

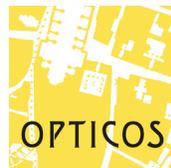
# Preferred Conceptual Land Use Plan

## The Parcel

Prepared for:



Prepared by:



Public Review Draft  
November 2019

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## 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

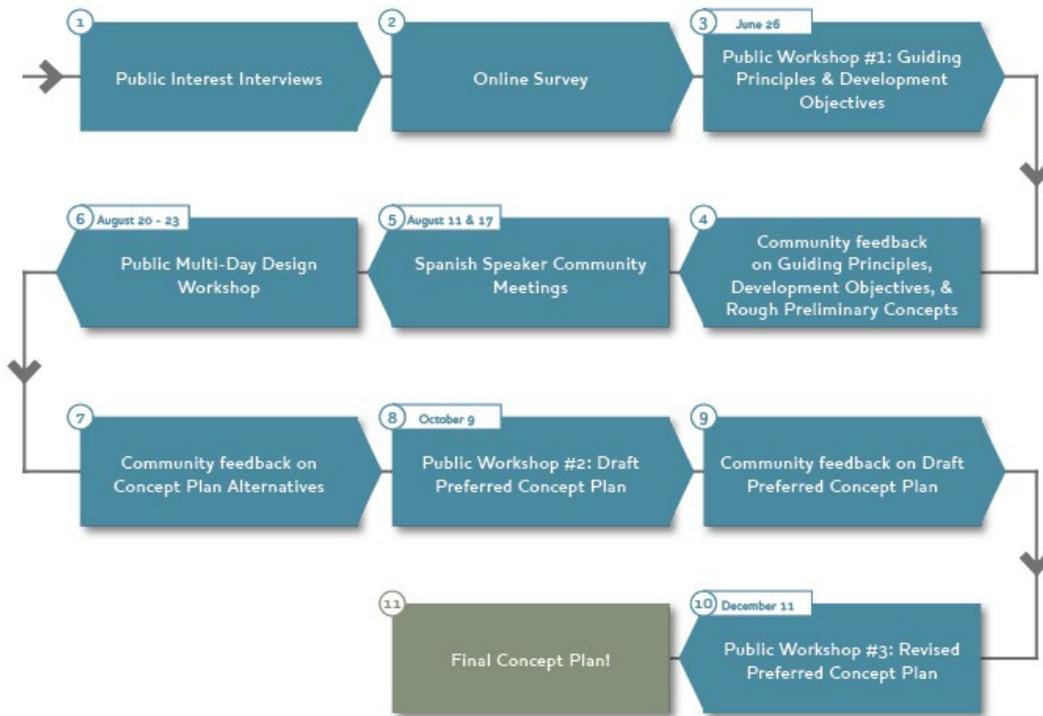


Table 1: Plan The Parcel Public Engagement Opportunities

Joint Town Council and Planning and Economic Development Commission Workshops	<ul style="list-style-type: none"> <li>• Workshop 1: June 26, 2019</li> <li>• Workshop 2: October 9, 2019</li> <li>• Workshop 3: December 11, 2019</li> </ul>
Multi-Day Design Workshop	<ul style="list-style-type: none"> <li>• August 20 – 23, 2019</li> <li>• Presentations on Facebook live</li> </ul>
Community Meetings	<ul style="list-style-type: none"> <li>• Spanish Community Meeting 1: August 11, 2019</li> <li>• Spanish Community Meeting 2: August 17, 2019</li> </ul>

**Table 1: Plan The Parcel Public Engagement Opportunities**

Monthly Updates at Public Meetings	<ul style="list-style-type: none"> <li>• Town Council</li> <li>• Mammoth Lakes Housing, Inc. Board</li> <li>• Planning and Economic Development Commission</li> </ul>
Local Organization Meetings	<ul style="list-style-type: none"> <li>• Rotary: July 25, 2019</li> <li>• Mammoth Voices: August 1, 2019</li> <li>• Contractors Association: September 12, 2019</li> </ul>
Information Tables at Local Events	<ul style="list-style-type: none"> <li>• Mammoth Creek Park: July 4, 2019</li> <li>• Men's Softball League: July 22, 2019</li> <li>• VillageFest: July 26, 2019</li> <li>• Firefighter's Foundation Picnic: July 28, 2019</li> </ul>
Public Interest Interviews	<ul style="list-style-type: none"> <li>• Interviews Day 1: May 7, 2019</li> <li>• Interviews Day 2: May 8, 2019</li> </ul>
Engage Mammoth Lakes (online)	<ul style="list-style-type: none"> <li>• Survey 1 (Conceptual Land Use Planning): June 2019</li> <li>• Survey 2 (Development Objectives): August 2019</li> <li>• Map Your Comments: August 2019</li> <li>• Survey 3 (Design Ideas for Housing at The Parcel): August 2019</li> <li>• Survey 4 (Design Alternatives): September 2019</li> <li>• Survey 5 (Preferred Plan): November/December 2019</li> </ul>
Social Media	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• Instagram</li> </ul>

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).

