks
Multi-use paths runs along the north side of most streets, while smaller sidewalks run along the south side.

Welcoming Buildings
The front of buildings are oriented towards the street and include frontages such as porches and stoops.

Typical Residential Street

Mammoth Lakes CALIFORNIA

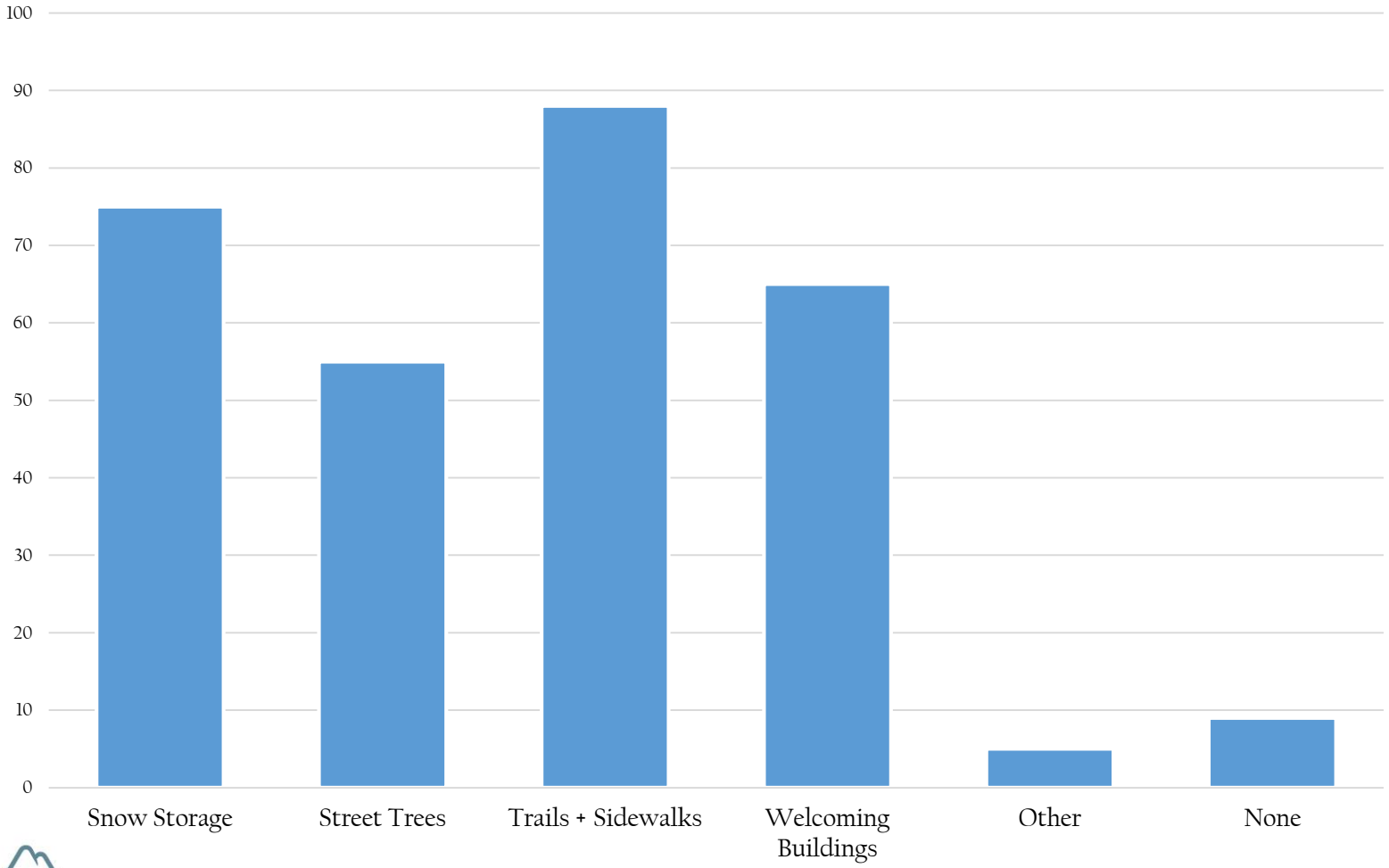
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Typical Residential Street

Which of the features in this illustration do you think will be most successful?





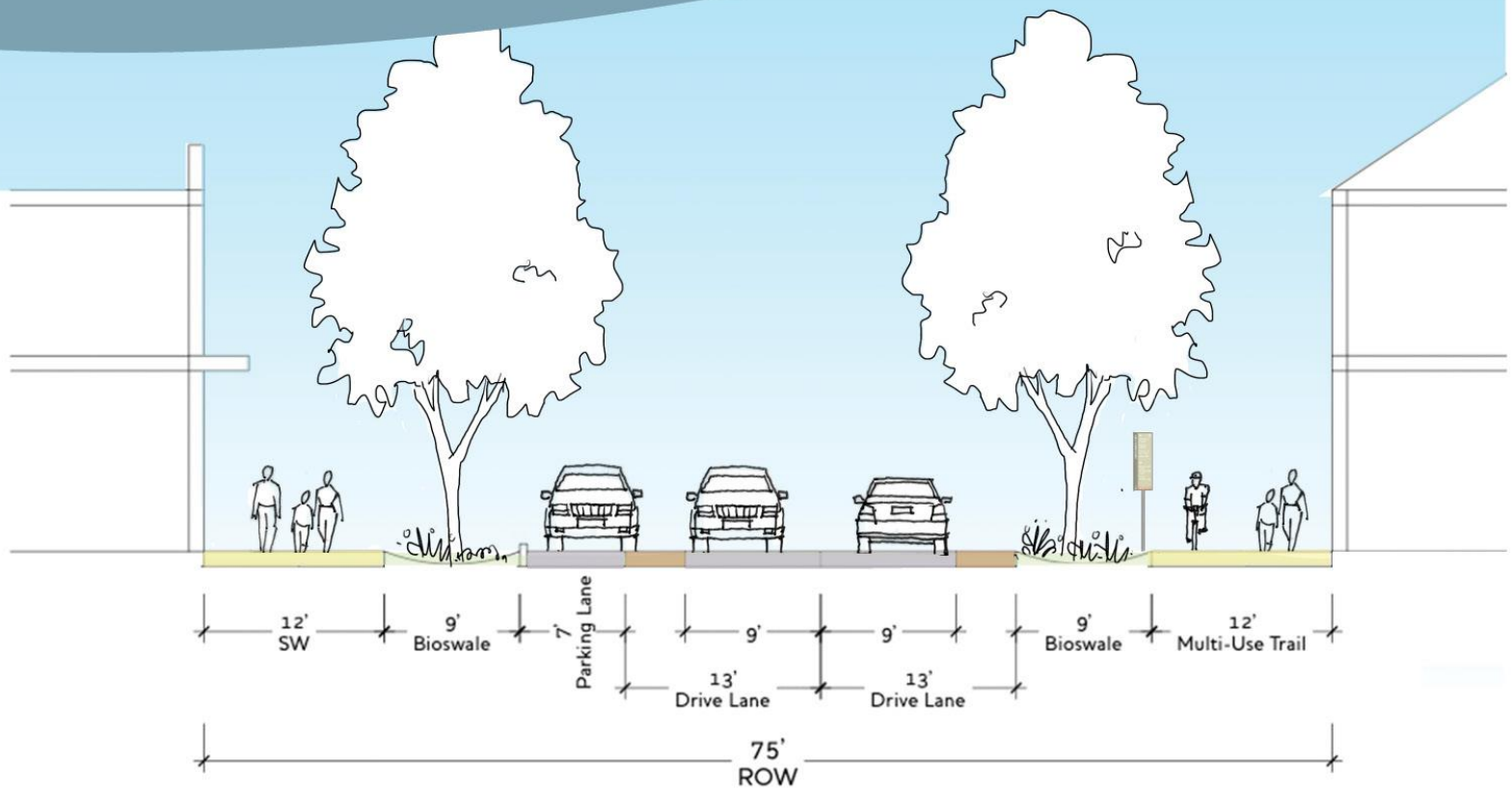
Comments:

- Street parking may lead to snow removal and snow storage problems.
- Shady porches won't get used – need to have outdoor space in the sun.
- Too many buildings / this is too urban.
- Everything should change.

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75’ Right of Way – “Flex Street”

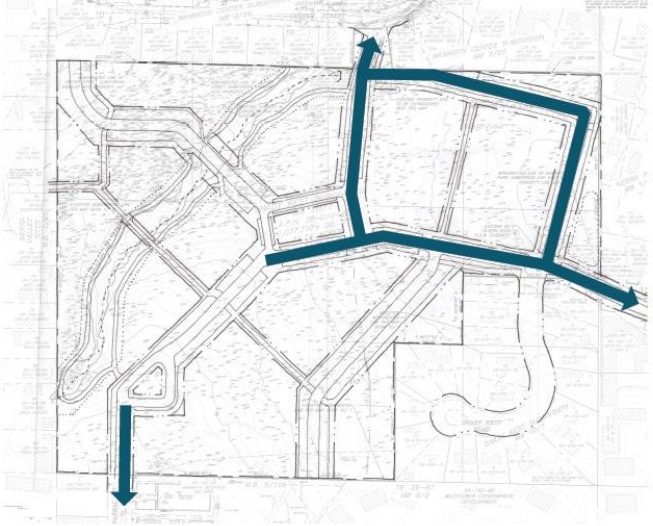


Unique Features

- Multi-use path on north side of street
- Wide sidewalk on south side of street
- On-street parking on south side of street

Standard Features

- Bioswales on both sides of street for snow storage
- 13’ drive lanes in each direction



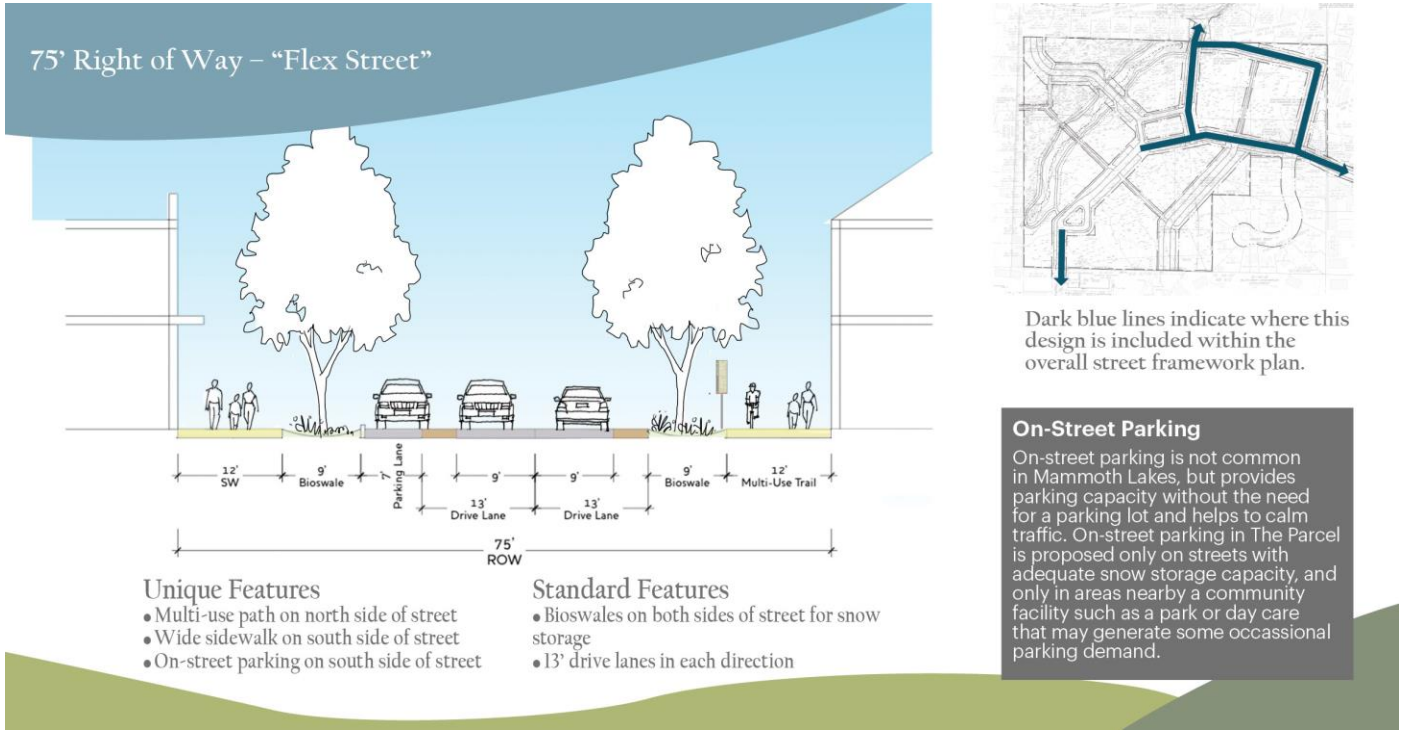
Dark blue lines indicate where this design is included within the overall street framework plan.

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occassional parking demand.

Street Sections

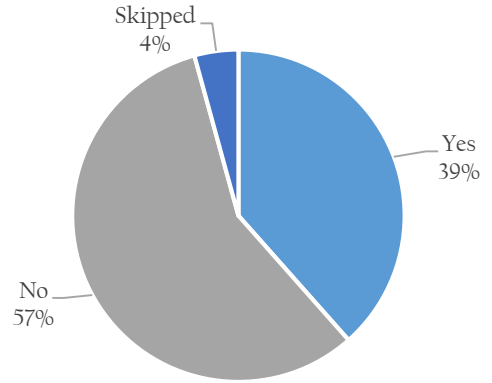
Do you have any comments about the 75' Right of Way – "Flex Street" design?



Dark blue lines indicate where this design is included within the overall street framework plan.

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occassional parking demand.



Successes:

- Looks good / makes sense.
- On-street parking and multi-use trail are great.

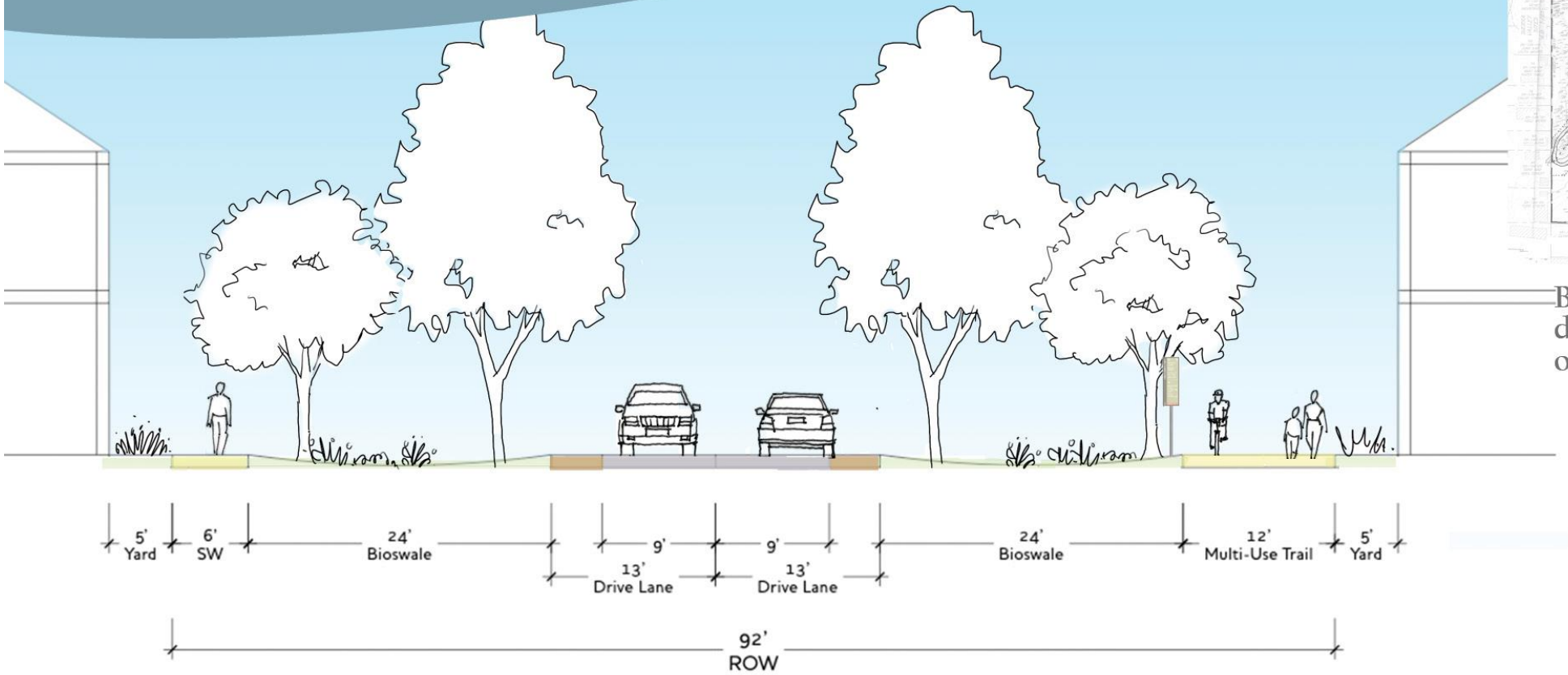
Comments/Concerns:

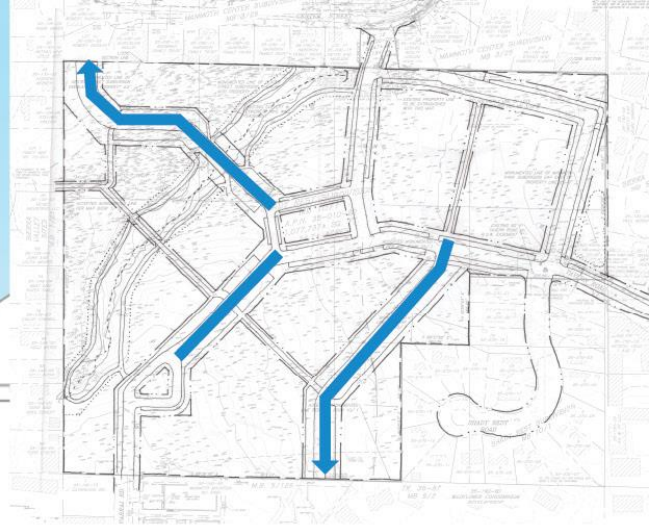
- Right of way is too wide.
- Right of way is too narrow.
- Concerned about on-street parking and snow storage.
- Concerned about trees getting in the way of snow storage.
- Concerned about bioswale being sufficient width for adequate snow storage.
- Traffic calming features should be incorporated.

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92’ Right of Way – “Green Street” with sidewalks





Blue lines indicate where this design is included within the overall street framework plan.

Unique Features

- Multi-use path on north side of street
- Sidewalk on south side of street

Standard Features

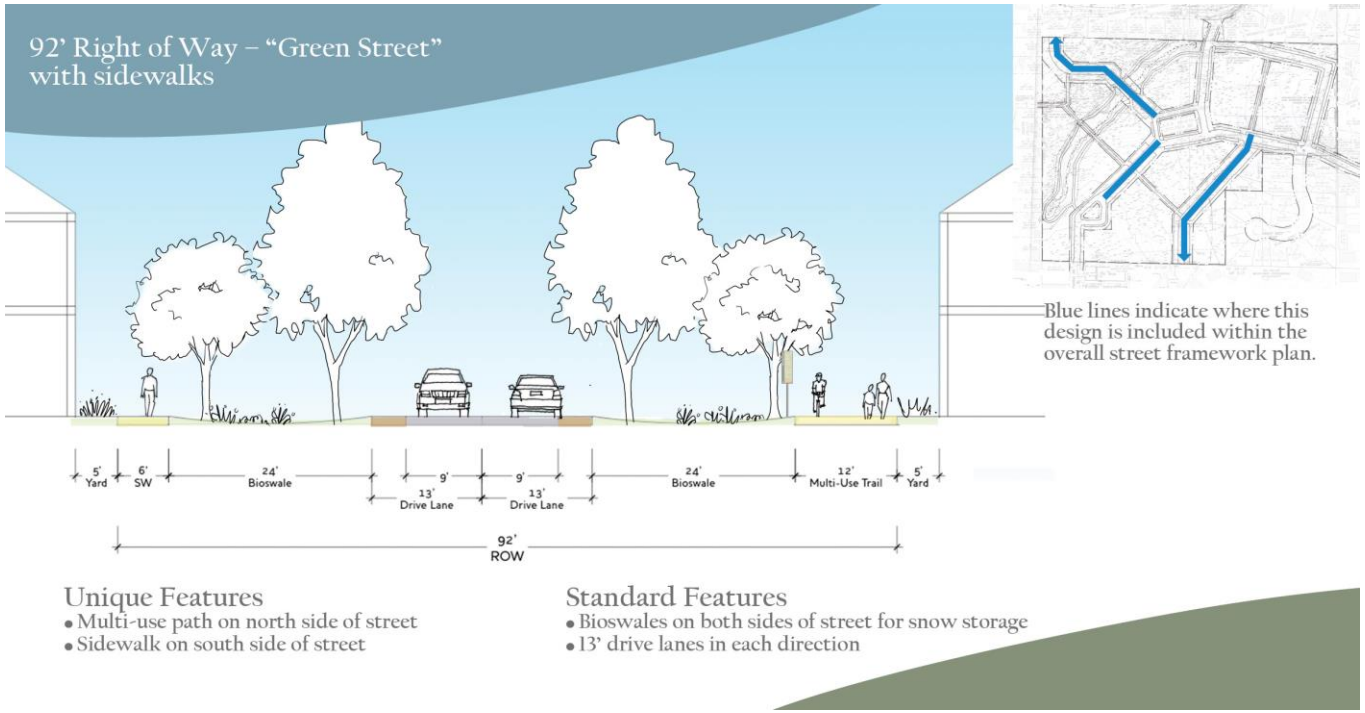
- Bioswales on both sides of street for snow storage
- 13’ drive lanes in each direction

Mammoth Lakes CALIFORNIA

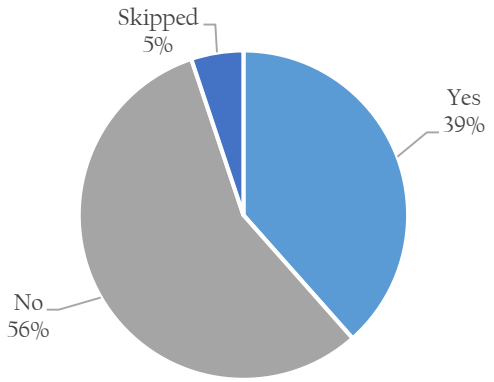
THE PARCEL

Street Sections

Do you have any comments about the 92' Right of Way – "Green Street" with sidewalks design?