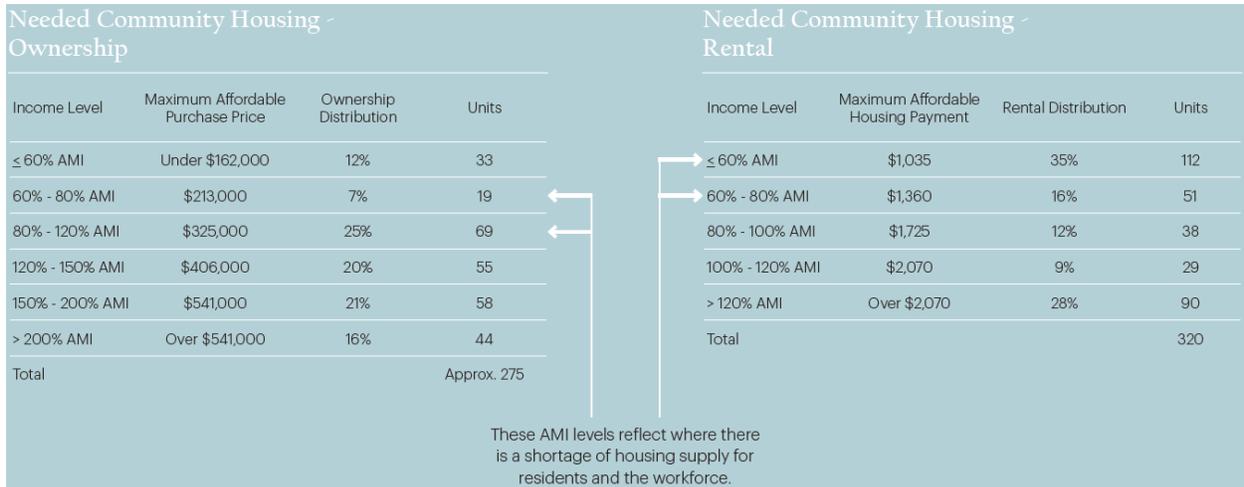
Table 3: CHAP Timeline of Priority Tools: Development Actions for The Parcel (Shady Rest)

Development Actions for The Parcel *	2018				2019				2020				2021	2022	2023	2024	2025
	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**



### 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.

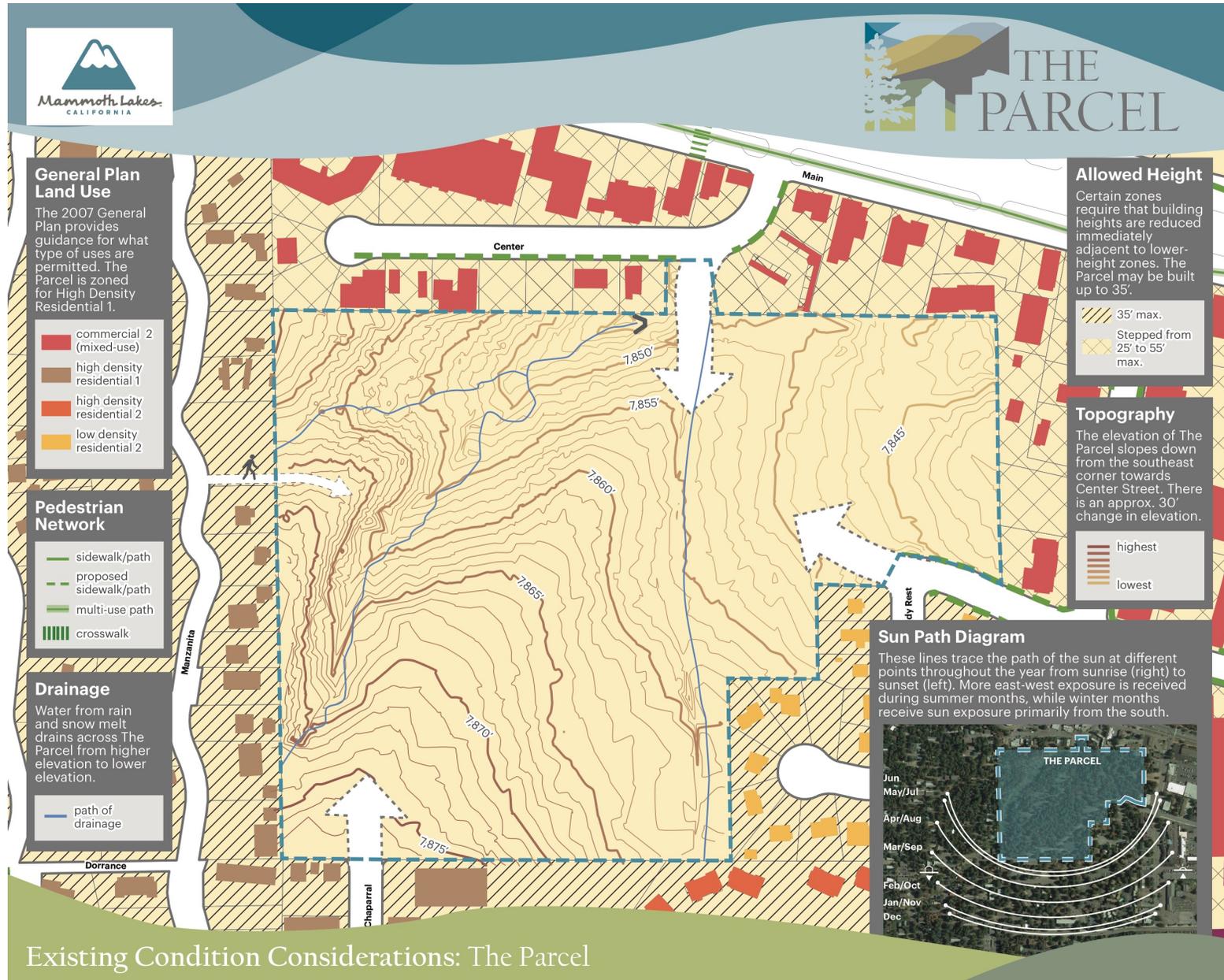
Resilient Mammoth Lakes included an Adaptation Strategy and updates to the General Plan Safety Element and Housing Element. The updated Housing Element includes an action to build housing on The Parcel during the housing element planning period (2019-2027). A specific State requirement for housing elements 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.



Existing Condition Considerations: Context Around 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 ( $\leq$  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)

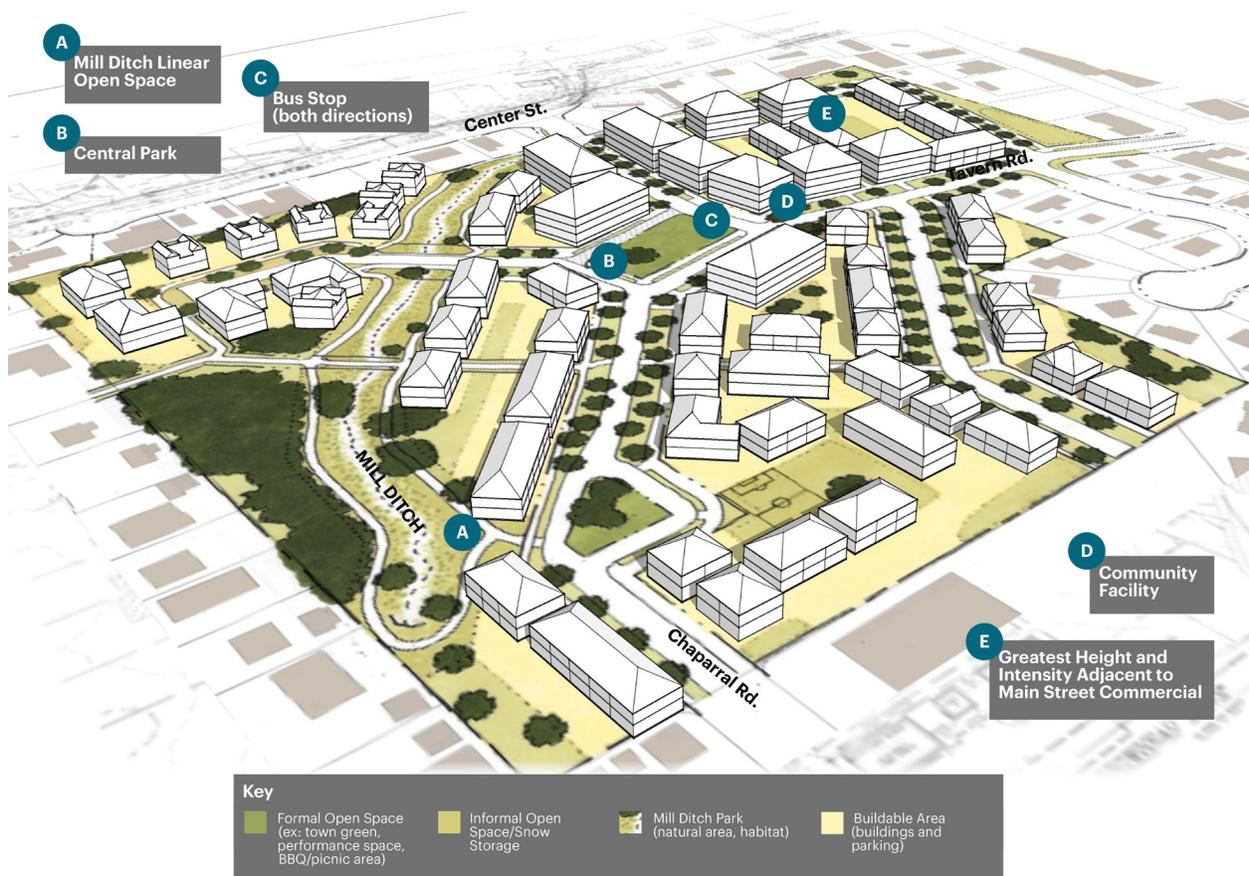


Figure 4: Preferred Plan (2D Plan)