Blue lines indicate where this design is included within the overall street framework plan.



Successes:

- Looks good / makes sense / seems safe.
- This section is the best.
- Multi-use trail and sidewalk are great.
- Bioswales seem adequate for snow storage.

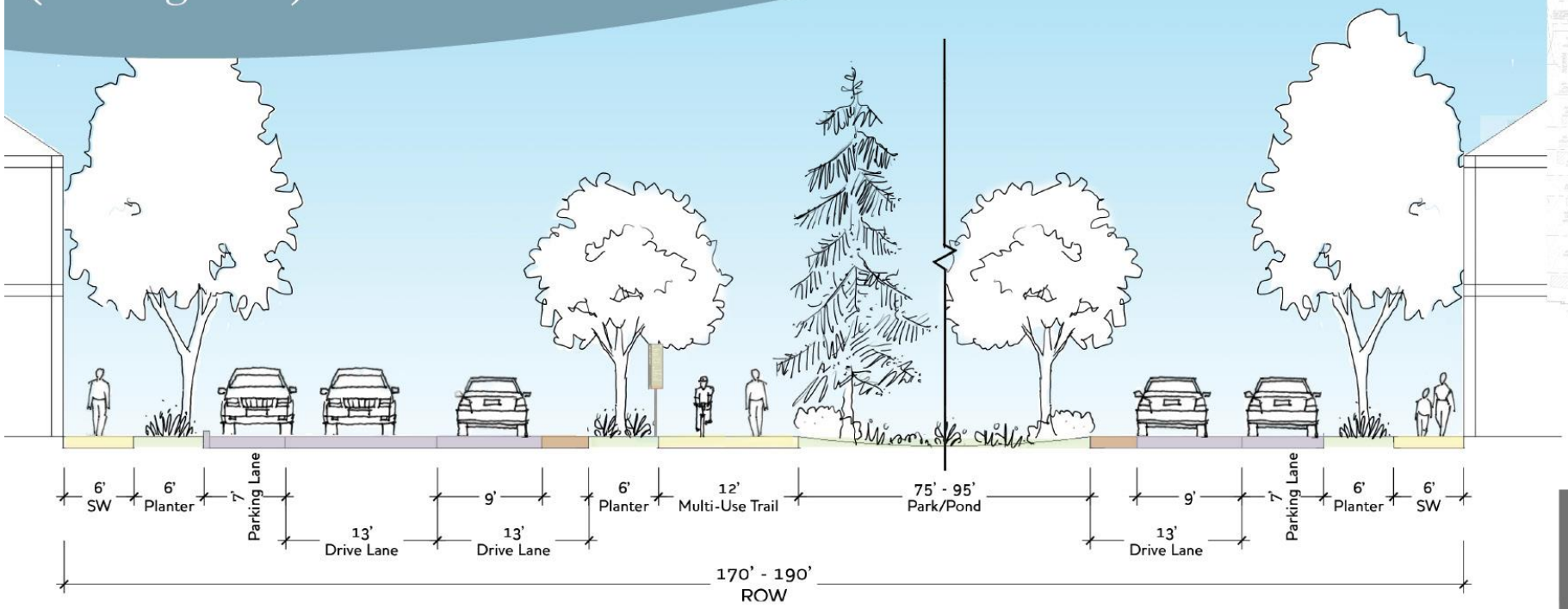
Comments/Concerns:

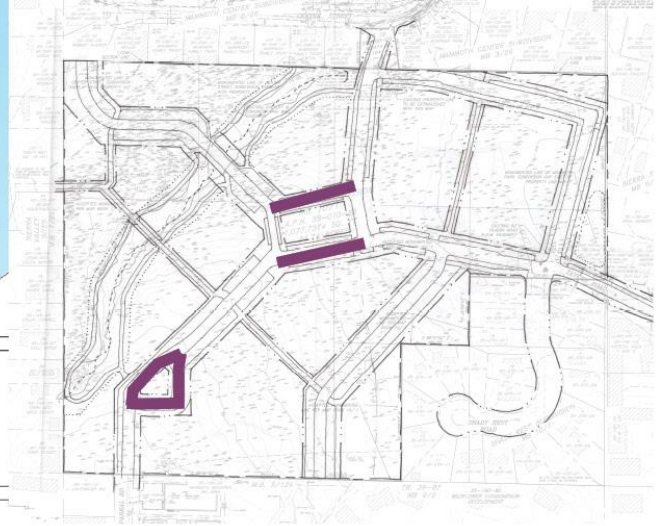
- Right of way is too narrow.
- Right of way is too wide.
- Don't waste space – high density housing is needed.
- Do not include trees or landscaping in snow storage areas.
- More greenery should be provided.

Mammoth Lakes CALIFORNIA

THE PARCEL

170’-190’ Right of Way – Park Streets (looking west)





Purple lines indicate where this design is included within the overall street framework plan.

Unique Features

- Streets border central neighborhood parks
- Multi-use path on north side of central park
- Sidewalks on all outside edges of streets
- One-way street on north side of park
- Curbless street condition on north side of park to allow for events to take place in street when closed to traffic

Standard Features

- Bioswales on both sides of street for snow storage
- 13’ drive lanes in each direction on north side

On-Street Parking

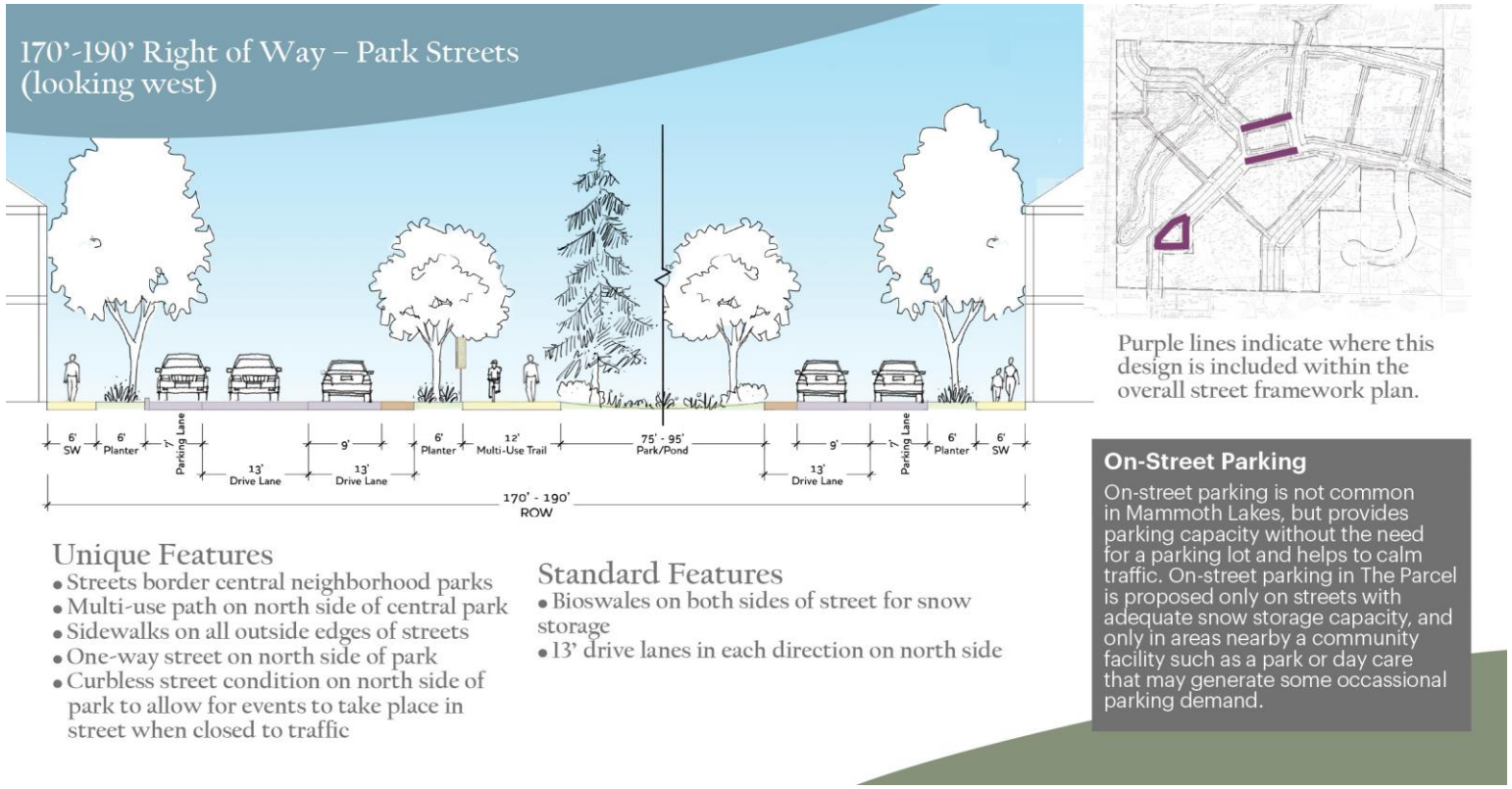
On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occassional parking demand.

Mammoth Lakes CALIFORNIA

THE PARCEL

Street Sections

Do you have any comments about the 170’ – 190’ Right of Way – “Park Streets” (looking west) design?



Unique Features

- Streets border central neighborhood parks
- Multi-use path on north side of central park
- Sidewalks on all outside edges of streets
- One-way street on north side of park
- Curbless street condition on north side of park to allow for events to take place in street when closed to traffic

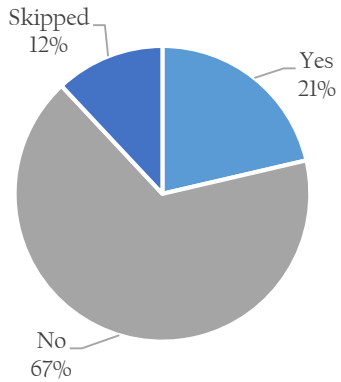
Standard Features

- Bioswales on both sides of street for snow storage
- 13’ drive lanes in each direction on north side

Purple lines indicate where this design is included within the overall street framework plan.

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occassional parking demand.



Successes:

- Looks good.
- Love the idea of curbless streets to provide space for events.

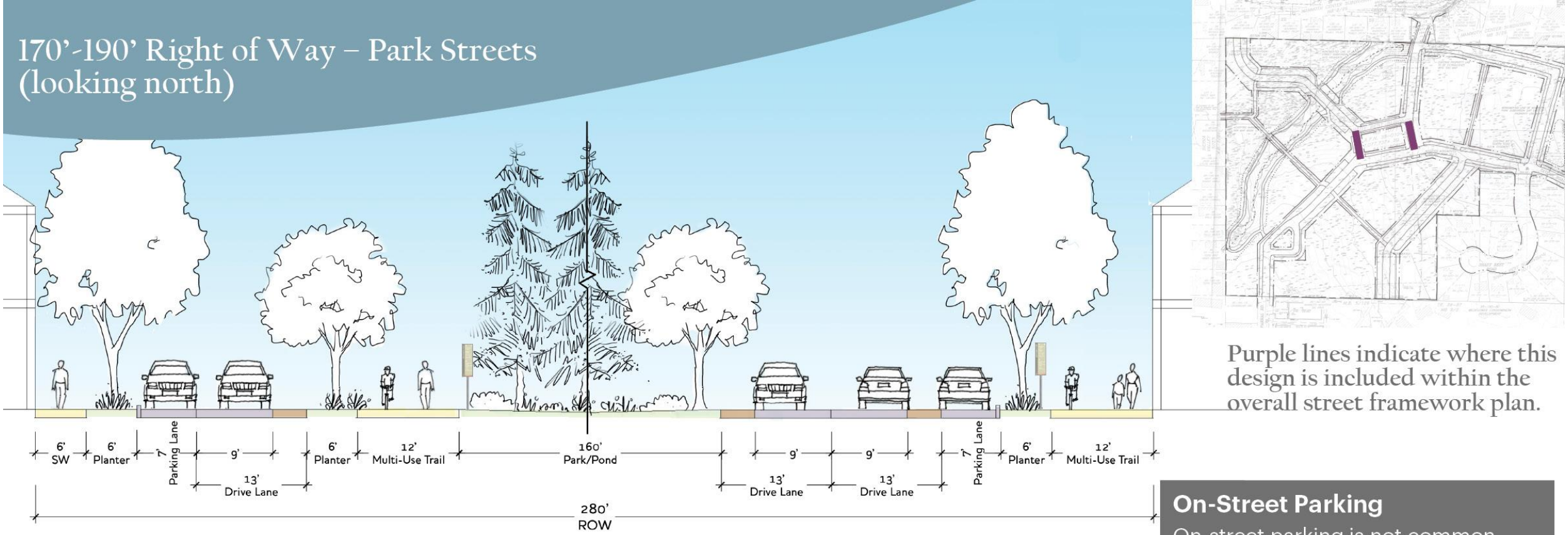
Comments/Concerns:

- Right of way is too wide.
- Don’t waste space.
- Make drive lanes narrower.
- Traffic forecast would not require this much space.
- More greenery should be provided.
- Need more distance between sidewalks and buildings.
- Do not allow on-street parking.

Mammoth Lakes CALIFORNIA

THE PARCEL

170'-190' Right of Way – Park Streets (looking north)



Purple lines indicate where this design is included within the overall street framework plan.

Unique Features

- Streets border central neighborhood park
- Multi-use path on west side of central park and outside edge of street lining the east side of the park
- Sidewalks on outside edge of western street
- One-way street on west side of park
- On-street parking on east and west streets

Standard Features

- Planter areas on both sides of street for snow storage
- 13' drive lanes in each direction on north side

On-Street Parking

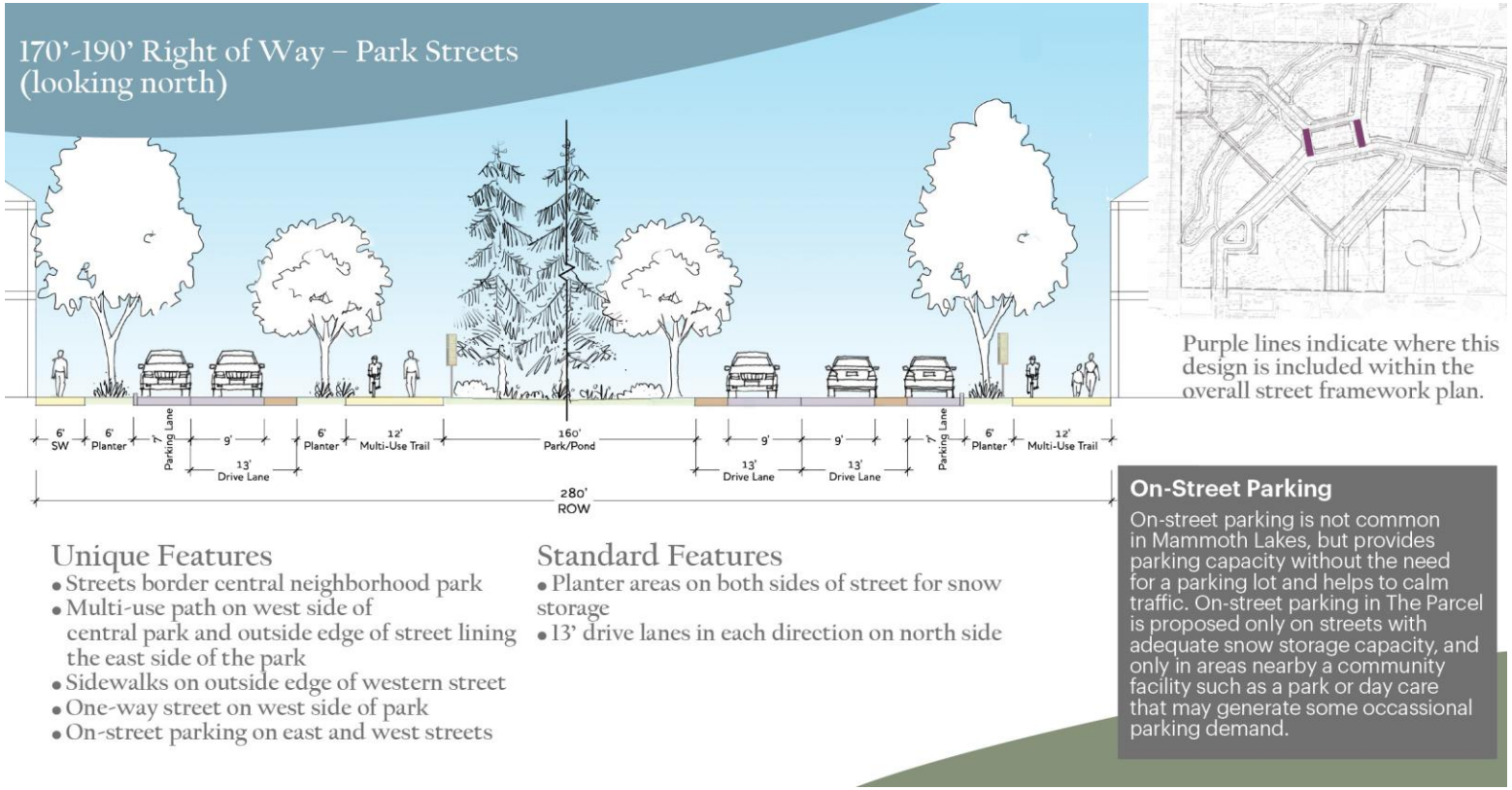
On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occassional parking demand.

Mammoth Lakes CALIFORNIA

THE PARCEL

Street Sections

Do you have any comments about the 170’ – 190’ Right of Way – “Park Streets” (looking north) design?



Purple lines indicate where this design is included within the overall street framework plan.

Unique Features

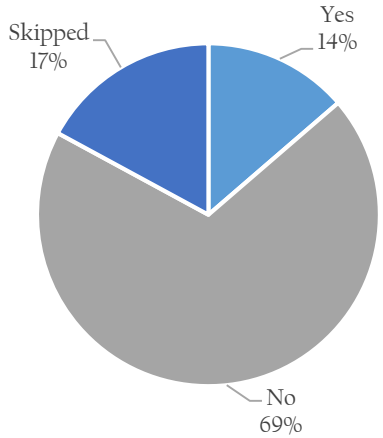
- Streets border central neighborhood park
- Multi-use path on west side of central park and outside edge of street lining the east side of the park
- Sidewalks on outside edge of western street
- One-way street on west side of park
- On-street parking on east and west streets

Standard Features

- Planter areas on both sides of street for snow storage
- 13’ drive lanes in each direction on north side

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occassional parking demand.



Successes:

- Looks good.
- Support maintaining on-street parking.