## 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.

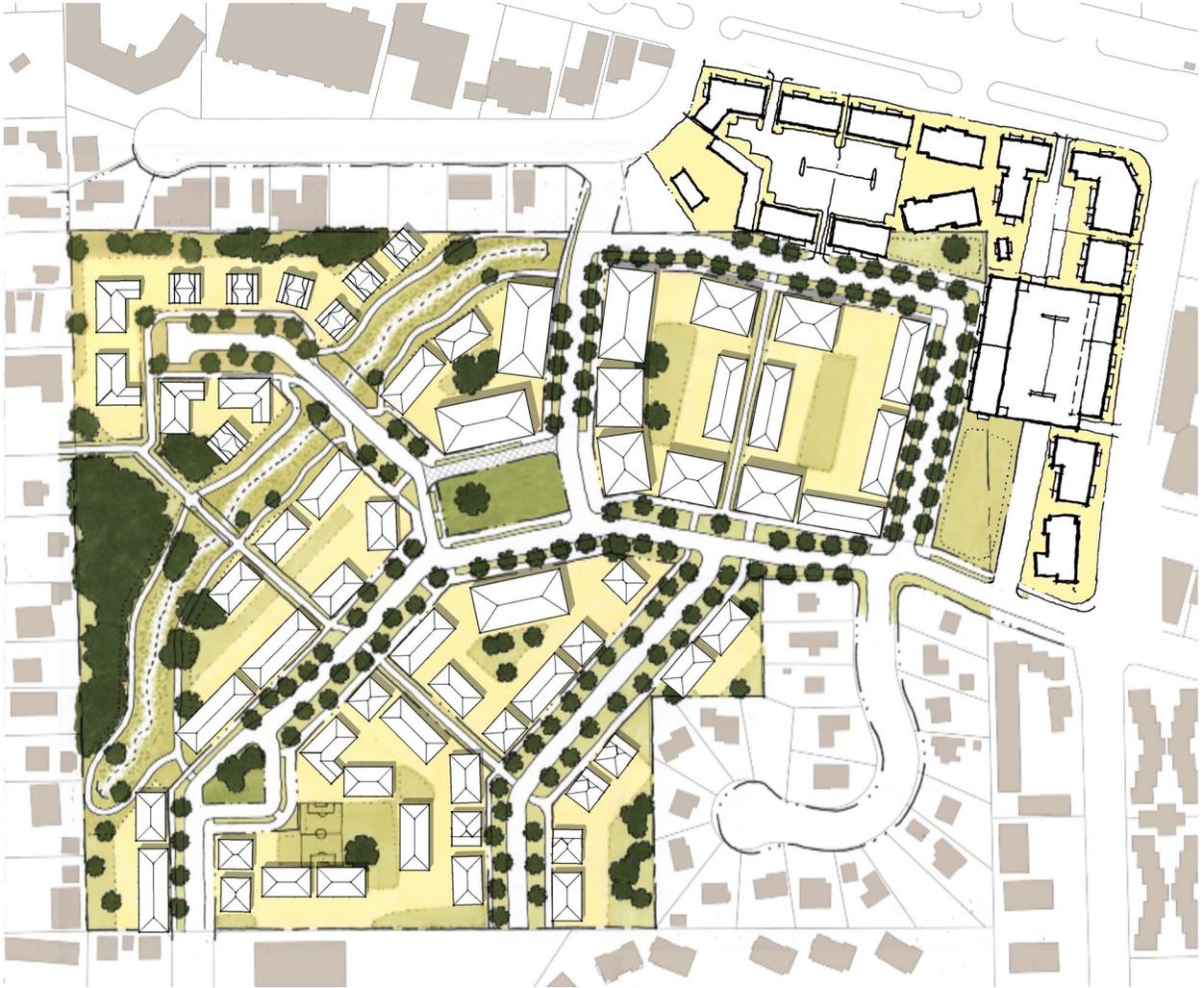
Most people are willing to walk between  $\frac{1}{4}$  and  $\frac{1}{2}$  of a mile to reach their destination. To keep distances within this range, a street network that supports relatively frequent intersections and provides a variety of different routes is included to make walking and riding bikes 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.

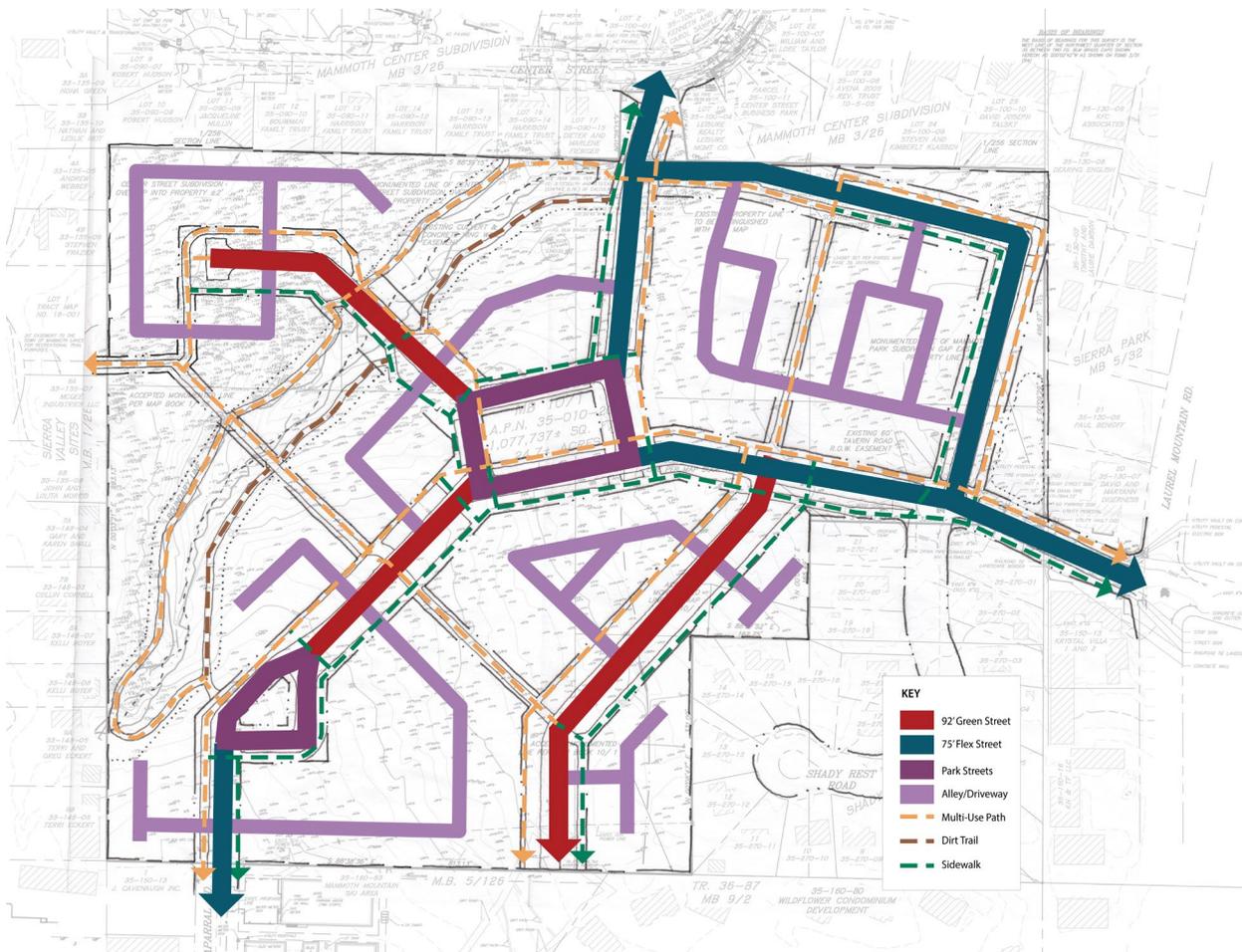
All street designs include:

- 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.