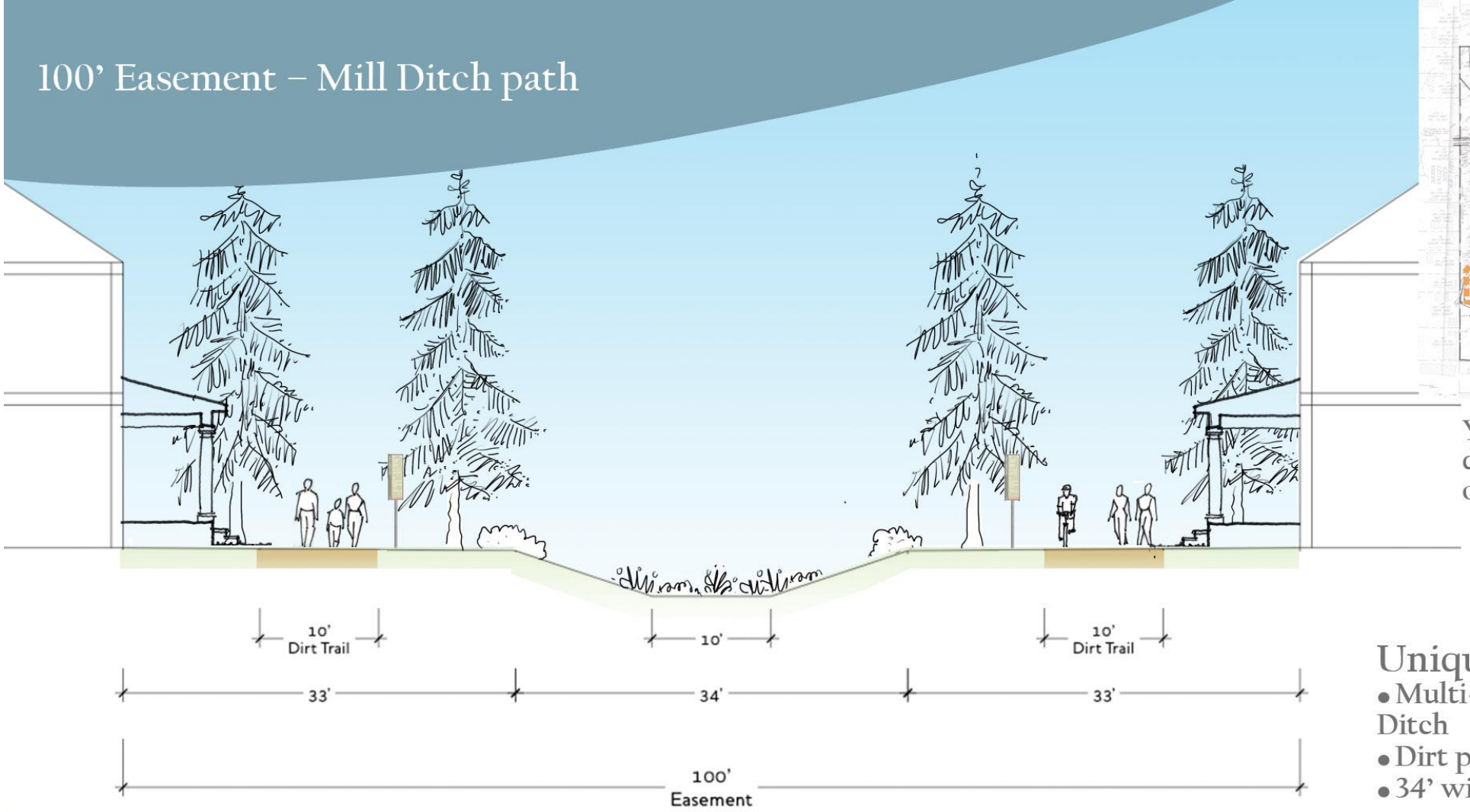
Comments/Concerns:

- One multi-use trail is enough.
- Right of way is too wide.
- Don’t waste space.
- Too much traffic access.
- More greenery should be provided.
- Do not allow on-street parking.

Mammoth Lakes CALIFORNIA

THE PARCEL

100’ Easement – Mill Ditch path





Yellow lines indicate where this design is included within the overall street framework plan.

Unique Features

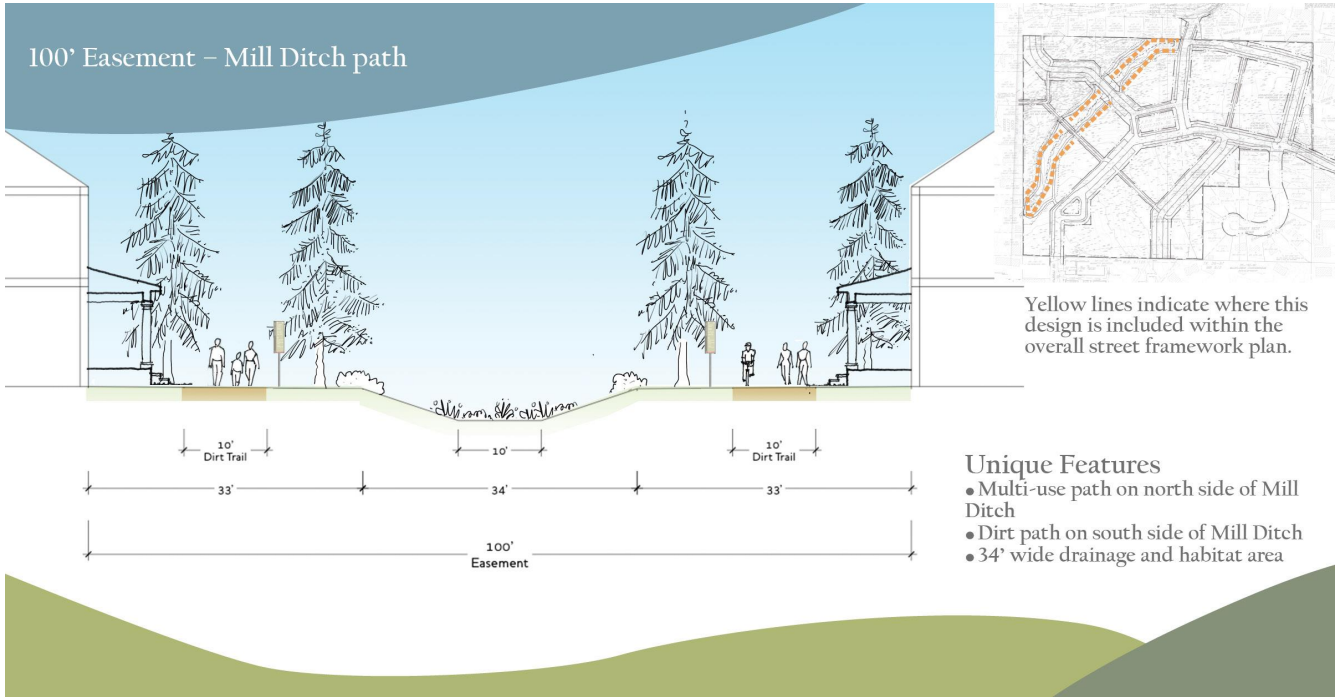
- Multi-use path on north side of Mill Ditch
- Dirt path on south side of Mill Ditch
- 34’ wide drainage and habitat area

Mammoth Lakes CALIFORNIA

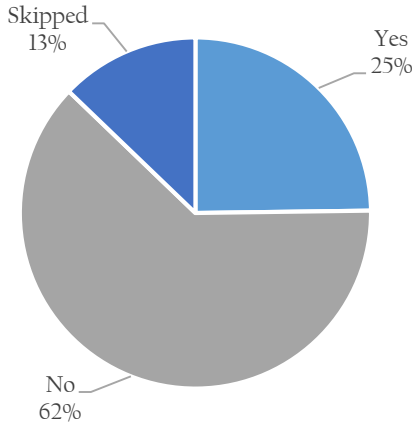
THE PARCEL

Street Sections

Do you have any comments about the 100’ Easement – “Mill Ditch” path design?



Yellow lines indicate where this design is included within the overall street framework plan.



Successes:

- Love this / great feature.
- Support keeping it as natural as possible.

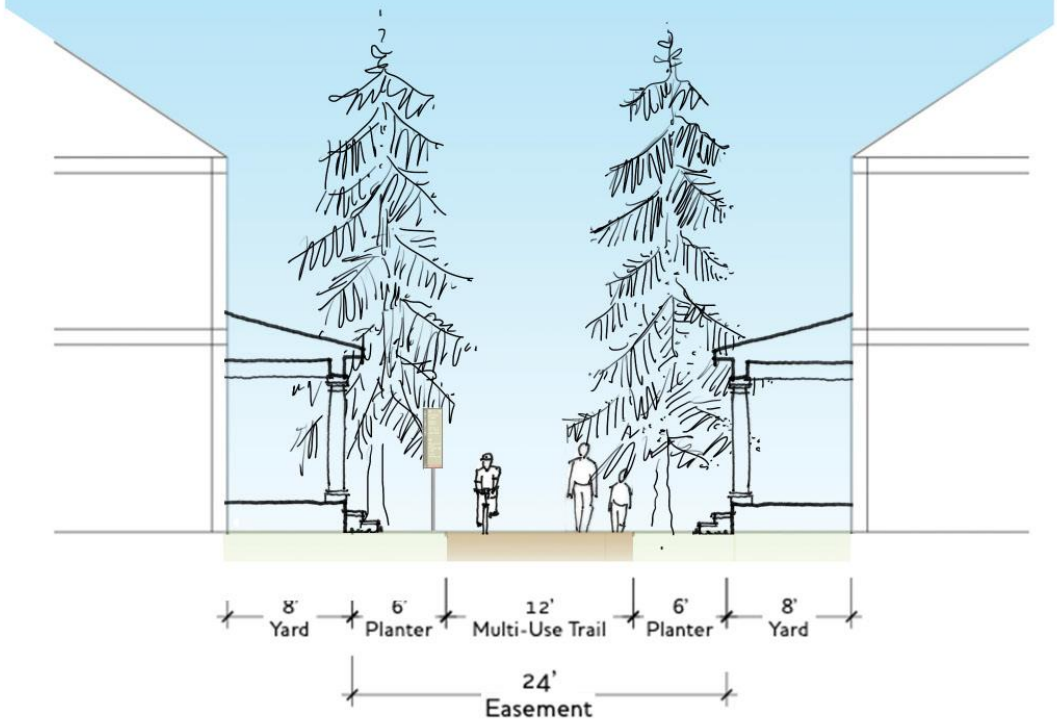
Comments/Concerns:

- Cover it and use it for development.
- Don’t waste space.
- The easement could be even larger.

Mammoth Lakes CALIFORNIA

THE PARCEL

24’ Easement – Multi-Use Path





Yellow lines indicate where this design is included within the overall street framework plan.

Unique Features

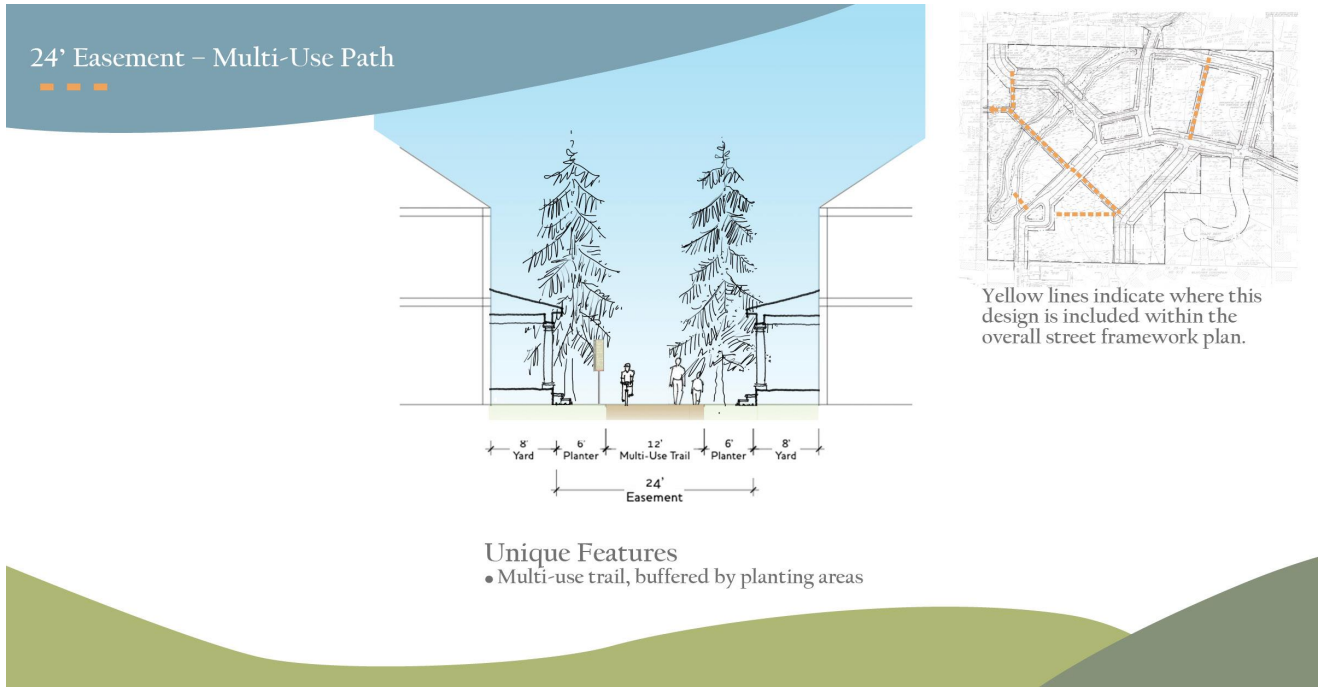
- Multi-use trail, buffered by planting areas

Mammoth Lakes CALIFORNIA

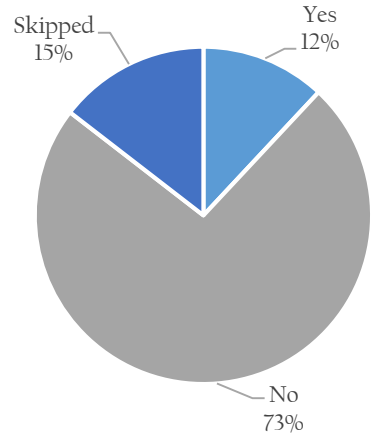
THE PARCEL

Street Sections

Do you have any comments about the 24’ Easement – Multi-Use Path design?



Yellow lines indicate where this design is included within the overall street framework plan.



Successes:

- Love this / great feature.

Comments/Concerns:

- Too wide.
- Too narrow.
- Doesn’t seem like adequate snow storage is provided.

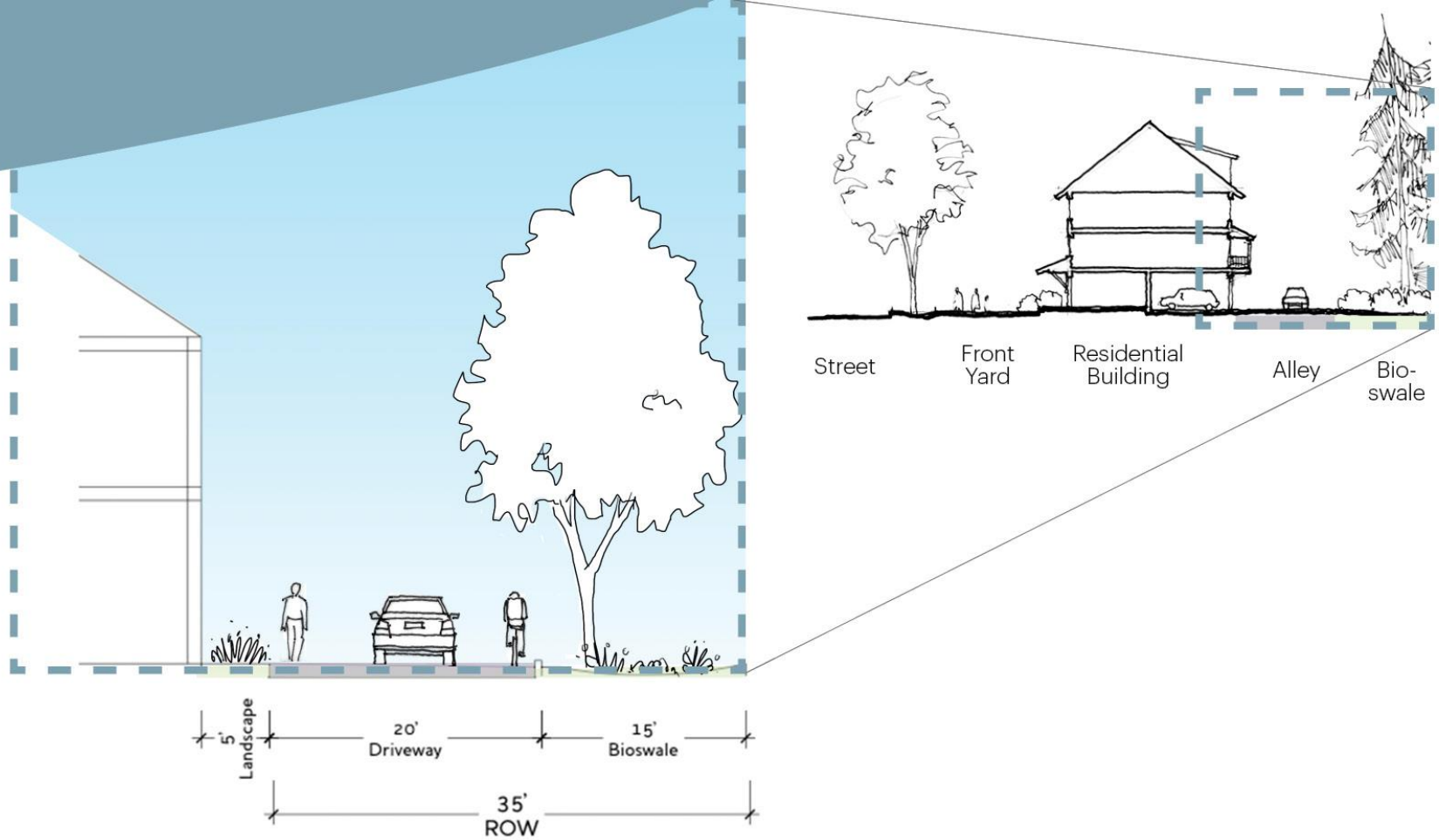
Mammoth Lakes CALIFORNIA

THE PARCEL

35’ Right of Way – Alley

Unique Features

- Driveway to access rear-loaded parking and service areas
- Bioswale for drainage and snow storage

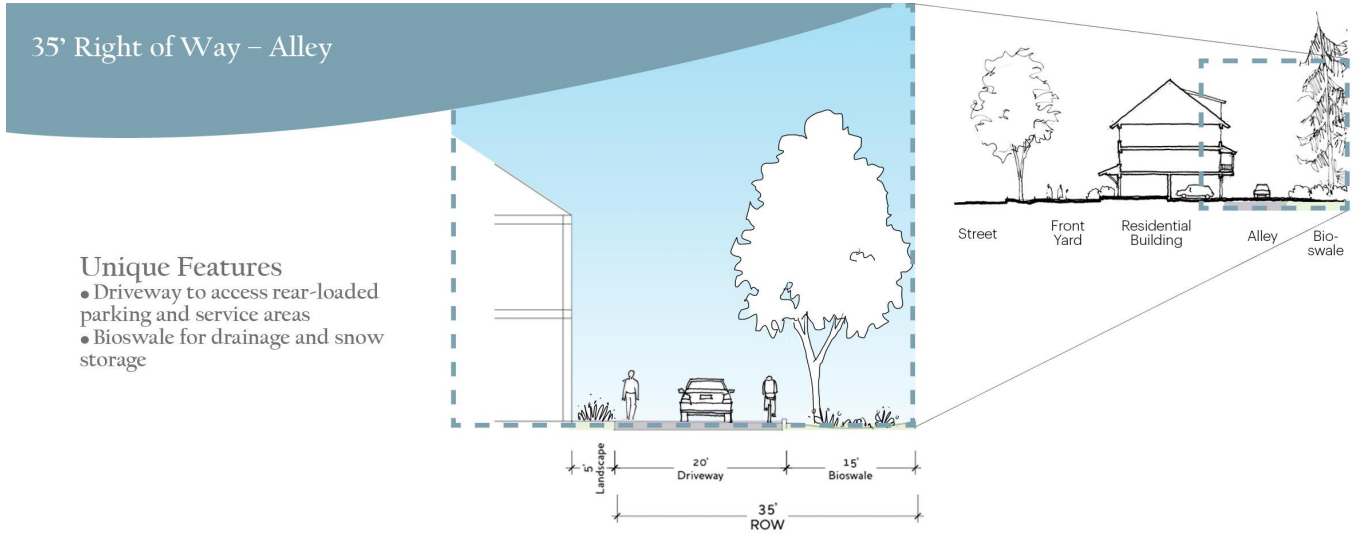


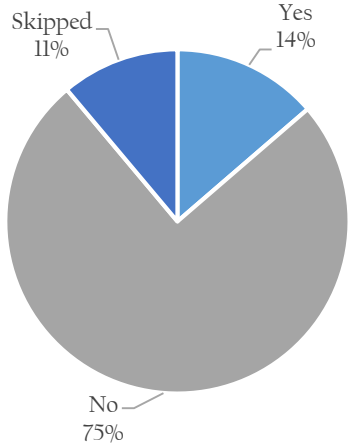
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THE PARCEL

Street Sections

Do you have any comments about the 35’ Right of Way – “Alley” design?





Successes:

- Looks functional / good use of space.

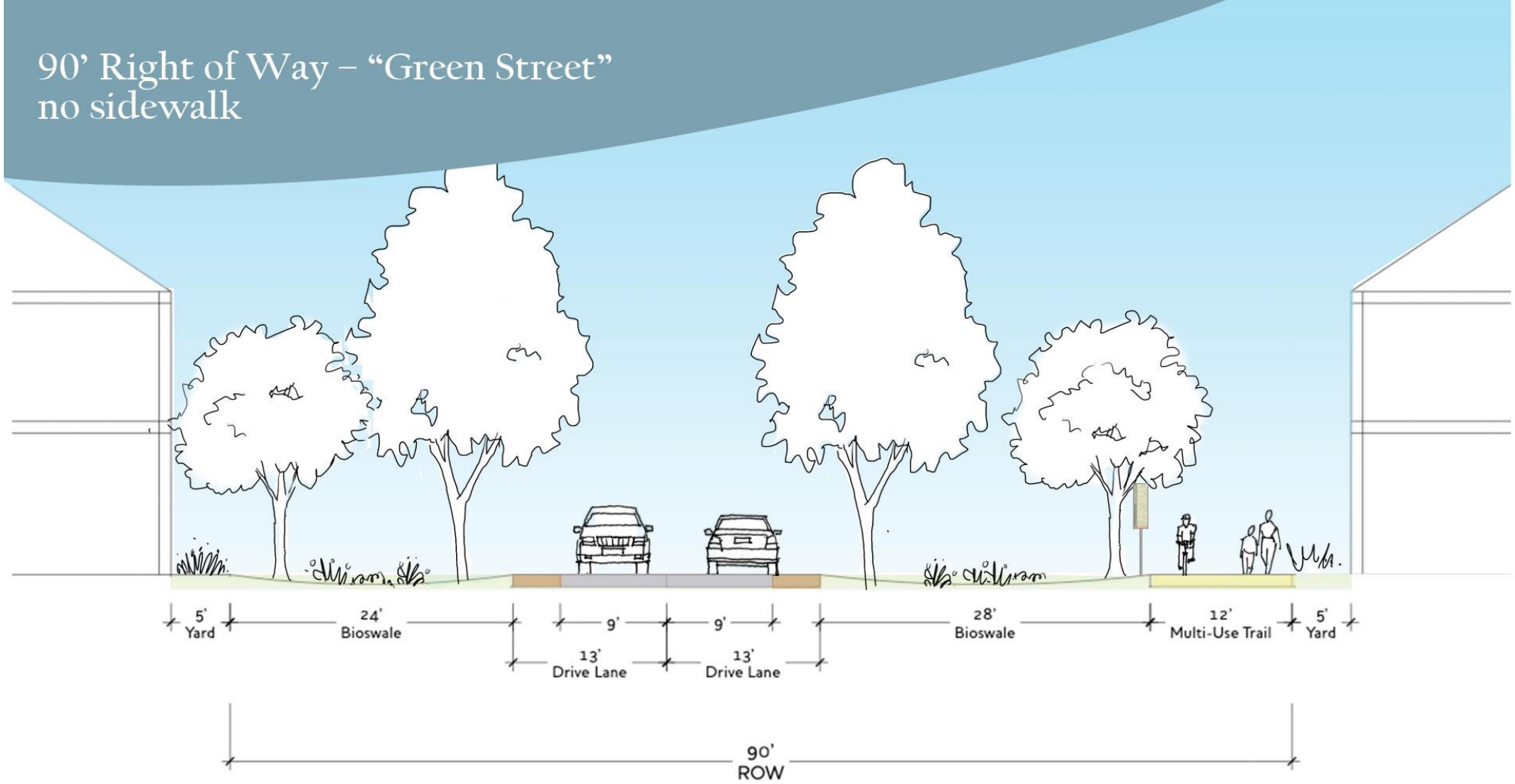
Comments/Concerns:

- Alley will be misused for parking and storage.
- Concerned about snow storage.

Mammoth Lakes CALIFORNIA

THE PARCEL

90’ Right of Way – “Green Street” no sidewalk



* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.

Unique Features

- Multi-use path on north side of street

Standard Features

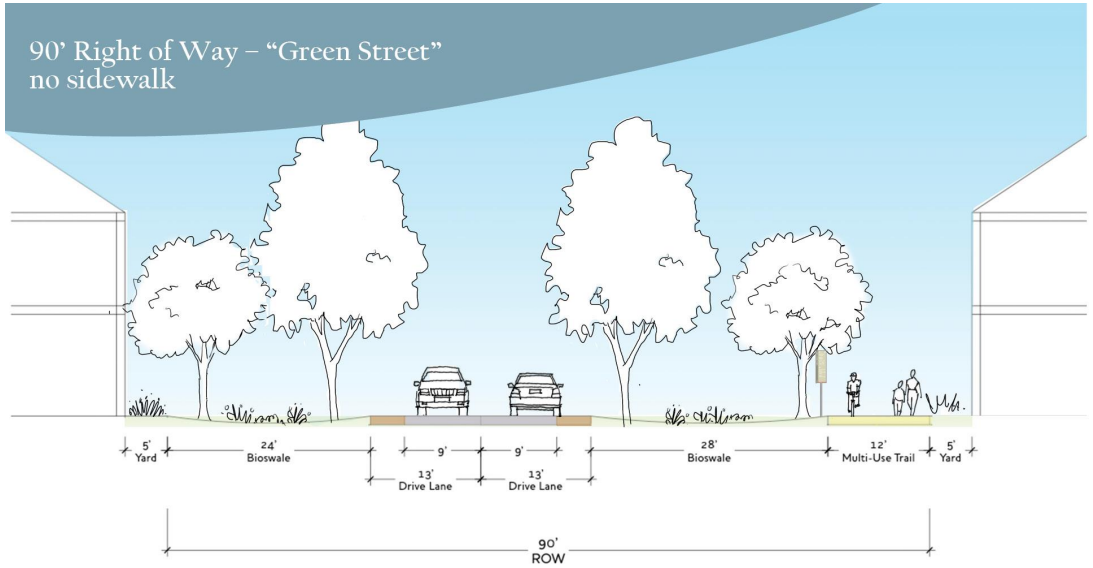
- Bioswales on both sides of street for snow storage
- 13’ drive lanes in each direction

Mammoth Lakes CALIFORNIA

THE PARCEL

Street Sections

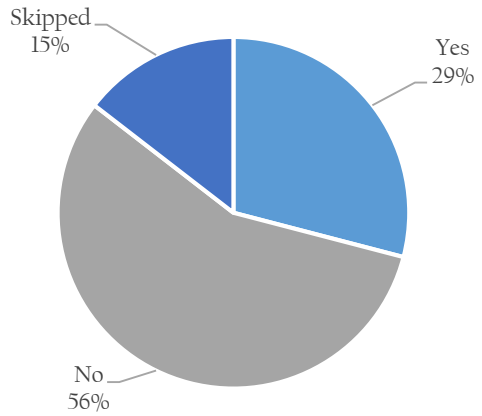
Do you have any comments about the 90' Right of Way – "Green Street" with no sidewalks design?



* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.

Unique Features
- Multi-use path on north side of street

Standard Features
- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction



Successes:

- This fits Mammoth's existing style.

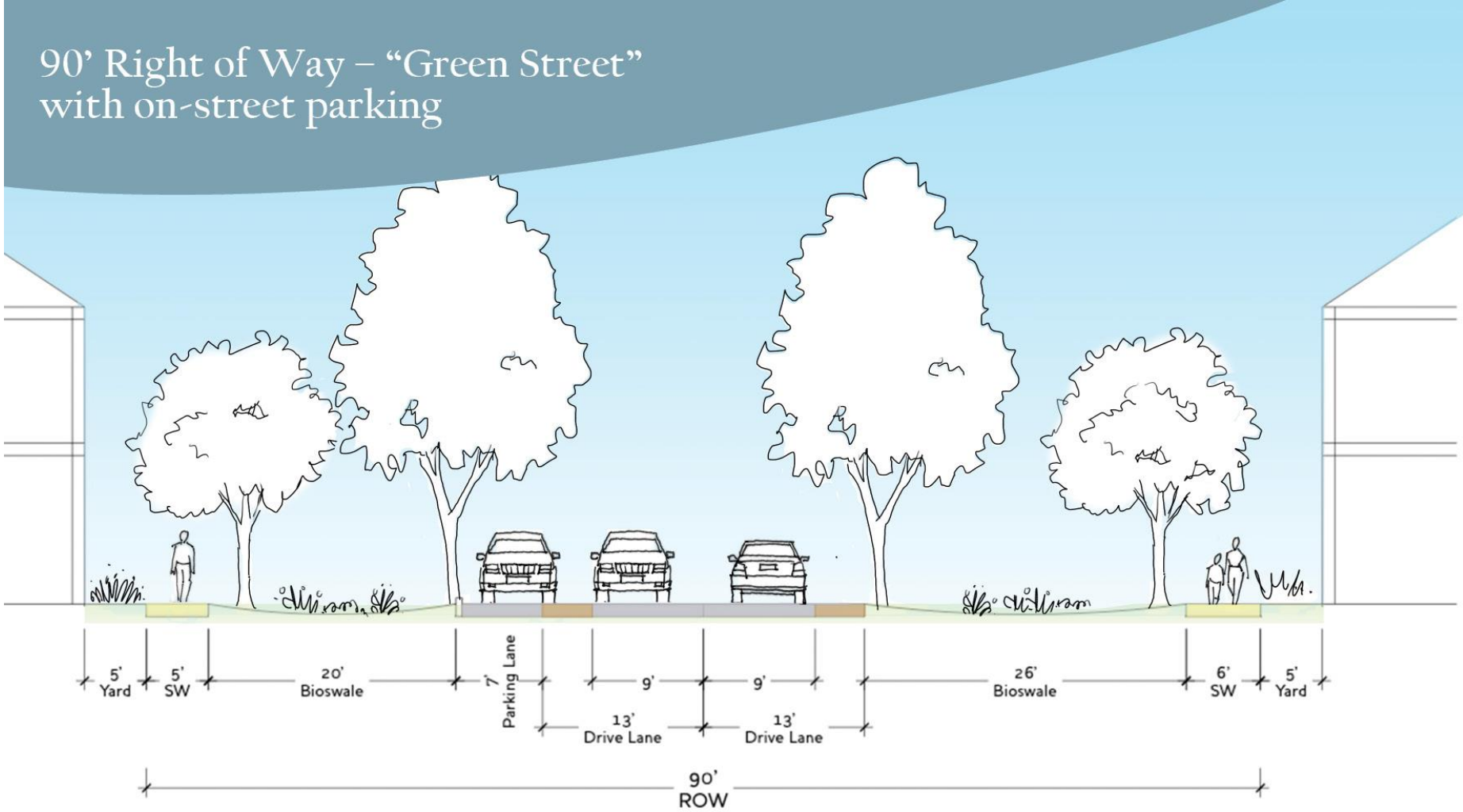
Comments/Concerns:

- Don't eliminate sidewalks.
- If sidewalks are removed, include more on-street parking.
- More greenery should be provided.
- Need bike lanes on the street.

Mammoth Lakes CALIFORNIA

THE PARCEL

90’ Right of Way – “Green Street” with on-street parking



* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occassional parking demand.

Unique Features

- Sidewalk on south side of street
- On-street parking on south side of street

Standard Features

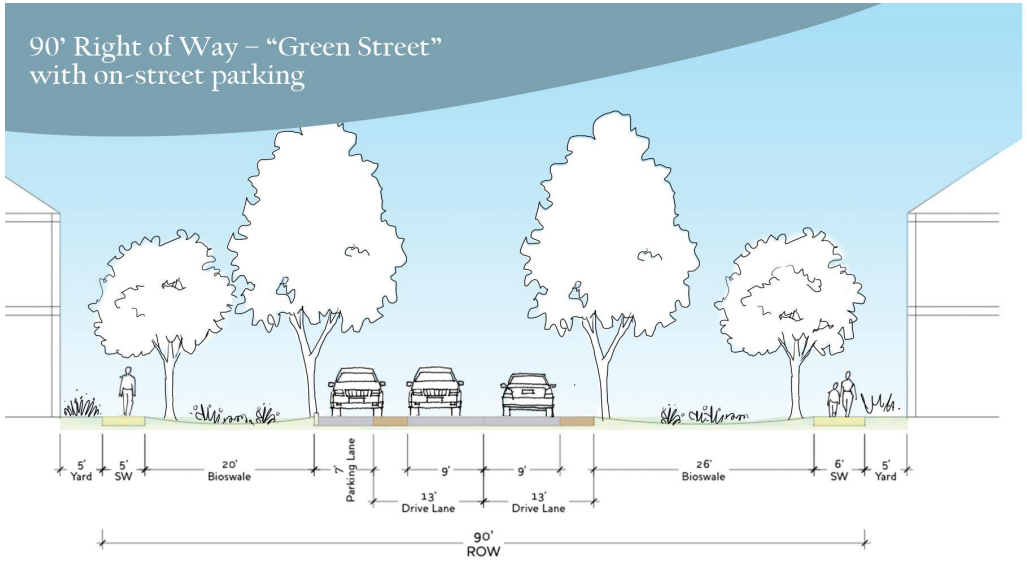
- Bioswales on both sides of street for snow storage
- 13’ drive lanes in each direction

Mammoth Lakes CALIFORNIA

THE PARCEL

Street Sections

Do you have any comments about the 90' Right of Way – "Green Street" with on-street parking design?



* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.

On-Street Parking

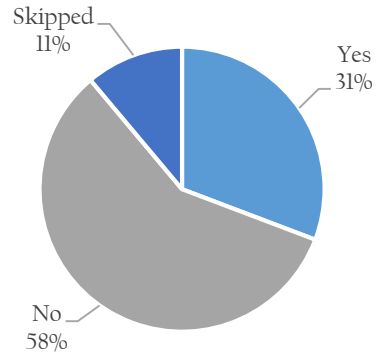
On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occassional parking demand.

Unique Features

- Sidewalk on south side of street
- On-street parking on south side of street

Standard Features

- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction



Successes:

- Love this section.
- Support maintaining sidewalks.
- Good option to consider – on-street parking may be more useful than two multi-use paths.

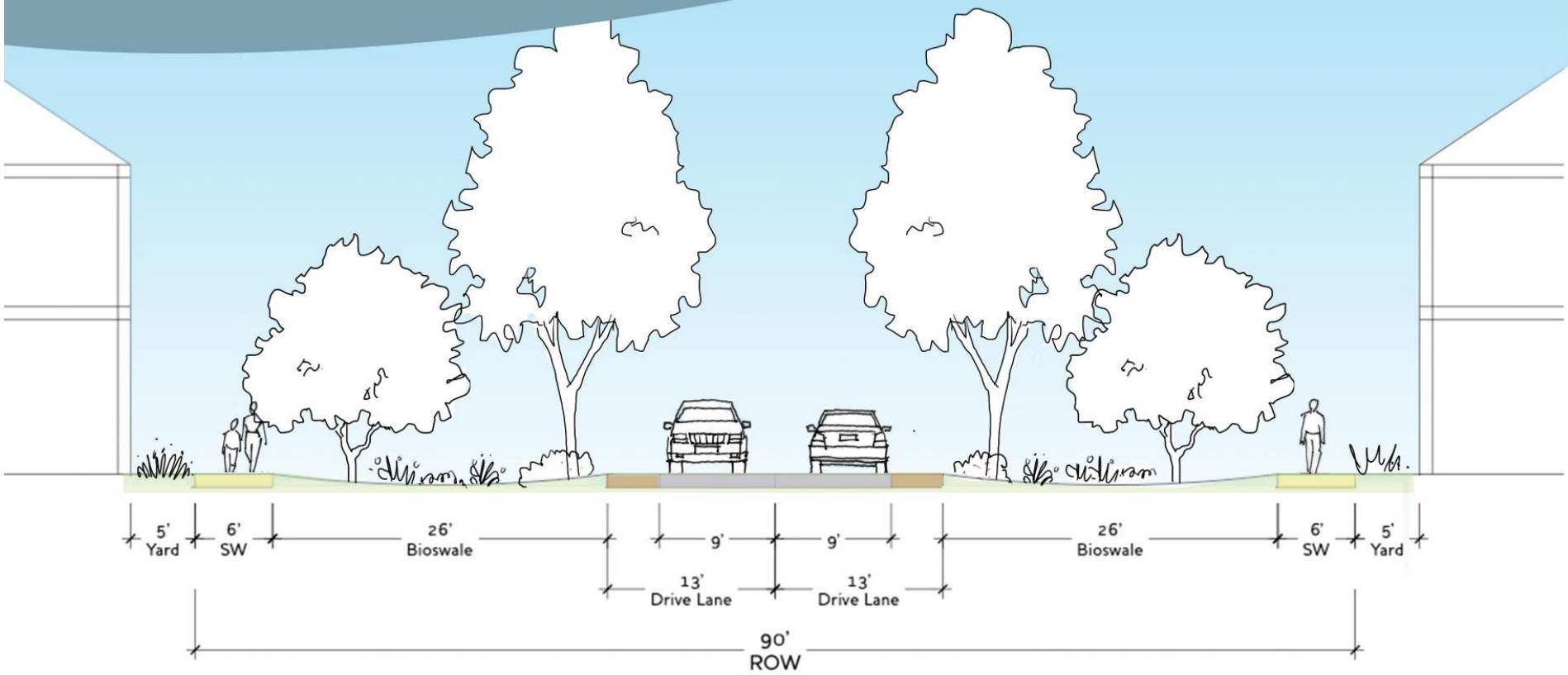
Comments/Concerns:

- Right of way is too narrow.
- Multi-use paths should be provided.
- Do not allow on-street parking.
- Do not include trees or landscaping in bioswales.
- More greenery should be provided.
- Don't waste space – high density housing is needed.

Mammoth Lakes CALIFORNIA

THE PARCEL

90’ Right of Way – “Green Street” without on-street parking



* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.

Standard Features

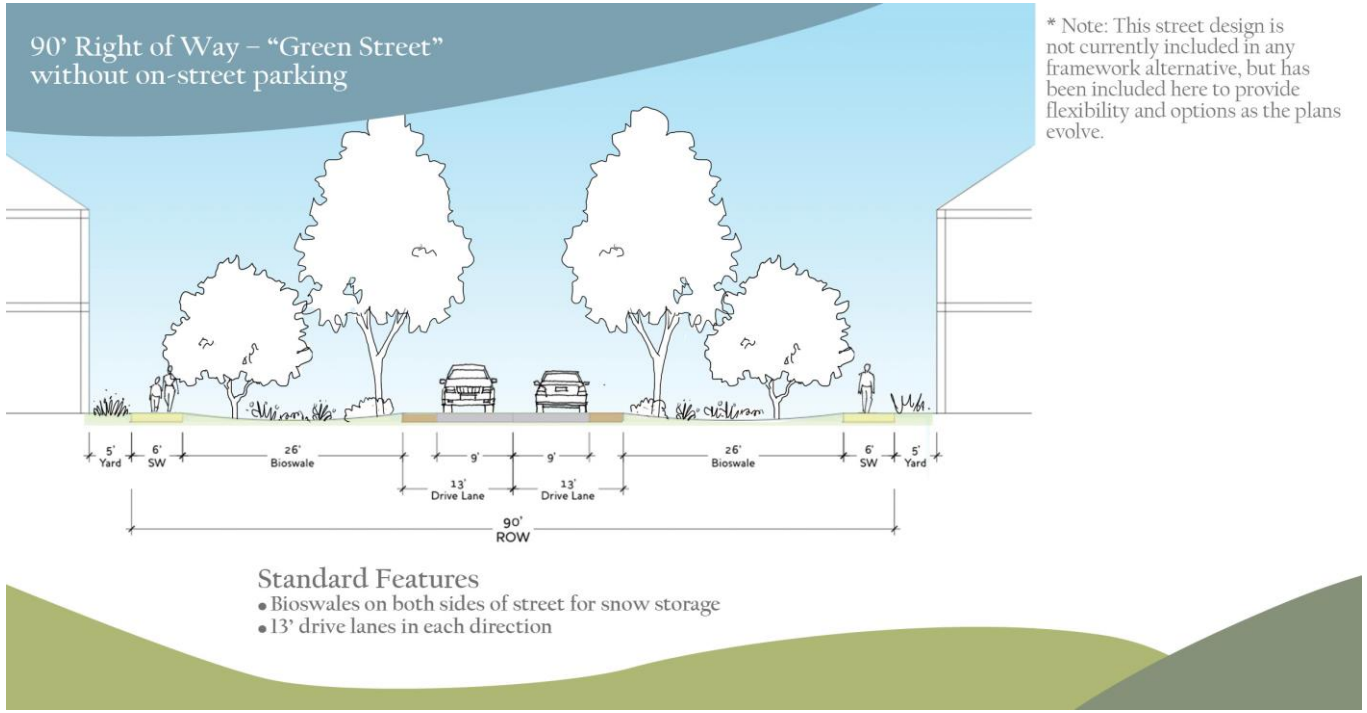
- Bioswales on both sides of street for snow storage
- 13’ drive lanes in each direction

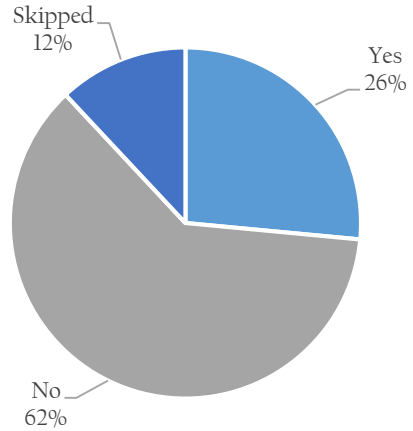
Mammoth Lakes CALIFORNIA

THE PARCEL

Street Sections

Do you have any comments about the 90' Right of Way – "Green Street" without on-street parking design?





Successes:

- Looks great.
- This section shows the best option for adequate snow storage.