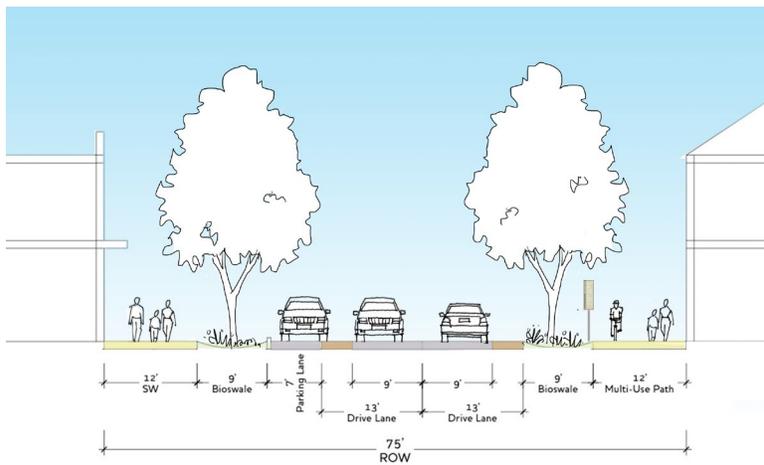
Figure 8: Street Type Framework



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

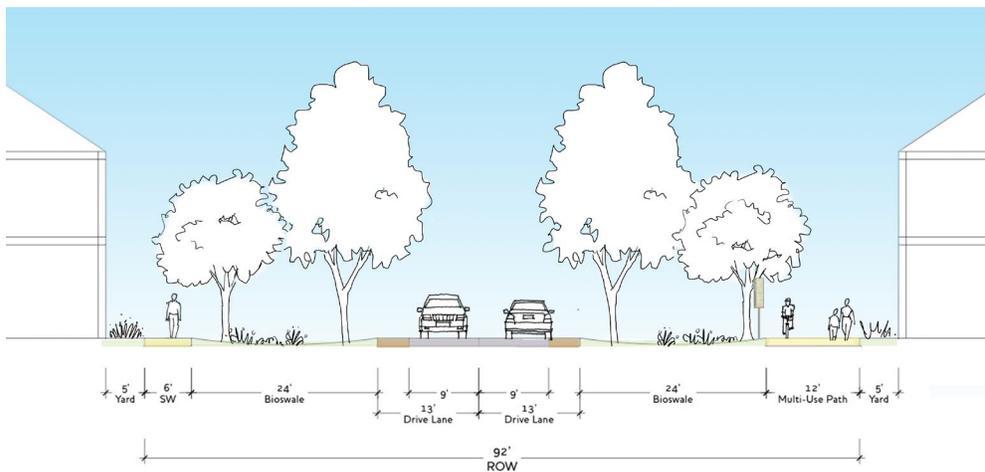
Figure 9: 75' R.O.W. "Flex Street"



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)

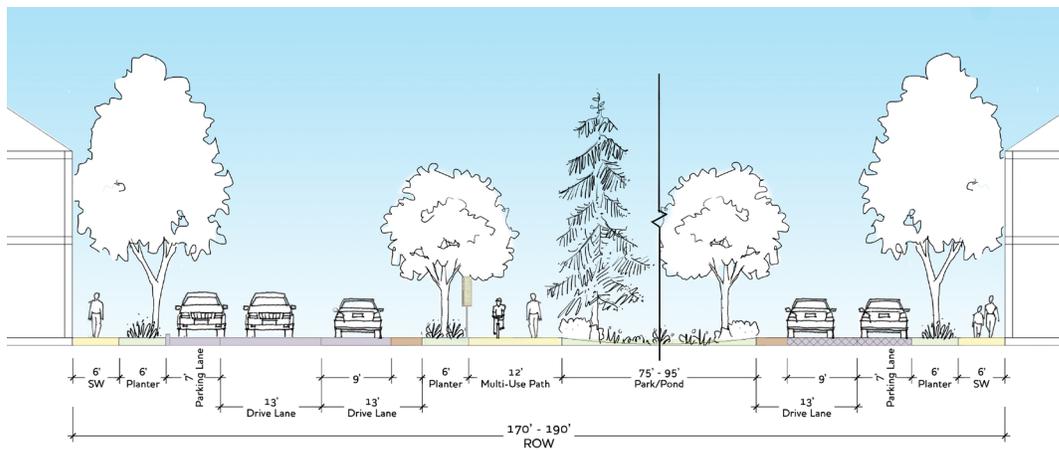
Figure 10: 92' R.O.W. "Green Street with Multi-Use Path and Sidewalk"



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

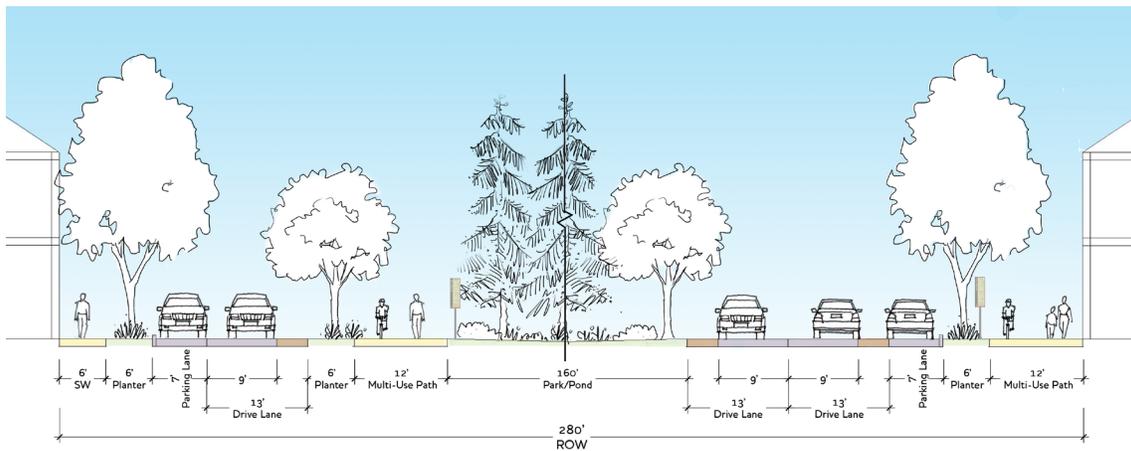
Figure II: 170-190' R.O.W. "Park Street" (looking west)