Comments/Concerns:

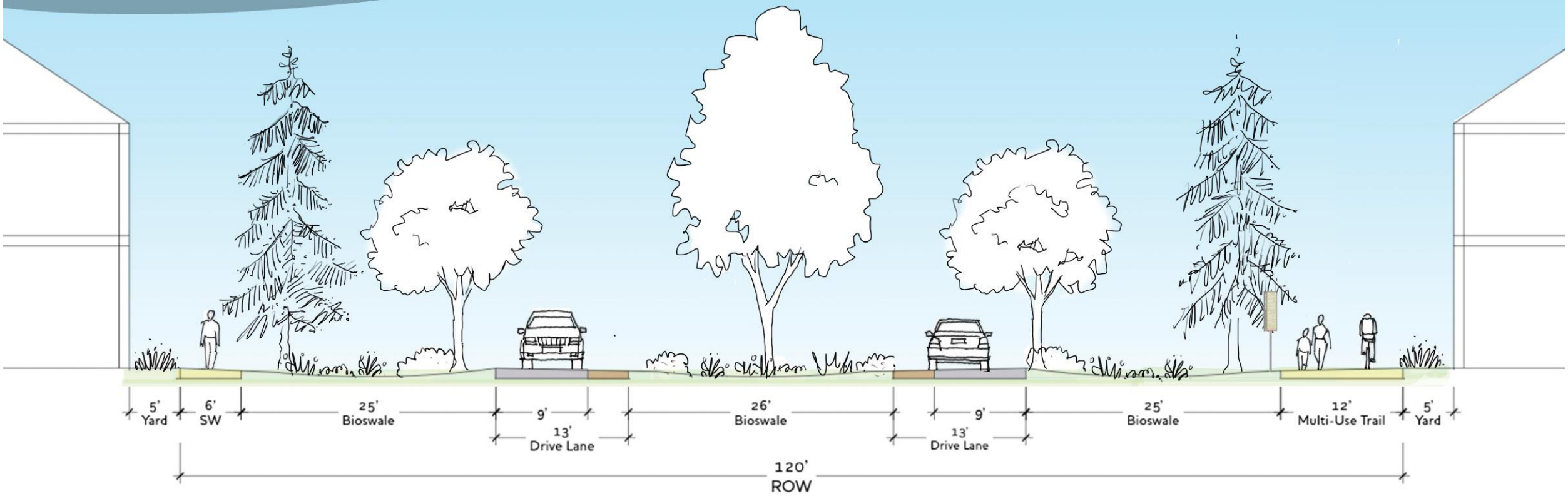
- Prefer sidewalk on one side and multi-use path on the other.
- Need on-street parking.
- Need bike lanes on the street.
- Don't waste space – high density housing is needed.

Mammoth Lakes CALIFORNIA

THE PARCEL

120’ Right of Way – “Green Avenue”

* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.



Unique Features

- Median with bioswale for snow storage
- Multi-use path on north side of street
- Sidewalk on south side of street

Standard Features

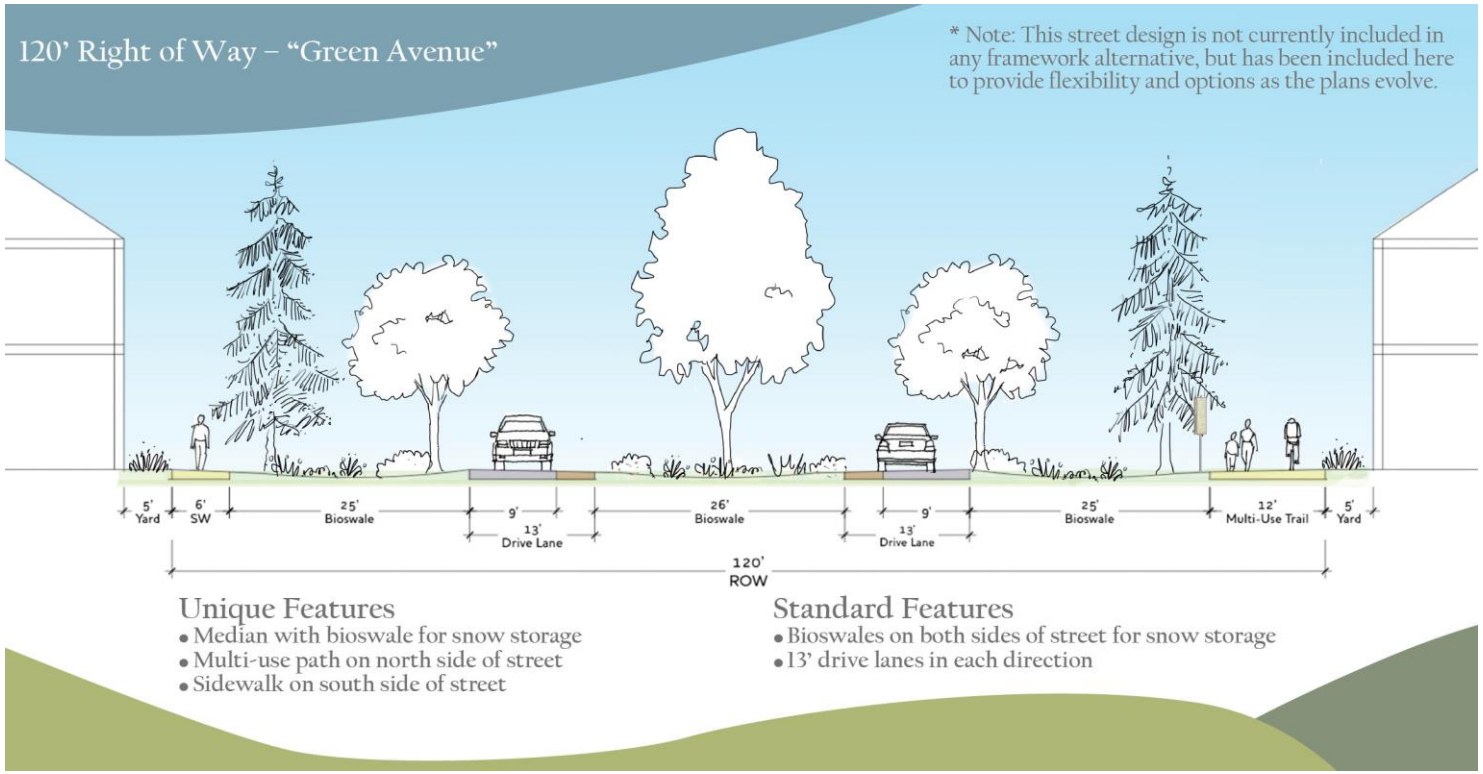
- Bioswales on both sides of street for snow storage
- 13’ drive lanes in each direction

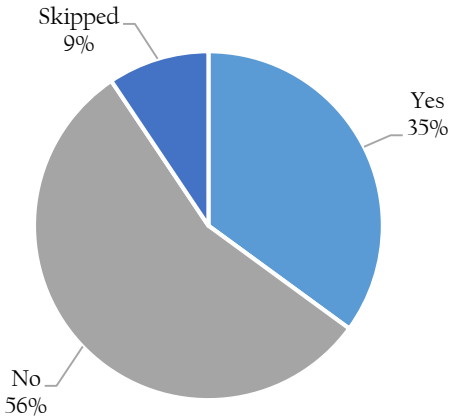
Mammoth Lakes CALIFORNIA

THE PARCEL

Street Sections

Do you have any comments about the 120' Right of Way – "Green Avenue" design?





Successes:

- Looks great.
- Provides effective buffers.
- Best section.

Comments/Concerns:

- Right of way is too wide / amenities are unnecessary.
- Do not include trees or landscaping in bioswales.
- Need on-street parking.
- Don't waste space – high density housing is needed.

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THE PARCEL

Other Comments

Do you have anything else to add?

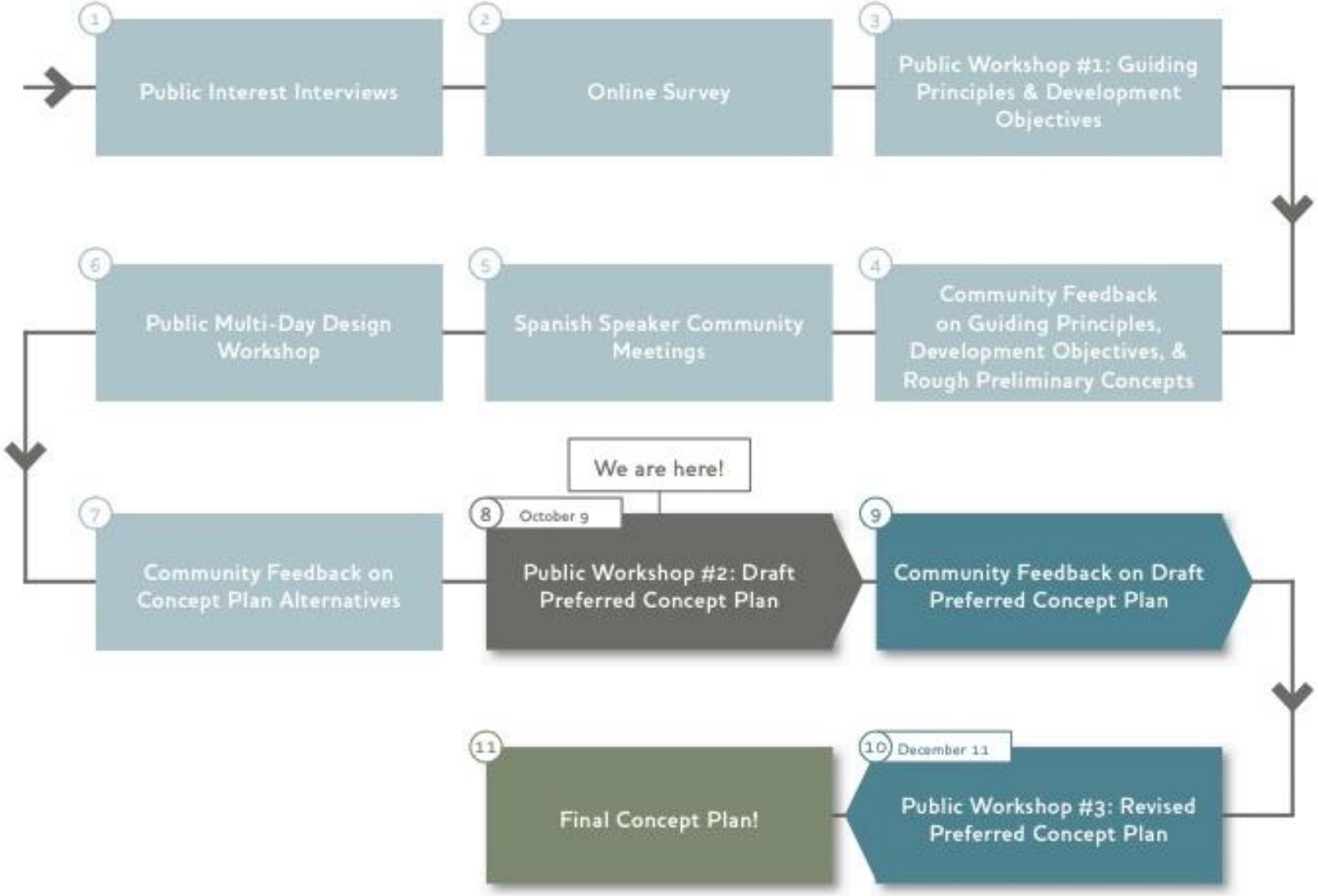
- Make sure affordable housing remains the priority.
- Child care facilities would be a useful/necessary resource.
- Ensure the mountain town character is maintained.
- Lean toward more urban environment with "feet first" mentality to meet our community's long-term housing needs.
- Preserve open space and as many trees as possible.
- Consider additional snow storage areas.
- Ensure this is a community-oriented neighborhood.
- Need more information on drainage and its adequacy in special weather events (e.g., rain on snow).
- Need more information on the funding gaps.
- Need more information on street sections and options.
- Good job! Excited about the future!

What's Next?

Mammoth Lakes
CALIFORNIA

THE PARCEL

What's Next?



Mammoth Lakes CALIFORNIA

THE PARCEL

Stay Informed!

Find out more: www.theparcelmammothlakes.com.

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"Follow" The Parcel on Twitter and Instagram

Sign up to participate online: EngageMammothLakes.com

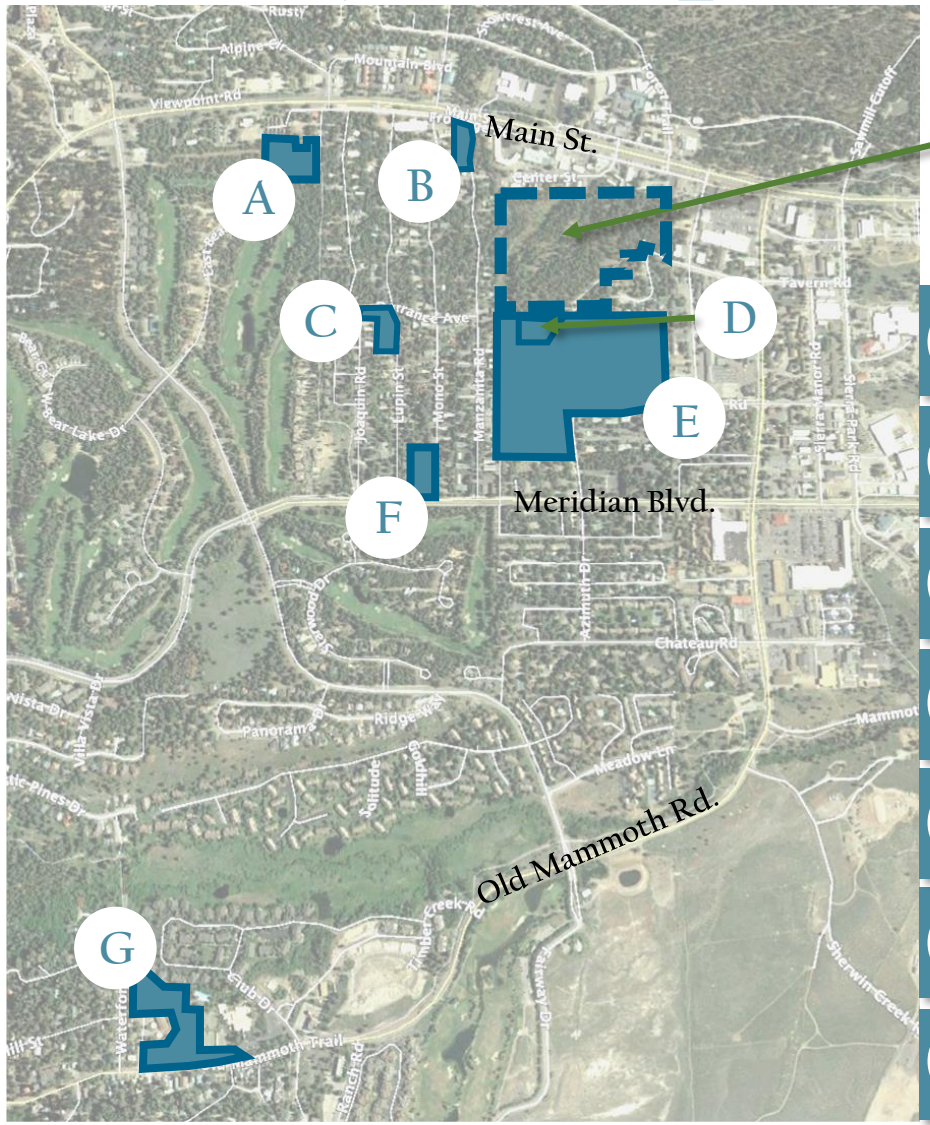
Grady Dutton, Public Works Director, theparcel@TownofMammothLakes.ca.gov or (760) 965-3659 (please leave a message).

End

Mammoth Lakes
CALIFORNIA

THE PARCEL

Density Comparisons



The Parcel (25 acres)

- Low Alternative – 350-400 units – 14-16 du/ac
- Medium Alternative – 400-450 units – 16-18 du/ac
- High Alternative – 450-550 units – 18-22 du/ac

A San Joaquin Villas	16.13 du/ac
B Manzanita Apartments	14.1 du/ac
C Jeffrey's Apartments	18.39 du/ac
D Sherwin View Park Apt.	13.59 du/ac
E 25 Acres south of Parcel	13.04 du/ac
F Meridian Court	25 du/ac
G Aspen Village	15.77 du/ac

Mammoth Lakes CALIFORNIA

THE PARCEL

Density Comparisons

The Parcel (25 acres)

	Low: 350-400 units, 14-16 du/ac	Med: 400-450 units, 16-18 du/ac	High: 450-550 units, 18-22 du/ac
San Joaquin Villas	• 2.48 acres • 40 units		• 16.13 du/ac
Manzanita Apartments	• 0.99 acres • 14 units		• 14.1 du/ac
Jeffrey's Apartments	• 0.87 acres • 16 units		• 18.39 du/ac
Sherwin View Park Apts.	• 2.06 acres • 28 units		• 13.59 du/ac
25 acres south of The Parcel	• 25 acres • 238 units		• 13.04 du/ac
Meridian Court	• 0.96 acres • 24 units		• 25 du/ac
Aspen Village	• 3.31 acres, 52 units - affordable • 1.51 acres, 24 units - market rate		• 15.71 du/ac • 15.89 du/ac

Parking Rate Comparison

Alternative	Parking Required by Town Code	Parking Proposed		Difference
Low (Alt. 1)	580	Tuck-under	370	
		On-street	130	
		TOTAL	**500**	**(80)**
Medium (Alt. 2)	630	Tuck-under	320	
		Garage*	340	
		On-street	130	
		TOTAL	**790**	**+160**
High (Alt. 3)	720	Tuck-under	520	
		On-street	130	
		TOTAL	**650**	**(70)**

- State law **prohibits a parking rate higher than 0.5 spaces per unit** to be imposed when an affordable housing project is located within ½ mile of a major transit stop (inclusive of guest and handicap parking)
- SB 35 **prohibits a parking rate of greater than 1 parking space per unit** to be imposed on affordable housing projects consistent with SB 35 (prevailing wage, skilled and trained labor)

- Town policies to reduce car reliance (Mobility Plan/ Element; Walk, Bike, Ride; etc.)
- Funding available for projects with reduced parking
- Trends towards reduced car ownership
- Innovations for car and ride-sharing

* Garage is wrapped with apartments. Garage parking includes spaces for those apartments wrapping the garage plus ~240 spaces for The Parcel residents at large.

Mammoth Lakes CALIFORNIA

THE PARCEL

Open Space Comparison

Alternative	Common Area/Rec Space Required by Town Code	Open Space Proposed		Difference
Low (Alt. 1)	53,000 – 60,000 s.f.	Formal Open Space (Neighborhood Parks)	21,000 s.f.	
		Mill Ditch	94,000 s.f.	
		Community Facility	3,600 s.f. *	
		TOTAL	**118,600 s.f.**	**+58,600 s.f.**
Medium (Alt. 2)	60,000 – 68,000 s.f.	Formal Open Space (Neighborhood Parks)	21,000 s.f.	
		Mill Ditch	94,000 s.f.	
		Community Facility	3,600 s.f. *	
		TOTAL	**118,600 s.f.**	**+50,600 s.f.**
High (Alt. 3)	68,000 – 83,000 s.f.	Formal Open Space (Neighborhood Parks)	21,000 s.f.	
		Mill Ditch	0 s.f.	
		Community Facility	3,600 s.f. *	
		TOTAL	**24,600 s.f.**	**(58,400 s.f.)**

- Bioswale areas along streets (open space in summer/ snow storage in winter) are ~ 150,000 s.f. (additional).
- Additional common area/rec space will be provided in each phase/project.

* Building footprint can accommodate more space for a community facility, but 3,600 s.f. was assumed.

Mammoth Lakes CALIFORNIA

THE PARCEL

Exhibit B

MAMMOTH LAKES HOUSING, INC.

TO: The Town of Mammoth Lakes Town Council and Planning & Economic Development Commission

FROM: Mammoth Lakes Housing, Inc. Board of Directors

RE: Public Comment on the Land Use Planning Effort for The Parcel

DATE: October 7, 2019

Dear Councilmembers and Commissioners,

Thank you for this opportunity to comment on the land use planning concepts for The Parcel. This project is a vital infrastructure development which will provide housing for our local community members, who support our local recreation and tourism-based economy. For that reason, it is critical that it reflects the community's needs and priorities accurately.

Mammoth Lakes Housing, Inc. envisions that communities in the Eastern Sierra thrive because everyone has access to safe, affordable, quality housing and believes that this undertaking will alleviate some of the pressure for many of our neighbors in Mammoth Lakes who struggle to live day-to-day because of housing insecurity.

We envision that The Parcel will be a livable, safe, community where our neighbors, friends, and workforce live that provides connectivity including enhanced public transit as well as open space and recreational opportunities.

The Mammoth Lakes Housing Board of Directors would like to provide the following comments.

1. Diversity, Equity, & Inclusion

We encourage the Town to continue to expand opportunities for all community members to participate in planning processes and to acknowledge and accommodate diverse cultural perspectives.

While the Town has provided opportunities for Spanish-speakers to comment both online and during in-person sessions, it has been noted that many of the materials have not been provided in Spanish. Our local population is 37%[1] Hispanic/Latinx while the school district is 55%[2]. These community members face distinct challenges when accessing information, attending public

[1] American Fact Finder, 2013-2017 American Community Survey 5-Year Estimates, https://factfinder.census.gov, Accessed June 6, 2019.
[2] Education Data Partnership, Mammoth Unified School District, 2017-2018, http://www.ed-data.org/district/Mono/Mammoth-Unified, Accessed June 6, 2019.

P.O. Box 260 Mammoth Lakes CA ◆ Phone 760.934.4740 ◆ Fax 760.934.4724

events, and providing feedback. We encourage the Town to continue to seek ways to engage and involve all members of our community such as including diverse members on teams working on issues, and to not only provide equality of access but equity in the decision-making processes.

Along those lines, we request that the Town seriously consider utilizing a lens of Latino Urbanism while planning The Parcel, which has the potential to increase the diversity of our community by expanding workforce housing opportunities. Latino Urbanism is a way of understanding community planning by acknowledging the distinct cultural preferences of our latinx community members. In respect to The Parcel, this could relate to how we conceptualize public spaces, internal and external unit configurations, public art, and more.

2. Income Levels Served

We agree that the current Master Plan requirement to provide housing at below 120% AMI is reasonable. We agree that market-rate products are not appropriate on this site.

The current Master Plan for the site allows units serving up to 120% of the Area Median Income. See the table below for more detailed information regarding the maximum rents and purchase prices that would serve households on The Parcel at this level. The 2017 Needs Assessment identified the largest gap between homeowner distribution and ownership opportunities at the 60-120% AMI. While a gap was also identified at the 150-200% AMI level, it was noted that "residents and the workforce searching at this price point desire single-family homes – an unlikely product to provide in Mammoth Lakes at this price. Deed restrictions would also not be acceptable at this level" (p. A-75). The largest gap for rentals is identified at below 80% AMI.

Household Size	**1 person**	**2 people**	**3 people**	**4 people**
MAX - 120% AMI	$68,200	$77,950	$87,700	$97,450
Affordable Rent*	$1,534	$1,753	$1,973	$2,192
Affordable Purchase Price**	$190,000	$232,000	$300,000	$328,000

*Includes utilities
**Assumes 20% down, 4% interest, $350 monthly HOA payment, $400 in personal debt payments per month

3. Mix of Tenure

We recommend a mix of both rental and ownership opportunities on The Parcel.

According to the 2017 Needs Assessment, of the 595 units needed by 2022 – 320 are rental and 275 are ownership, which reflects the current tenure distribution in the full-time community of 54% rental and 46% ownership (p. A-75). While Mammoth Lakes Housing currently has a waiting list for affordable rentals of 82 households below 80% AMI; there is a need for rental

and ownership opportunities up to 120% AMI. When households no longer qualify for low-income housing, the low vacancy rate and lack of ownership opportunities at this income group often forces long-time community members to leave the area. Additionally, the community's ability to attract and retain quality, middle-management employees has been compromised by the housing shortage for this income bracket (teachers, fire fighters, police, hospital employees, and others).

There have been some community concerns identified with deed restricted ownership opportunities, including a history of losing restrictions in the past. We would like to take this opportunity to address these concerns:

a. *Ownership restrictions do not survive foreclosure* – Ownership restrictions do not survive foreclosure; however, a land trust model may provide more protection against foreclosure in the future.

   Additionally, ensuring that there are adequate funds in the Revolving Loan Fund to preserve and steward deed restrictions in perpetuity should continue to be a priority as we move towards increasing our workforce housing ownership opportunities.

b. *Ownership housing is more difficult to finance* – Development of ownership housing is more difficult to finance, but if this is a community need that we wish to address, then creative methods of financing will need to be researched, including local sources. Development of ownership opportunities can be funded with some current State sources including CalHome and Cap + Trade (Affordable Housing & Sustainable Communities), as well as potential future sources, and therefore, the Town should be watching ownership sources carefully. If there is an interest in cooperative housing models as a bridge to traditional home ownership, additional funding sources may be available.

4. <u>Site Density</u>

We recommend a total density for the site between 344 (current Master Plan with Town's density bonus) and 450 units (maximum Alternative 2 - "Medium Intensity") with varying building heights (2-3 stories), without compromising livability (snow storage, personal storage, parking, open space, etc.).

According to the 2017 Needs Assessment, 595 units are needed through 2022, some portion of which are market rate, which reduces the total number of units needed below 120% AMI.

A total density of between 344 and 450 units should adequately fit a mix of the units needed while also providing adequate parking, open space/snow storage, and livability. We request an analysis, including comparisons, of the net density of the Preferred Alternative for The Parcel in order to provide clarity to the community regarding what it will actually feel like to live in the neighborhood, once the roads and open space have been removed from the calculation.

5. Resident & Guest Parking

We recognize that parking is one of the most important issues for future tenants as well as a significant expense for construction and maintenance. We request to see what the site plan would look like under the current parking standards for multifamily development in order to see the magnitude of the reduction to a 1 space per unit ratio. In addition, the Board would like to see an analysis of what smaller structured parking scenarios dispersed throughout the site might look like and cost, in order to maximize the land available for housing. The MLH Board of Directors warns against planning for very limited parking in anticipation of a future parking structure or other solution, that may not ultimately materialize (due to funding or other reasons).

The Design Alternatives did not illustrate a parking allocation plan on a per-unit basis. Such a plan would enable the community to visualize if the parking ratio (1:1) is adequate for the household/unit sizes proposed to be served. We recognize that the parking requirements in other zoning designations within the Town are higher and raise the concern that to require our full-time community members to participate in highly reduced parking standards may be an issue of equity.

The Low-Income Housing Tax Credit projects that we have participated in have unit to parking space ratios of 1:1.5, 1:1.78, and 1:2 (these ratios include only spaces reserved for units). Tenants struggle with the 1:1.5 ratio at Aspen Village Apartments due to a lack of walkability and transit connections, but also because family households often have more than one car (2- and 3-bedroom units). Despite State requirements, including SB 35, which limit local control over parking requirements for some affordable housing developments, the community should continue to have input regarding sustainable parking ratios that make Mammoth Lakes a great community to live, work, and play in.

6. Accessibility Requirements

We recommend improving access for all community members, including those with disabilities.

As we heard during community outreach meetings that it is recommended that the units on The Parcel provide the appropriate amount of accessibility features, including adequate ADA parking and ground floor units.

7. Storage for Residents

We echo the comments made by the community that adequate indoor and outdoor storage be provided for the units, in order to allow residents a quality of life where they can live, work, and play in our community for the long-term.

8. Sun Exposure Utilization

We encourage the Town to require that the phases take into consideration the natural daily and seasonal progression of the sun in order to provide natural sunlight into the units and to promote snow melt. This should also be considered when looking at required solar energy infrastructure.

9. Tree Preservation

We encourage the preservation of evergreen trees on the site to the extent feasible but balanced with the need for adequate sun exposure. We request the use of diligent, expert research and local knowledge regarding the use of deciduous trees in the planning of each phase.

10. The Mill Ditch

We recommend a treatment for The Mill Ditch that promotes natural resource preservation, livability, and quality of life by providing animal habitat, open space, and recreational opportunities for residents.

11. Community Amenity

We recommend, based on local research and community input, that the first phase of development include the allocation of land to a purpose-built facility that meets state licensing requirements for a childcare as well as a separate, programmed community center on the site.

12. Enhanced Mobility Infrastructure

We support enhanced mobility infrastructure near public amenities, including housing, childcare, and recreational opportunities on the site. This includes increased transit headways, a variety of transit stop locations, multiuse paths, and more. Implementation and the funding required for this infrastructure, including funding gaps, should be discussed throughout the planning process of this site. We recommend that the first phase be required to include all of the multi-use paths, bike lanes, traffic calming measures, at least one transit shelter, and other mobility and vehicle-miles-travelled reduction strategies required by the Affordable Housing & Sustainable Communities program (AHSC), funded through cap + trade funds. An application for and utilization of the AHSC program should be included in the RFP for phase one.

13. MLH Role

We discussed an expanded role for our organization during our 2019 Strategic Planning process. This could include land trust stewardship, local liaison between tax credit investor and the community, or other role as appropriate. We are happy to continue these conversations with the Town and potential developers.

14. Timing / Financing

We recommend a reconciliation of the funding gap in relationship to the implementation schedule for the delivery of units. The expeditious production of units is of the utmost importance to our community. A timeline of funding opportunities will be beneficial to the

community as we move forward.

In conclusion, we are excited about the opportunities for our community members that this development will provide. Based on our staff's and diverse Board's experience and knowledge, we are confident that these recommendations will help to create a livable, safe, community where our neighbors, friends, and workforce can thrive, that provides affordable housing with personal storage, adequate parking, enhanced public transit, childcare, open space, and recreational opportunities.

Thank you again for your time. We trust that all of you will provide thoughtful insight into the planning of this neighborhood. We look forward to working with you to create new housing opportunities and improve the quality of life of our residents.

Best Regards,

Mammoth Lakes Housing, Inc. Board of Directors

Jennifer Kreitz, Vice President

Lindsay Barksdale

Stacy Corless

Zoraya Cruz

Tom Hodges

Jiselle Kenny

Richard Plaisted

Agnes Vianzon

Ayes 5 Noes 0 Abstentions 1 Absent 3

Exhibit C

Jamie Gray

From: Sandra Moberly
Sent: Monday, October 7, 2019 6:24 PM
To: Jamie Gray
Subject: FW: The Parcel Conceptual Land Use Plans

Public comment for Wednesday's Council meeting.

Thanks,

Sandra Moberly, AICP
Community & Economic Development Director
Community & Economic Development Department
P.O. Box 1609
Mammoth Lakes, CA 93546
Phone: (760) 965-3633
FAX: (760) 934-7493
Email: smoberly@townofmammothlakes.ca.gov

The Town Administrative Offices are open on Fridays by appointment only. Please call ahead to make an appointment if needed.

Disclaimer: Public documents and records are available to the public as provided under the California Public Records Act (Government Code Section 6250-6270). This e-mail may be considered subject to the Public Records Act and may be disclosed to a third-party requester.

From: russellinnkeeper@aol.com <russellinnkeeper@aol.com>
Sent: Thursday, October 3, 2019 11:24 AM
To: Sandra Moberly <smoberly@townofmammothlakes.ca.gov>
Subject: Re: The Parcel Conceptual Land Use Plans

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Sandra,
Thanks for the information.

Couple of questions
Are all the units...rentals only? No ownership? This really worries me.

I'm against any thought of removing the wet lands. I want my opinion posted and heard.

All the proposals show an area between my buildings and the proposed new construction. Is there any chance this will change?

Thanks
Russ Harrison

-----Original Message-----
From: Sandra Moberly <smoberly@townofmammothlakes.ca.gov>
To: russellinnkeeper@aol.com <russellinnkeeper@aol.com>
Sent: Wed, Oct 2, 2019 5:34 pm
Subject: The Parcel Conceptual Land Use Plans

Hi Russ,

The conceptual land use plans are available online here (it's a large file so it will take a couple minutes to download). Please let me know if you need any other information.

Thanks,

Sandra Moberly, AICP
Community & Economic Development Director
Community & Economic Development Department
P.O. Box 1609
Mammoth Lakes, CA 93546
Phone: (760) 965-3633
FAX: (760) 934-7493
Email: smoberly@townofmammothlakes.ca.gov

The Town Administrative Offices are open on Fridays by appointment only. Please call ahead to make an appointment if needed.

Disclaimer: Public documents and records are available to the public as provided under the California Public Records Act (Government Code Section 6250-6270). This e-mail may be considered subject to the Public Records Act and may be disclosed to a third-party requester.

Exhibit D

People Helping People

INYO
MONO
ADVOCATES *for*
COMMUNITY
ACTION, *Inc.*

Administration
Personnel
Community Services
Housing
Weatherization
137 E South St.
P.O. Box 845
Bishop, CA 93515
(760) 873-8557
Fax (760) 873-8182
e-mail: info@imaca.net

Community Connections for Children
625 Old Mammoth Rd.
P.O. Box 8571
Mammoth Lakes, CA 93546
(760) 934-3343
Fax (760) 934-2075

Child Development & Family Services
Head Start/State Preschool
Administration Office
180 Clarke Street
Bishop, CA 93514
(760) 873-3001
Fax (760) 872-5570

Glass Mountain Apartments
25 Mountain Blvd.
Mammoth Lakes, CA 93546
(760) 924-3888

Valley Apartments
156 E. Clarke St.
Bishop, CA 93514
(760) 873-8557

IMACA is a Non-Profit, Tax-Exempt Organization under Section 501(c)(3), Internal Revenue Code.

Input to Parcel Plan – Childcare Needs in Mammoth Lakes

To: Town of Mammoth Lakes Planners
From: Inyo Mono Advocates for Community Action, Inc.

RE: Planning for the Parcel – Childcare Needs

Beyond the critical need for affordable housing, development of the Mammoth Parcel may be an opportunity to address another critical community need – expanding and maintaining affordable Childcare for infants, toddlers and school age children by creating a childcare facility as part of the Parcel Site.

In Mammoth, IMACA operates the Mono County Childcare Resource and Referral program which provides information on all childcare providers, assists families unable to pay the full cost of Childcare through the assisted payment program and provides center-based services through operation of the Head Start/State Preschool located at the High School. These programs provide or support ongoing childcare services to 60 families in the Mammoth area annually who need financial assistance. Other Providers such as Mammoth Mountain and the Lutheran Preschool provide 68 slots and there are many private providers.

IMACA is a partner with other agencies including Mono County First Five, the Mono County Childcare Planning Council, the Mono County Office of Education and Mammoth Mountain who have worked to expand the availability of quality childcare in the County.

According to a study published in the 2019 Mono County First Five Strategic Plan - 47% of parents have difficulty finding affordable childcare and there is an availability shortage of up to 231 slots in the Mammoth area. According to the 2017 Mono County Childcare Needs assessment based on a survey of 173 respondents in Mono County conducted by IMACA in 2017, 43% of parents had difficulties with cost, availability and quality of Childcare with many spending 1/3 of their income on childcare for a single child.

The need for childcare facilities will face an additional hurdle when IMACA will need to find a new location for the Mammoth Lakes Head Start Center in the 2022 School Year due to renovation plans at Mammoth Unified High School, the current site of the Center.

With the availability of land in the parcel and the intent to provide affordable housing for the Mammoth workforce, we believe that designing childcare facilities into the fabric of the Parcel could enhance the Mammoth Community as a whole. Centers could be multi-use, providing space for community gatherings on weekends and evenings. It may be possible to create co-operative management structures wherein parent/residents could be involved in the governance and operation of the centers. There could also be public/private partnerships in the management and operation of facilities and grant funding for the construction of facilities. Funding for these purposes has increased both at the State and Federal level in 2019.

Obviously, research and funding is needed to develop specific proposals for inclusion of a Childcare facility in the Parcel Development. If the Town is interested, we can assist with identifying planning and development resources to pursue this goal.

Thank you very much for your consideration.

Charles Broten, Inyo Mono Advocates for Community Action, Inc.

cc. Stacy Adler, Superintendent Mono County Office of Education
Molly DesBalliets, Mono First Five Commission
Mono County Childcare Planning Council members
Kelly Conboy, IMACA Community Connection for Children Coordinator
Kat Duncan, IMACA Headstart/State Preschool Director

Appendix 5: 2019 Childcare Need Assessment Data Compiled by First 5 Mono & Funding Example from Breckenridge

Mono County Childcare Needs 2019

	Preschool Age				Infant and Toddler Age			Birth to 5 total	
	1. Total slots needed	2. Existing slots	3. Number of slots needed to fill the need	4. Number of needed slots eligible for State Preschool <70% of state median income	5. Total slots needed	6. Existing slots	7. Number of slots needed to fill the need	8. Slots needed to fill the need	9. Number of needed slots CDBG eligible <80% of county median income
Mammoth Area	204	99	105	74	204	78	126	231	185
Lee Vining/June Lake	22	13	9	6	22	6	16	25	20
Benton, Hamil, & Chalfant	6	10	0	0	6	0	6	6	5
Bridgeport	10	15	0	0	10	0	10	10	8
Coleville/ Walker	38	30	8	6	38	11	27	35	28
County Total	280	167	122	85	280	95	185	307	246

1. Determined by the 5 Year Kinder and transitional Kindergarten average 2014-2018 multiplied by 2, to account for all 3 & 4 year olds. Assuming the need for age specific care for all 3 & 4 year olds.

2. Based on the number of preschool slots in licensed and licence exempt sites.

3. The difference between the existing slots and the number needed for all 3 & 4 year olds to have a preschool slot.

4. The number of slots needed to fill the need multiplied by 70%, the state median income threshold to quaify for State Preschool >$63,083 for a family of 4

5. Determined by the 5 Year Kinder and transitional Kindergarten average 2014-2018 multiplied by 2.5 and divided by 80%, to account for all 6 month-1 year olds and 1 and 2 year olds with a parent in the workforce (80%, as per the California Childcare Portfolio). Assuming the need for care is for children 6 months and older with all parents in the workforce.

6. Based on the number of infant and toddler slots in licensed and licence exempt sites.

7. The difference between the existing slots and the number needed for 80% of 6 moth to 2 year olds to have a childcare slot.

8. Combination of the remaining needed preschool and infant and toddler slots, same assumptions as for numbers 1 & 5.

9. The number of slots needed to full the need multiplied by 80%, the County median income thrshold to qualify for CDBG >$62,000 for a family of 4

Exhibit E

TOWN COUNCIL STAFF REPORT

Subject: Joint Town Council Meeting with the Planning and Economic Development Commission to receive a presentation on The Parcel Conceptual Land Use Alternatives and to provide staff direction on creating a preferred single Concept: Land Use Plan Alternative

Meeting Date: October 9, 2019

Written by: Grady Dutton, Public Works Director
Sandra Moberly, Community and Economic Development Director

RECOMMENDATION:

Staff recommends Town Council and Planning and Economic Development Commission (PEDC) receive a presentation on The Parcel Conceptual Land Use Alternatives, discuss a wide range of topics related to those three alternatives, and provide comments and direction to staff leading to preparation of a single preferred Conceptual Land Use Plan.

BACKGROUND:

The conceptual land use planning process includes three joint Town Council/PEDC meetings. On June 26, the Town Council held the first of those meetings and provided input on draft goals and priorities for development of The Parcel. This joint meeting is the second planned meeting and the third is scheduled for December 11th. Since the June 26 meeting, there has been additional public engagement, highlighted by the "Plan The Parcel Multi-Day Design Workshop" held August 20-23. The August workshop resulted in the development of three conceptual land use plans. This October 9 Workshop will focus on narrowing the three concept plans down to a final preferred concept plan.

ANALYSIS/DISCUSSION:

The purpose of this joint workshop is to receive input and direction from Town Council and Commission in the preparation of a single concept land use plan for The Parcel. Staff and the consultant will present the three conceptual land use alternatives (Attachment 3) and will seek input regarding which features should be included in the Preferred Plan. The consultant has provided a framework for the Preferred Conceptual Land Use Plan document (Attachment 4) which will be finalized with information on the Preferred Plan components after the October 9 workshop. The workshop will also include information on fiscal analysis and developer solicitation (Attachment 5).

Fiscal Analysis

Staff has previously emphasized the importance of the final conceptual plan being fiscally sound. A significant part of the work underway is the fiscal analysis. As anticipated, preliminary pro formas prepared as a part of the Multi-Day Design Workshop indicated a significant estimated gap in project funding. Staff will provide information on funding and will need to update the funding model based on the final concept plan. Based on the input and direction received, staff will develop funding options and methods to meet the funding gap.

Developer Solicitation

Staff has prepared an outline of the Request for Qualifications to engage a development team to design, build, and manage The Parcel project. An outline is included as Attachment 5 and staff anticipates releasing the RFQ on October 24, 2019.

Alternatives – Key Differences

Staff has provided a brief summary of the alternatives with the key differences between the alternatives shown in **bold**.

Alternative 1

Alternative 1 represents the "Low Intensity" alternative. Features include:

A. **350-400** Units – This alternative shows capacity for 350-400 units, including community facilities and a mix of unit types.
B. Estimated gap of **$170,000** per rental unit. $170,000 per rental unit is currently estimated to be needed to cover what might not be financed by grants and other programs.
C. Two Stories. All buildings in Alternative 1 are no more than **two stories** in height.
D. Mill Ditch. The **Mill Ditch** is an approximately 2-acre open space lined with multi-use paths and surrounded by small-scale multi-unit buildings.
E. Parking. An average of **1 parking space per unit** is provided in an enclosed space within the building. Up to 130 additional on street parallel parking spaces throughout The Parcel can also be used by guests. This level of parking is consistent with the Town's "feet first" goals and Walk, Bike, Ride action strategy. The Parcel will be will connected with reliable transit, multi-use paths, trails, sidewalks, and bike lanes to provide residents with mobility options.

Alternative 2

Alternative 2 represents the "Medium Intensity" alternative. Features include:

A. **400-450** Units – This alternative shows capacity for 400-450 units, including community facilities and a mix of unit types.
B. Estimated gap of **$150,000** per rental unit. $150,000 per rental unit is currently estimated to be needed to cover what might not be financed by grants and other programs.
C. Two to Four Stories. Most buildings in Alternative 2 are **2-3 stories** in height. A 4-story apartment building wraps the **parking structure** to help hide the garage.
D. Mill Ditch. The **Mill Ditch** is an approximately 2-acre open space lined with multi-use paths and surrounded by small-scale multi-unit buildings and townhouses.
E. Parking. Approximately 1.5 parking spaces are provided per unit in this alternative. An average of 1 parking space per unit is provided in an enclosed space within the building, while additional parking for residents of The Parcel is provided in a **parking structure**. Up to 130 additional on street parallel parking spaces throughout The Parcel can also be used by guests. This level of parking is consistent with the Town's "feet first" goals and Walk, Bike, Ride action strategy. The Parcel will be will connected with reliable transit, multi-use paths, trails, sidewalks, and bike lanes to provide residents with mobility options.