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

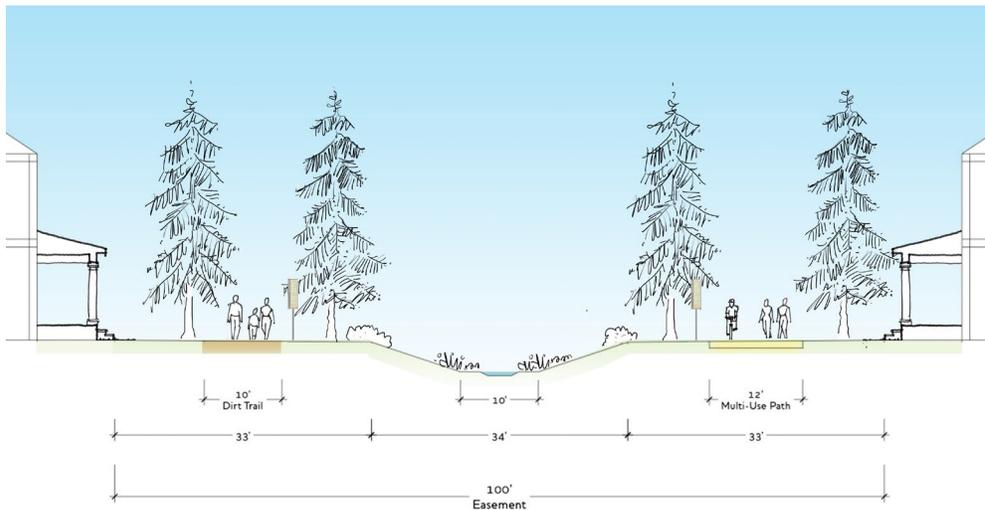
Figure 12: 280' R.O.W. "Park Street" (looking north)



### 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

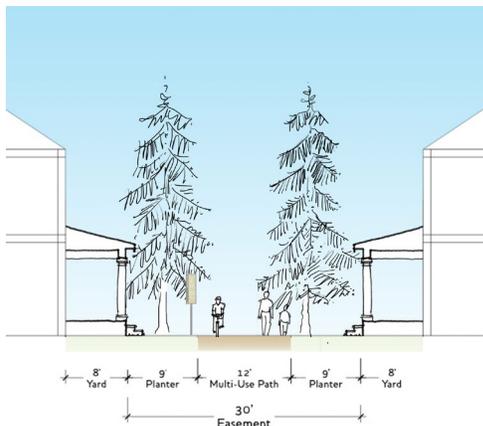
Figure 13: 100' Easement "Mill Ditch"



### 30' Easement "Multi-Use Path"

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

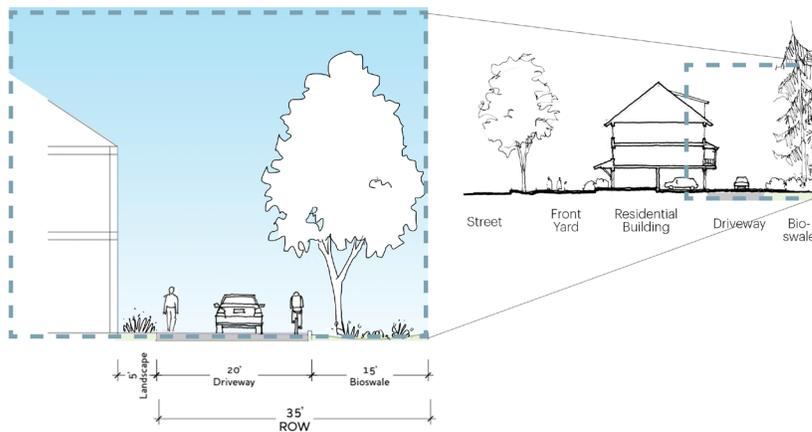
Figure 14: 30' Easement "Multi-Use Path"



### 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<sup>1</sup>). 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.