Alternative 3

Alternative 3 represents the "High Intensity" alternative. Features include:

A. **450-550** Units – This alternative shows capacity for 450-550 units, including community facilities and a mix of unit types. **Larger buildings** in the northeast corner, and **larger development blocks** in the center of The Parcel help to fit more units.

B. Estimated gap of **$120,000** per rental unit. $120,000 per rental unit is currently estimated to be needed to cover what might not be financed by grants and other programs.
C. Two to Three Stories. All buildings in Alternative 3 are **2-3 stories** in height.
D. Larger Development Blocks: **Removal of Mill Ditch** through a mitigation process that dedicates land for natural habitat elsewhere in Mammoth Lakes can help to create larger development blocks that allow for more affordable housing in this central location.
E. Parking. An average of **1 parking space per unit** is provided in an enclosed space within the building. Up to 130 additional on street parallel parking spaces throughout The Parcel can also be used by guests. This level of parking is consistent with the Town's "feet first" goals and Walk, Bike, Ride action strategy. The Parcel will be will connected with reliable transit, multi-use paths, trails, sidewalks, and bike lanes to provide residents with mobility options.

Next Steps

Upon direction by the Council and Commission on October 9, staff and the consultant will prepare a preferred conceptual land use plan which will be presented on December 11 for consideration. Staff will be requesting that the Council consider accepting the preferred conceptual land use plan on December 11 as it will inform the development team that will be selected through the RFQ process.

ATTACHMENTS

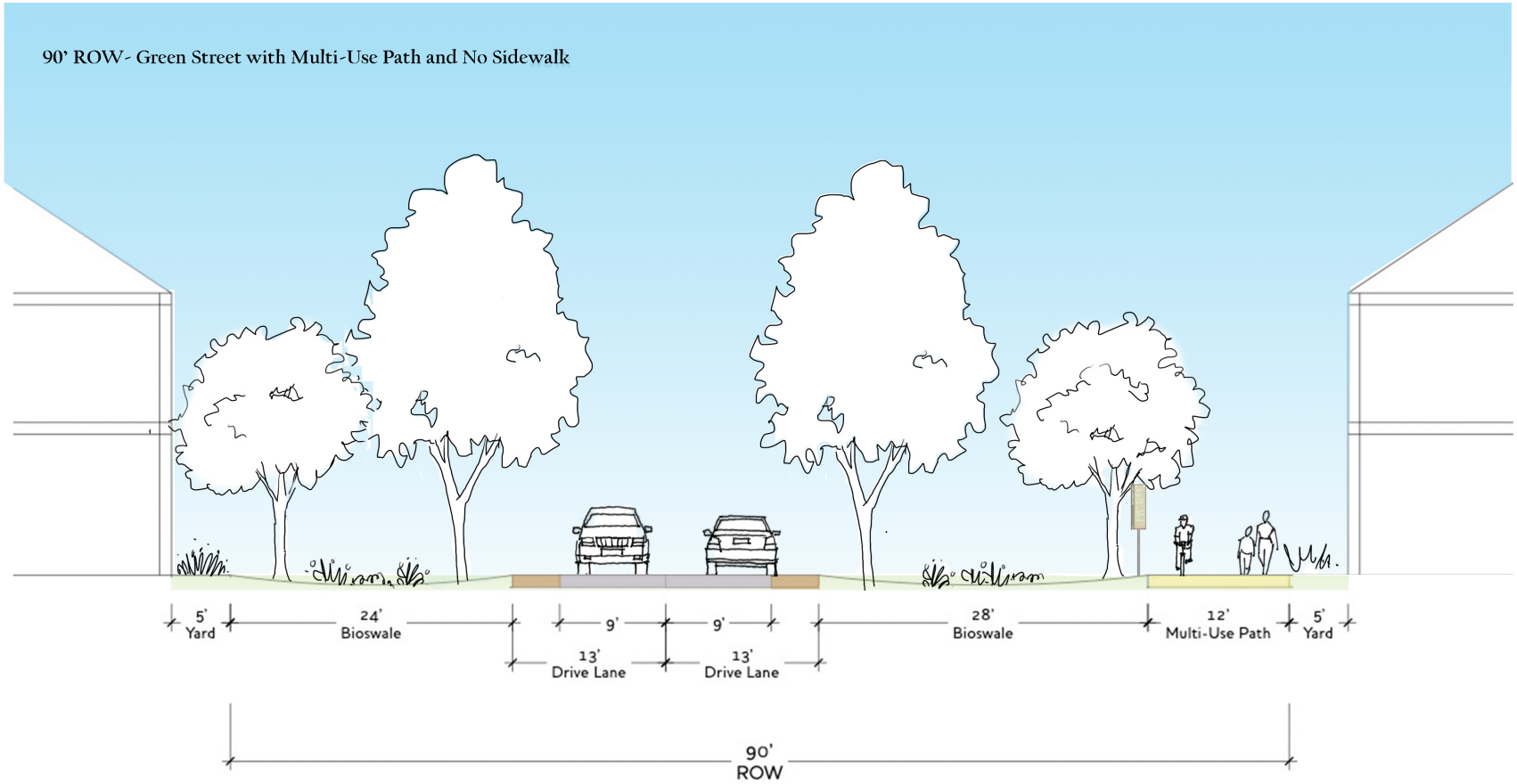
1. Workshop Agenda
2. Workshop PowerPoint
3. Conceptual Land Use Alternatives
4. Draft Preferred Conceptual Land Use Plan Framework
5. RFQ Outline

Workshop 3 Presentation – Placeholder

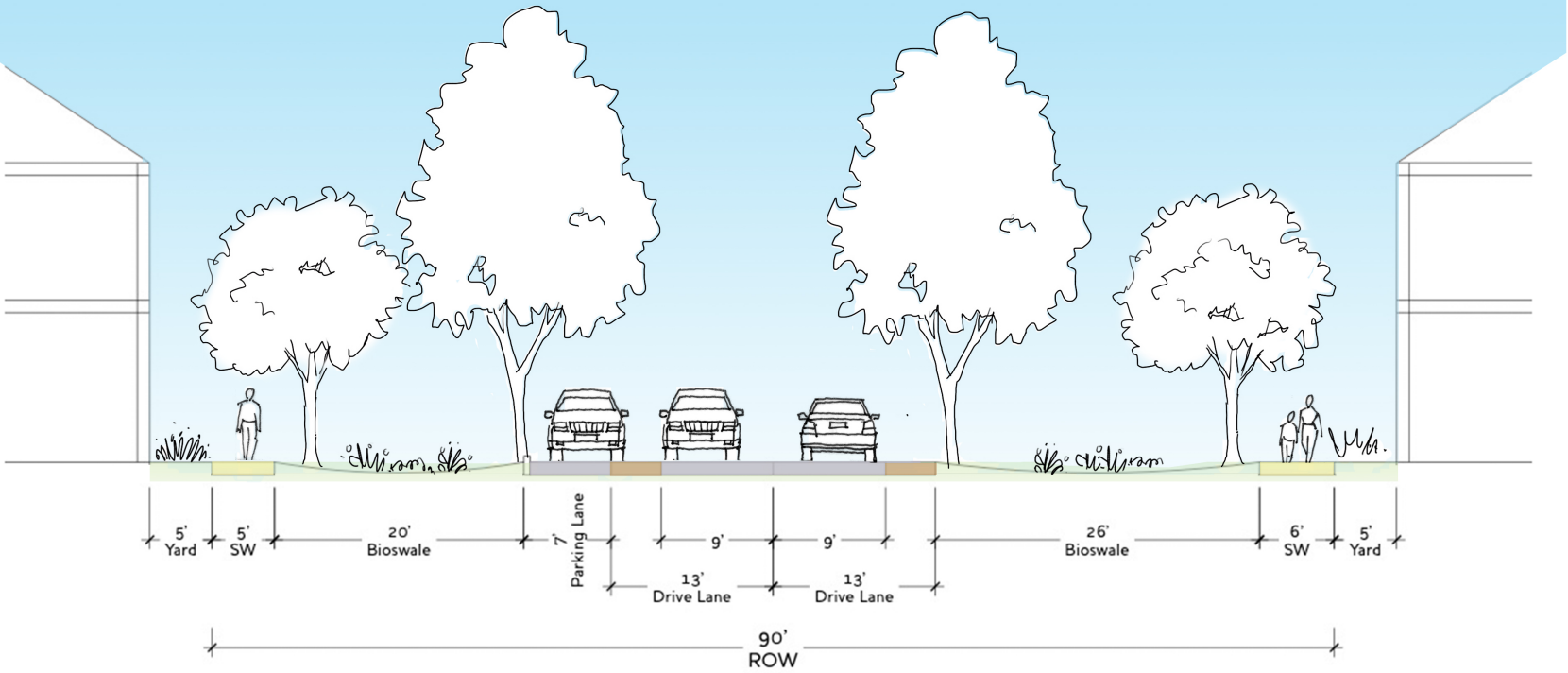
Appendix C

Additional Street Designs

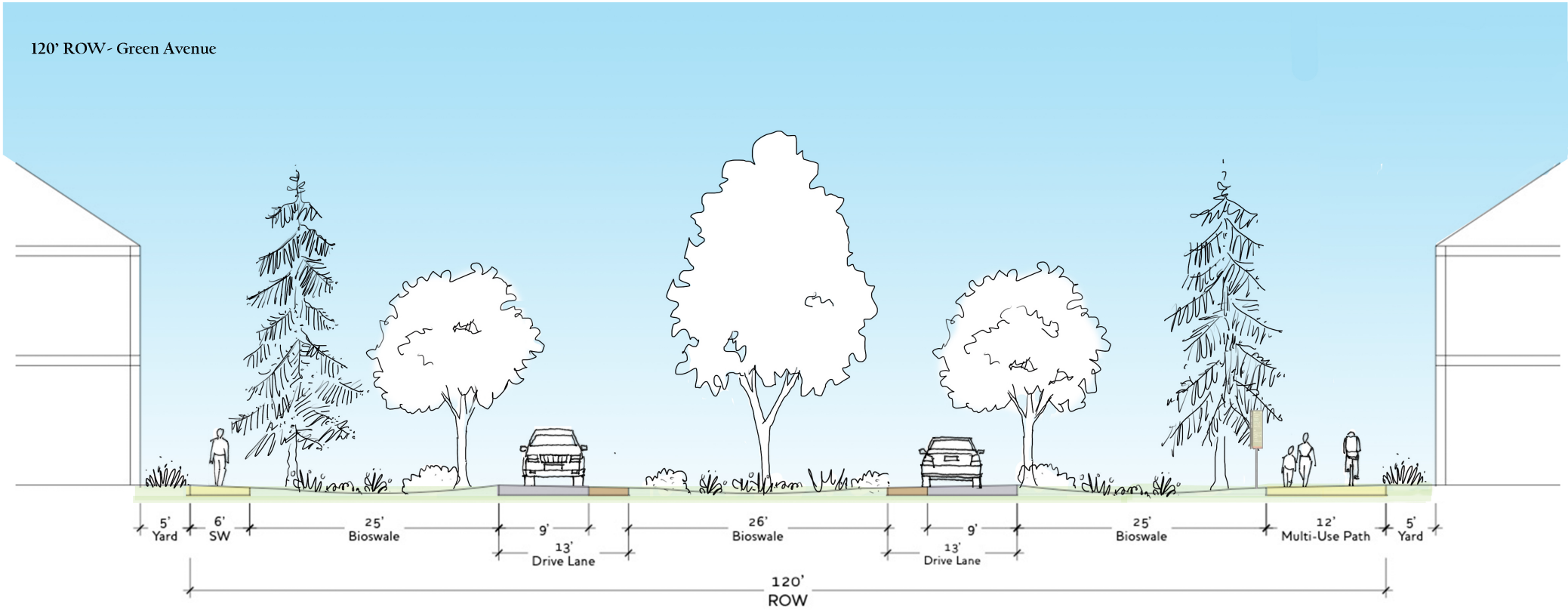
90’ ROW- Green Street with Multi-Use Path and No Sidewalk



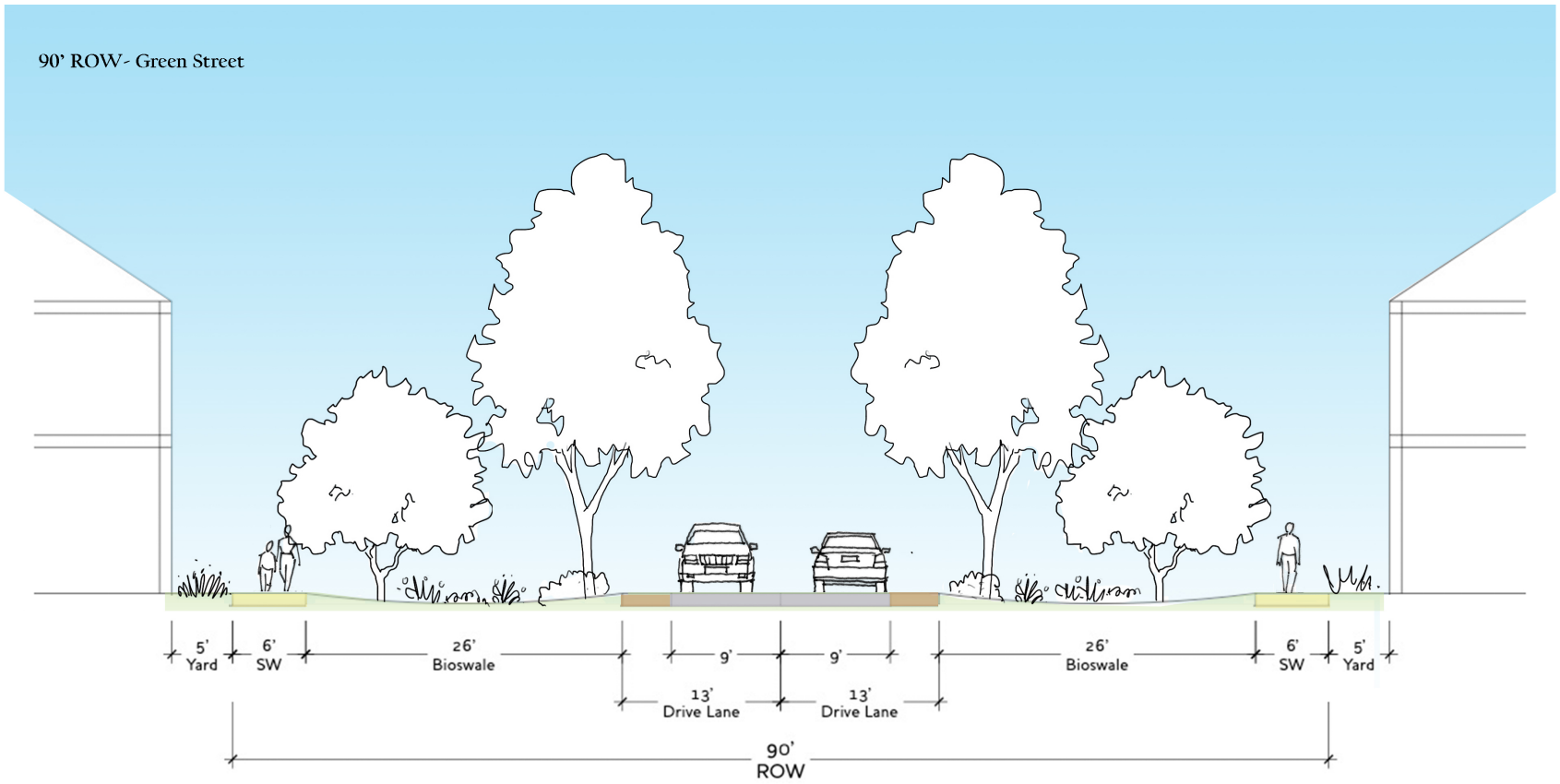
90’ ROW- Green Street with Parking



120' ROW - Green Avenue



90’ ROW- Green Street



Appendix D

Proforma Summary Sheets

The Parcel Mammoth - Phase 1 (138 Units) - 4% AHSC

Prepared by: *Novin Development Corp.* *DRAFT (CONFIDENTIAL)*

PROJECT DATA

SITE, BUILDING AND UNIT DETAILS

LAND

Acreage	4.91	acres
Density	28.11	units/acre
# of Stories	3	

BUILDING

Residential	94,500	*sf*
Circulation and Common	21,660	*sf*
Commercial/Childcare	-	*sf*
Tuck-Under Garage	16,500	*sf*

PARKING

# of residential spaces	184
residential parking ratio	1.33
total # parking spaces	184

UNIT MIX AND AFFORDABILITY

Unit Type	# Units	Average Rent
Studios/SRO	30	**630**
1-Bedroom	72	**777**
2-Bedroom	30	**1,076**
3-Bedroom	6	**1,235**
4-Bedroom	0	-
Total Unit Count	**138**	
Average Affordability		*56.9%*

SCHEDULE

MILESTONE	ESTIMATE	NOTE
Feasibility/due-diligence	10/1/2019	started
Acquisition	6/1/2020	Option Agmt
Entitlement	5/31/2021	12 months
Funding Committed	9/30/2021	4 months
Tax Credit Award	1/18/2022	4% Non-Comp
Construction Start	4/30/2022	
Construction Complete	11/14/2023	18 months
100% Occupied	2/14/2024	3 months
Permanent Conversion	3/13/2024	1 month
PIS Package	4/13/2024	1 month
8609s	6/13/2024	2 months

Resident Services Scope and Staffing

TBD

SOURCES AND USES

CONSTRUCTION SOURCES			per unit
Construction Loan	$	34,394,557	249,236
Town of Mammoth - Offsite Infrastructure (STIP	$	406,391	2,945
Town of Mammoth - Waived Impact Fees	$	564,710	4,092
AHSC - Affordable Housing Development	$	13,650,000	98,913
Town of Mammoth - Site Infrastructure (STIP)	$	1,500,000	10,870
AHSC - Sustainable Transportation Infrastructur	$	-	-
Deferred Developer Fee	$	-	-
LP and GP Equity	$	5,434,031	39,377
total	$	55,949,689	$ 405,433

PERMANENT SOURCES

PERMANENT SOURCES			per unit
Amortizing Perm Loan, Tranche A	$	7,095,300	51,415
Amortizing Perm Loan, Tranche B	$	-	-
Town of Mammoth - Offsite Infrastructure (STIP	$	406,391	2,945
Town of Mammoth - Waived Impact Fees	$	564,710	4,092
AHSC	$	13,650,000	98,913
Town of Mammoth - Site Infrastructure (STIP)	$	1,500,000	10,870
HOME	$	2,500,000	18,116
Deferred Developer Fee	$	1,011,580	7,330
Tax Credit Investor Proceeds	$	25,541,314	185,082
GP Equity	$	2,879,900	20,869
* AHSC - Sustainable Transportation Infrastructi	$	6,350,000	46,014
total	**$**	**55,149,195**	**$ 445,646**

PERMANENT USES

ACQUISITION		total	per unit	per SF
Land	$	1	$ 0	$ 0
Other Acquisition Costs	$	50,000	$ 362	$ 0
Total Acquisition Costs	$	*50,001*		$ 0
HARD COSTS				
** Resid. Site Work and Structures	$	32,511,271	$ 235,589	$ 264
Commercial Costs	$	-	$ -	$ -
Prevailing Wage Premium (20%)	$	6,502,254	$ 47,118	$ 53
Cost Escalation Contingency (5%)	$	1,625,564	$ 11,779	$ 13
Overhead & Profit/GC/Ins. Bond	$	5,283,082	$ 38,283	$ 43
Owner Contingency	$	1,015,977	$ 7,362	$ 8
Total Hard Costs	$	*46,938,147*	*340,132*	$ 381
SOFT COSTS				
Architecture and Engineering	$	1,990,000	$ 14,420	$ 16
Construction Loan interest and fees	$	2,369,598	$ 17,171	$ 19
Permanent Financing	$	220,953	$ 1,601	$ 2
Legal Fees	$	525,000	$ 3,804	$ 4
Reserves	$	419,087	$ 3,037	$ 3
Permits and Fees	$	1,671,934	$ 12,115	$ 14
Other Soft Costs	$	2,978,058	$ 21,580	$ 24
Relocation	$	-		
Developer Fee	$	2,880,000	$ 20,870	$ 23
Total Soft Costs	$	*13,054,629*	*94,599*	$ *106*
TOTAL DEVELOPMENT COSTS	**$**	**60,042,778**	$ 435,093	$ 488
SURPLUS / (GAP)	$	(4,893,582)	$ (35,461)	

FINANCING ASSUMPTIONS

Debt Coverage Ratio	1.15
Construction Underwriting Rate	4.89%
Permanent Interest Rate	4.75%
Perm Loan Amortization	35

DEVELOPER FEE

15% of TDC	*$8,574,417*
Total Fee	**$2,880,000**
Deferred Amount	$1,011,580
GP Equity	$2,879,900

TAX CREDIT ASSUMPTIONS

9% CREDIT COMPETITIVENESS			
Tiebreaker	2018 / 2019	N/A	/ N/A
Set-Aside		N/A	
Geographic Region		Rural	
Project Type		Other	

CREDIT AND EQUITY ASSUMPTIONS	
Price	1.00
130% Basis Boost?	Yes
100% Tax Credit Eligible?	Yes
Acquisition Credits?	No

HARD COST ASSUMPTIONS

Feasibility (no detailed square footages or pricing available)

OPERATING AND SERVICES EXPENSE ASSUMPTIONS

Total Residential Operating Expenses	$ 5,000	PUPY	ual Escalation	3.0%
Resident Services Fee	$ 350	PUPY		
Commercial Operating Expenses	$ -			
Replacement Reserves	$ 300	PUPY		
Debt Admin Fees - Bond Issuer, MHSA, Other	$ 4,000	Per Year		

CASH FLOW - YEARS 1-5 and 15

	2023	2024	2025	2026	2027	**2037**
Effective Gross Income	1,328,298	1,354,606	1,381,441	1,408,814	1,436,735	1,748,646
Operating Expenses	(690,000)	(710,700)	(732,021)	(753,982)	(776,601)	(1,043,687)
Services Expenses	(48,300)	(49,508)	(50,745)	(52,014)	(53,314)	(68,247)
Loan Admin Fees	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
Reserves	(41,400)	(41,400)	(41,400)	(41,400)	(41,400)	(41,400)
Net Operating Income	544,598	548,999	553,275	557,418	561,420	591,312
Debt Service Loan 1	(416,230)	(416,230)	(416,230)	(416,230)	(416,230)	(416,230)
Debt Service Loan 2	-	-	-	-	-	-
Debt Service Loan 3	(57,330)	(57,330)	(57,330)	(57,330)	(57,330)	(57,330)
Cash Flow	71,038	75,438	79,715	83,858	87,860	117,752
DCR	1.15	1.16	1.17	1.18	1.19	1.25
LP Fee	7,000	7,210	7,426	7,649	7,879	10,588
Deferred Developer Fee	64,038	68,228	72,288	76,209	79,981	-
Partnership Management Fee	0	0	0	0	0	107,164
Services Paid from Cash Flow	0	0	0	0	0	0
Residual Receipts to Lenders	0	0	0	0	0	0
Incentive Management Fee	0	0	0	0	0	0
Other						

* AHSC - STI funding is not housing eligible and is not included in the permanent sources total. Shown for illustrative purposes.
** Includes tuck-under and surface parking and photovoltaic system.

The Parcel Mammoth - Phase 1 (138 Units) - 4% AHSC

Gross Potential Income

Page Notes:

Affordability

Affordable Rent Calculations CALIFORNIA TAX CREDIT ALLOCATION COMMITTEE

TCAC Rents Effective: April 24, 2019 Projects Placed in Service on or after 04/24/2019

COUNTY: MONO RURAL STATUS: Rural

	SRO	Studio	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm
100% AMI	$1,364	$1,364	$1,462	$1,754	$2,026	$2,260

Section 8 Payment Standards and Contract Rents

Effective: N/A

Source: Stanislaus Regional Housing Authority

	SRO	Studio	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm
FMR/Pymt Standard		$955	$1,023	$1,228	$1,418	$1,582
Contract Rent		$921	$983	$1,170	$1,341	$1,582

Gross Potential Rent Calculation

Unit Type	Bedrooms Baths	Rent as % of Median	Total Number Of Units (inc MHSA, S8)	MAX GROSS Rent	Less Utility Allowance	Max Net Rents	Proposed Rents	Actual % AMI Rents	Tenant Paid Monthly Income	# OF COSR Units	# OF Section 8 Units	Per Unit Section 8 Increment	Total Monthly Section 8 Increment	TCAC TIEBREAKER Increment	Loan Limits for:
-	Studio	30%	14	$ 409	($34)	$ 375	$ 375	30%	$ 5,253		0	$ 546	$ -	$ -	
-	Studio	50%	0	$ 682	($34)	$ 648	$ 648	50%	$ -		0	$ 273	$ -	$ -	
-	Studio	60%	12	$ 818	($34)	$ 784	$ 784	60%	$ 9,413		0	$ 137	$ -	$ -	
-	Studio	80%	4	$ 1,091	($34)	$ 1,057	$ 1,057	80%	$ 4,229		0	$ (136)	$ -	$ -	
-	One Bdrm	30%	12	$ 439	($40)	$ 399	$ 399	30%	$ 4,783		0	$ 584	$ -	$ -	
-	One Bdrm	50%	18	$ 731	($40)	$ 691	$ 691	50%	$ 12,438		0	$ 292	$ -	$ -	
-	One Bdrm	60%	26	$ 877	($40)	$ 837	$ 837	60%	$ 21,767		0	$ 146	$ -	$ -	
-	One Bdrm	80%	15	$ 1,170	($40)	$ 1,130	$ 1,130	80%	$ 16,944		0	$ (147)	$ -	$ -	
-	Two Bdrm	30%	2	$ 526	($58)	$ 468	$ 468	30%	$ 936		0	$ 702	$ -	$ -	
-	Two Bdrm	50%	4	$ 877	($58)	$ 819	$ 819	50%	$ 3,276		0	$ 351	$ -	$ -	
-	Two Bdrm	60%	12	$ 1,052	($58)	$ 994	$ 994	60%	$ 11,933		0	$ 176	$ -	$ -	
-	Two Bdrm	80%	12	$ 1,403	($58)	$ 1,345	$ 1,345	80%	$ 16,142		0	$ (175)	$ -	$ -	
-	Three Bdrm	30%	1	$ 608	($77)	$ 531	$ 531	30%	$ 531		0	$ 810	$ -	$ -	
-	Three Bdrm	50%	0	$ 1,013	($77)	$ 936	$ 936	50%	$ -		0	$ 405	$ -	$ -	
-	Three Bdrm	60%	3	$ 1,216	($77)	$ 1,139	$ 1,139	60%	$ 3,416		0	$ 202	$ -	$ -	
-	Three Bdrm	80%	2	$ 1,808	($77)	$ 1,731	$ 1,731	89%	$ 3,462		0	$ (390)	$ -	$ -	
MNGR	One Bdrm	MNGR	1	$ 1,403	($77)	$ 1,326	$ -		$ -						
Subtotals			138						$ 114,523	0	0		$ -	$ -	$ -

Rent Level Mix - TCAC Affordability Table

AMI		% of total	9% score
Units <= 30% AMI	29	21.2%	20.00
Units 35%AMI	-	0.0%	-
Units 40%AMI	-	0.0%	-
Units 45% AMI	-	0.0%	-
Units 50% AMI	22	16.1%	7.50
Units 55% AMI	-	0.0%	-
Units 60% AMI	53	38.7%	
Units 80% AMI	33	24.1%	
Total Tax Credit Units	137		
Total Staff Units	1		
Total Units >80% AMI	-		
Total Units	138	Points	27.5
		10% at 30%?	2
Does not score for 9% credits		Tot Aff Pts:	29.5
Average affordability (of tax credit units)			56.9%
Average affordability (of AHSC restricted units)			50%
20% of AHSC units at ELI			21%

Unit Mix	Enter	Check Income Table
SROs	0	-
Studios	30	30
1-Bed	72	72
2-Bed	30	30
3-Bed	6	6
4-Bed	0	
Total	138	138

Total Unit Check OK

20% of units affordable and avg 50AMI or less on restricted units

AHSC Units 76%

Ok Ok

Ok

Utility Allowances

Effective Date: 1/1/2018 **Source:** Stanislaus Regional Housing Authority

Notes: Utiliy Allowance - Mono County

	Tenants Pay?	Studio	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm
Cooking: Gas						
Cooking: Electric	X	4	5	7	9	
Electric (other)	X	12	14	22	29	
Heating: Gas						
Heating: Electric	X	18	21	29	39	
Air Conditioning						
Hot Water: Gas						
Hot Water: Electric		11	13	16	20	
Water						
Sewer						
Garbage						
Other		22	32	40	49	
TOTAL		34	40	58	77	0

Additional Income and SF Calculations (Laundry, Vending, Parking, Retail)

Source of Income				Monthly Income	Comments
Add rows as needed, enter data at top of column as needed - i.e. $/SF, NNN lease, $/unit/month, $/space/Month					
Commercial Income:					
Storage		$ 15	PUPM	$ 1,377	
Parking		$ -		$ -	
Retail	Space 1	$ -		$ -	
	Space 2			$ -	
Total Commercial Income				$ 1,377	
Laundry Income		$ 5	per unit per month	$ 8,280	from debt sizing page
Subtotals				$ 9,657	

MONTHLY GROSS POTENTIAL INCOME $124,180

The Parcel Mammoth - Phase 2 (85 Units) - 9%

Prepared by: *Novin Development Corp.* *DRAFT (CONFIDENTIAL)*

PROJECT DATA

SITE, BUILDING AND UNIT DETAILS

LAND

Acreage	3.54	acres
Density	24.01	units/acre
# of Stories	3	

BUILDING

Residential	71,700	*sf*
Circulation and Common	16,040	*sf*
Commercial/Childcare	-	*sf*
Podium/Tuck-Under Garage	12,375	*sf*

PARKING

# of residential spaces	140
residential parking ratio	1.65
total # parking spaces	140

UNIT MIX AND AFFORDABILITY

Unit Type	# Units	Average Rent
Studios/SRO	12	**466**
1-Bedroom	24	**644**
2-Bedroom	27	**851**
3-Bedroom	22	**1,079**
4-Bedroom	0	-
Total Unit Count	**85**	
Average Affordability		*49.5%*

SCHEDULE

MILESTONE	ESTIMATE	NOTE
Feasibility/due-diligence	10/1/2019	started
Acquisition	6/1/2020	Option Agmt
Entitlement	5/31/2021	12 months
Funding Committed	3/31/2023	
Tax Credit Award	6/19/2023	2nd Rd Comp
Construction Start	7/31/2023	
Construction Complete	1/31/2025	18 months
100% Occupied	4/30/2025	3 months
Permanent Conversion	5/31/2025	1 month
PIS Package	6/30/2025	1 month
8609s	8/30/2025	2 months

Resident Services Scope and Staffing

Service Coordinator 0.25 FTE
Licensed Child Care 20+ hours/week

SOURCES AND USES

CONSTRUCTION SOURCES			per unit
Construction Loan	$	31,871,625	374,960
Town of Mammoth - Offsite Infrastructure (STIP	$	294,531	3,465
Town of Mammoth - Waived Impact Fees	$	351,553	4,136
HOME	$	2,200,000	25,882
Town of Mammoth - Site Infrastructure (STIP)	$	1,462,602	17,207
Other Source	$	-	-
Deferred Developer Fee	$	-	-
LP and GP Equity	$	5,045,900	59,364
total	$	41,226,211	$ 485,014

PERMANENT SOURCES			per unit
Amortizing Perm Loan, Tranche A	$	3,986,800	46,904
Amortizing Perm Loan, Tranche B	$	-	-
Town of Mammoth - Offsite Infrastructure (STIP	$	294,531	3,465
Town of Mammoth - Waived Impact Fees	$	351,553	4,136
AHP	$	850,000	10,000
Town of Mammoth - Site Infrastructure (STIP)	$	1,462,602	17,207
HOME	$	2,200,000	25,882
Deferred Developer Fee	$	-	-
Tax Credit Investor Proceeds	$	25,229,500	296,818
GP Equity	$	-	-
$ -	$	-	-
total	**$**	**34,374,986**	**$ 404,412**

PERMANENT USES

ACQUISITION		total	per unit	per SF
Land	$	1	$ 0	$ 0
Other Acquisition Costs	$	50,000	$ 588	$ 1
Total Acquisition Costs	$	*50,001*		$ 1
HARD COSTS				
* Resid. Site Work and Structures	$	23,562,483	$ 277,206	$ 256
Commercial Costs	$	-	$ -	$ -
Prevailing Wage Premium (20%)	$	4,712,497	$ 55,441	$ 51
Cost Escalation Contingency (5%)	$	1,178,124	$ 13,860	$ 13
Overhead & Profit/GC/Ins. Bond	$	3,828,903	$ 45,046	$ 42
Owner Contingency	$	736,328	$ 8,663	$ 8
Total Hard Costs	$	*34,018,335*	*400,216*	$ 370
SOFT COSTS				
Architecture and Engineering	$	1,510,000	$ 17,765	$ 16
Construction Loan interest and fees	$	2,007,303	$ 23,615	$ 22
Permanent Financing	$	189,868	$ 2,234	$ 2
Legal Fees	$	525,000	$ 6,176	$ 6
Reserves	$	250,566	$ 2,948	$ 3
Permits and Fees	$	1,161,795	$ 13,668	$ 13
Other Soft Costs	$	2,266,769	$ 26,668	$ 25
Relocation	$	-		
Developer Fee	$	1,400,000	$ 16,471	$ 15
Total Soft Costs	$	*9,311,301*	*109,545*	$ *101*
TOTAL DEVELOPMENT COSTS	**$**	**43,379,637**	$ 510,349	$ 472
SURPLUS / (GAP)	$	(9,004,651)	$ (105,937)	

FINANCING ASSUMPTIONS

Debt Coverage Ratio	1.15
Construction Underwriting Rate	4.89%
Permanent Interest Rate	4.75%
Perm Loan Amortization	35

DEVELOPER FEE

15% of TDC	*$6,296,946*
Total Fee	**$1,400,000**
Deferred Amount	$0
GP Equity	$0

TAX CREDIT ASSUMPTIONS

9% CREDIT COMPETITIVENESS		
Tiebreaker	2018 / 2019	45.23% / 47.31%
Set-Aside	Rural	
Geographic Region	Rural	
Project Type	Family	

CREDIT AND EQUITY ASSUMPTIONS	
Price	1.00
130% Basis Boost?	Yes
100% Tax Credit Eligible?	Yes
Acquisition Credits?	No

HARD COST ASSUMPTIONS

Feasibility (no detailed square footages or pricing available)

OPERATING AND SERVICES EXPENSE ASSUMPTIONS

Total Residential Operating Expenses	$ 5,400	PUPY	ıal Escalation	3.0%
Resident Services Fee	$ 350	PUPY		
Commercial Operating Expenses	$ -			
Replacement Reserves	$ 300	PUPY		
Debt Admin Fees - Bond Issuer, MHSA, Other	$ -			

CASH FLOW - YEARS 1-5 and 15

	2025	2026	2027	2028	2029	**2039**
Effective Gross Income	787,320	802,967	818,929	835,210	851,819	1,037,377
Operating Expenses	(459,000)	(472,770)	(486,953)	(501,562)	(516,609)	(694,279)
Services Expenses	(29,750)	(30,494)	(31,256)	(32,037)	(32,838)	(42,036)
Loan Admin Fees	-	-	-	-	-	-
Reserves	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)	(25,500)
Net Operating Income	273,070	274,204	275,220	276,111	276,872	275,562
Debt Service Loan 1	(233,877)	(233,877)	(233,877)	(233,877)	(233,877)	(233,877)
Debt Service Loan 2	-	-	-	-	-	-
Debt Service Loan 3	(3,570)	(3,570)	(3,570)	(3,570)	(3,570)	(3,570)
Cash Flow	35,623	36,757	37,773	38,664	39,425	38,115
DCR	1.15	1.15	1.16	1.16	1.17	1.16
LP Fee	7,000	7,210	7,426	7,649	7,879	10,588
Deferred Developer Fee	0	0	0	0	0	-
Partnership Management Fee	25,000	25,750	26,523	27,318	28,138	27,527
Services Paid from Cash Flow	0	0	0	0	0	0
Residual Receipts to Lenders	0	0	0	0	0	0
Incentive Management Fee	3,623	3,797	3,824	3,697	3,408	0
Other						

* Includes tuck-under and surface parking and photovoltaic system.

The Parcel Mammoth - Phase 2 (85 Units) - 9%

Gross Potential Income

Page Notes:

Affordability

Affordable Rent Calculations CALIFORNIA TAX CREDIT ALLOCATION COMMITTEE

TCAC Rents Effective: April 24, 2019 Projects Placed in Service on or after 04/24/2019

COUNTY: MONO RURAL STATUS: Rural

	SRO	Studio	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm
100% AMI	$1,364	$1,364	$1,462	$1,754	$2,026	$2,260

Section 8 Payment Standards and Contract Rents

Effective: N/A

Source: Stanislaus Regional Housing Authority

	SRO	Studio	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm
FMR/Pymt Standard		$955	$1,023	$1,228	$1,418	$1,582
Contract Rent		$921	$983	$1,170	$1,341	$1,582

Gross Potential Rent Calculation

Unit Type	Bedrooms Baths	Rent as % of Median	Total Number Of Units (inc MHSA, S8)	MAX GROSS Rent	Less Utility Allowance	Max Net Rents	Proposed Rents	Actual % AMI Rents	Tenant Paid Monthly Income	# OF COSR Units	# OF Section 8 Units	Per Unit Section 8 Increment	Total Monthly Section 8 Increment	TCAC TIEBREAKER Increment	Loan Limits for:
-	Studio	30%	8	$ 409	($34)	$ 375	$ 375	30%	$ 3,002		0	$ 546	$ -	$ -	
-	Studio	50%	4	$ 682	($34)	$ 648	$ 648	50%	$ 2,592		0	$ 273	$ -	$ -	
-	Studio	60%	0	$ 818	($34)	$ 784	$ 784	60%	$ -		0	$ 137	$ -	$ -	
-	Studio	80%	0	$ 1,091	($34)	$ 1,057	$ 1,057	80%	$ -		0	$ (136)	$ -	$ -	
-	One Bdrm	30%	6	$ 439	($40)	$ 399	$ 399	30%	$ 2,392		0	$ 584	$ -	$ -	
-	One Bdrm	50%	14	$ 731	($40)	$ 691	$ 691	50%	$ 9,674		0	$ 292	$ -	$ -	
-	One Bdrm	60%	0	$ 877	($40)	$ 837	$ 837	60%	$ -		0	$ 146	$ -	$ -	
-	One Bdrm	80%	3	$ 1,170	($40)	$ 1,130	$ 1,130	80%	$ 3,389		0	$ (147)	$ -	$ -	
-	Two Bdrm	30%	8	$ 526	($58)	$ 468	$ 468	30%	$ 3,746		0	$ 702	$ -	$ -	
-	Two Bdrm	50%	12	$ 877	($58)	$ 819	$ 819	50%	$ 9,828		0	$ 351	$ -	$ -	
-	Two Bdrm	60%	0	$ 1,052	($58)	$ 994	$ 994	60%	$ -		0	$ 176	$ -	$ -	
-	Two Bdrm	80%	7	$ 1,403	($58)	$ 1,345	$ 1,345	80%	$ 9,416		0	$ (175)	$ -	$ -	
-	Three Bdrm	30%	4	$ 608	($77)	$ 531	$ 531	30%	$ 2,123		0	$ 810	$ -	$ -	
-	Three Bdrm	50%	12	$ 1,013	($77)	$ 936	$ 936	50%	$ 11,232		0	$ 405	$ -	$ -	
-	Three Bdrm	60%	0	$ 1,216	($77)	$ 1,139	$ 1,139	60%	$ -		0	$ 202	$ -	$ -	
-	Three Bdrm	80%	6	$ 1,808	($77)	$ 1,731	$ 1,731	89%	$ 10,386		0	$ (390)	$ -	$ -	
MNGR	One Bdrm	MNGR	1	$ 1,403	($77)	$ 1,326	$ -		$ -						
Subtotals			85						$ 67,779	0	0		$ -	$ -	$ -

Rent Level Mix - TCAC Affordability Table

AMI		% of total	9% score
Units <= 30% AMI	26	31.0%	25.00
Units 35%AMI	-	0.0%	-
Units 40%AMI	-	0.0%	-
Units 45% AMI	-	0.0%	-
Units 50% AMI	42	50.0%	25.00
Units 55% AMI	-	0.0%	-
Units 60% AMI	-	0.0%	
Units 80% AMI	16	19.0%	
Total Tax Credit Units	84		
Total Staff Units	1		
Total Units >80% AMI	-		
Total Units	85	Points	50.0
		10% at 30%?	2
OK for Scoring		Tot Aff Pts:	52.0
Average affordability (of tax credit units)			49.5%
Average affordability (of AHSC restricted units)			NA

Unit Mix	Enter	Check Income Table
SROs	0	-
Studios	12	12
1-Bed	24	24
2-Bed	27	27
3-Bed	22	22
4-Bed	0	
Total	85	85

Total Unit Check: OK

Utility Allowances

Effective Date: 1/1/2018 Source: Stanislaus Regional Housing Authority

Notes: Utiliy Allowance - Mono County

	Tenants Pay?	Studio	One Bdrm	Two Bdrm	Three Bdrm	Four Bdrm
Cooking: Gas						
Cooking: Electric	X	4	5	7	9	
Electric (other)	X	12	14	22	29	
Heating: Gas						
Heating: Electric	X	18	21	29	39	
Air Conditioning						
Hot Water: Gas						
Hot Water: Electric		11	13	16	20	
Water						
Sewer						
Garbage						
Other		22	32	40	49	
TOTAL		34	40	58	77	0

Additional Income and SF Calculations (Laundry, Vending, Parking, Retail)

Source of Income					Monthly Income	Comments
Add rows as needed, enter data at top of column as needed - i.e. $/SF, NNN lease, $/unit/month, $/space/Month						
Commercial Income:						
Storage		$ 15	PUPM	50% Utilization Rate	$ 638	
Parking		$ -			$ -	
Retail	Space 1	$ -			$ -	
	Space 2				$ -	
Total Commercial Income					*$ 638*	
Laundry Income		$ 8	per unit per month		$ 8,160	from debt sizing page
Subtotals					$ 8,798	

MONTHLY GROSS POTENTIAL INCOME $76,577