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<sup>1</sup> 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

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

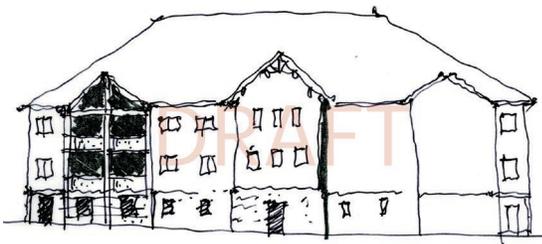
Figure 20: Housing Type – Large Townhouse



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

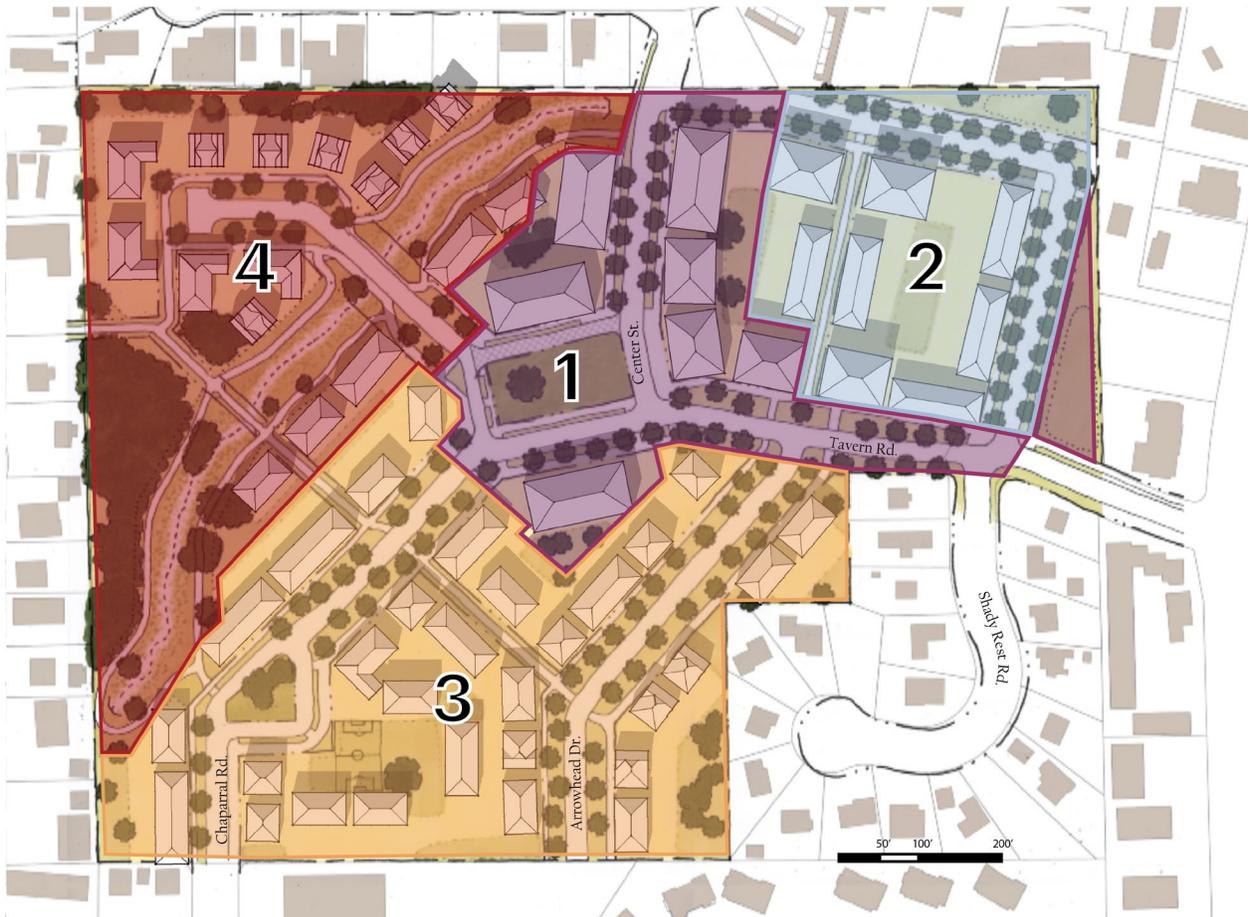
A feasibility analysis was conducted to ensure the preferred plan is grounded in reality. The analysis was based on conditions and assumption at the time of preferred plan development and does not limit future developers to the assumptions or funding strategies applied. The analysis and assumptions are 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
<b>Total</b>	<b>138</b>	<b>85</b>	<b>136</b>	<b>84</b>	<b>443</b>

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
<b>1 Retain a Developer(s)</b>		
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
<b>2 Outline Timeline with Key Funding Milestones</b>		
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
<b>3 Explore Funding Options</b>		
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
<b>4 Refine Phasing Plan</b>		
4.A Work with developer(s) to determine refined phasing plan.	Short/Ongoing	Town/Developer
<b>5 Refine Mobility Details</b>		
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
<b>6 Address Ownership Considerations</b>		
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
<b>7 Conduct Regulatory Amendments and CEQA</b>		
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
<b>8 Other</b>		
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
<b>Legend:</b>		
Short = January – June 2020		
Medium = June – December 2020		
Long = 2021		