

Single Family Home Focus Group Notes

Meeting with Staff 10/25/12

Top Areas to research or discuss:

- Zoning vs. General Plan
- CCR restrictions in all areas (or areas proposed)
- Demand
- Enforcement
- Research (what are we missing)
- Guest Experience
- Community Impact
- Legality/Liabilities
- TOT projections vs. displacement of TOT
- Community comparison (that truly is comparable to Mammoth Lakes)
- PAOT (People at one time)
- DIF – what is cost in proposed areas

Pro/Con Comparison Single Family Homes

From VHR Page

- Contentious
- Zoning change
- Legalizing will not ruin neighborhoods
- Resort areas only
- Allowing will not dilute the market
- Report/study October 18, 2012
- There is a need for a different product
- Comparisons of other communities that have embraced this option

From Mammoth Neighborhoods

- Contentious
- General Plan Change
- Concern for neighborhoods (all neighborhoods)
- How can we choose where?
- Fear of 34% occupancy currently and diluting market through displaced TOT
- 2006 USB analysis
- 2011 Community Development Report
- Is there a demand for different product?
- Is there truly another resort town comparison that is similar to Mammoth Lakes?

Questions:

- Is there sufficient demand to warrant a change at this time?
- What does this do to resident's quality of life?
- What would this do to the guest's experience?
- What resources do we have to enforce and force people to legally participate that are not already?
- True bed base vs. quality?
- How do we compare in "types and ratings" to our competitive markets?
- HOA – current guidelines for occupancy limits for financing. Ever changing and harder to get refinance loans or purchase loans with delinquent owners and/or town occupancy levels – displaced income will make this more difficult than it is now
- How many would pass the inspection to a commercial standard? Do we have the staff in fire to do this – liability?
- Liability of those that bought purposefully in a non zoned area?
- Of the competitive towns, how many have similar number of full time residents?
- How does this affect "People at one time" today and in future (occupancy and blight)?
- DIF paid for by commercial properties, supporting infrastructure for increased usage and need; how will this be identified and paid for?
- Can we obtain CCR's for all zones in town to see where this could be allowed? Verification of CCRs in all zones – zones proposed

Research

October 2012 Study

- Revenue Opportunity
- Town wide or specific areas
- CCR's allow quality of life to remain
- Regulates what is already happening; provides mechanism for enforcement
- Competing resorts
- Variety of housing options
- Vail: housing averages per guest not in line with Mammoth numbers

Economic & Planning 2011

- Population 8,234
- Approx 2,700 households:
 - 30% of housing is permanent residents
 - 40% are second homes
 - 30% transient rentals
- Approx 1,200 hotel rooms
 - Mix of economy and limited service for hotels
- Mammoth's occupancy rate trials other resorts
 - Summer/winter high numbers due to events and festivals, national draw during off seasons, non skier visits higher year round

MCSB "white paper" 2006

- Analysis of General plan and population forecasts
- Number of residents, visitors, workers on typical busy weekend is 38,000
- 75% of these are skiing on a busy weekend (approx equal to comfortable carrying capacity of the ski area 22,500)
- This "comfortable number to stay constant for next 20 years, demand to be regulated through pricing (tickets, etc)"
- The mountain and community are maxed on winter busy weekends
- 40% occupancy rates for consecutive years (average)
- Community: the challenge with change is "will change will make things better?"
- Summer visitors are lower income based, much inventory sits empty
- Huge amounts of excess inventory in fall and spring
- Do not have the ability to entertain that amount of people- one entity "Mountain"
- Future success is dependent on consensus and cooperation.

Dest. Resort Econ Dev update 3-2012

- Our 3- year Strategic & Operational Plan
 - Partnership, people, place and positioning
 - Improve overall quality of life
 - Serve the needs of local residents
 - Offer family and neighborhood life
- Base decisions on triple bottom line: economic development, land use planning, mobility, community design and place making (one of these will not support decision of what is best for town)
- Economic Recovery Plan – enforcement, increase visitation, ADR and RevPar

Enforcement Concerns:

- Staffing
- Momentum of TOT enforcement group
- Lodging participation to get things off the ground
- Police cuts/fire inspection process
- Opening door to triple work load without foundation and full Basic.Gov program support
- Analysis; if we hire three full time people (ie: Big Bear) to do enforcements, what type of money can we raise the first year with continued efforts?
- Much time spent on educating our inventory with recent efforts, analysis of time spent on individuals enforcement?
- Can we keep up and keep the complaints down?
- Is our current foundation sufficient?
- CCRs – what areas have them and can we get copies to see where this can be allowed vs. proposed areas

Demand/Occupancy

- 34% average annually?
- Studies and surveys to show we are not meeting demand of our tourists?
- How long have we been at 30-40% occupancy average?
- With VRBO, Craigslist, etc. ADR has dropped significantly
- Price wars result in lower TOT
- Current inventory includes luxury condos (sleep 10 or more), townhomes, etc that have high vacancy rates
- Where is demand issue coming from?
- Pipeline projects – how many beds? When? Where do they fit into existing inventory?
- Rating our inventory? How, participation is less than normal as many higher up position are working desk due to low TOT and low ADR

Community Impact

Neighborhoods

- Parking
- Trash – bear issues
- Noise
- Liability with near by properties
- “Not knowing neighbors” safety concerns
- Enforcement – who do they call
- Changing character of neighborhoods
- Quality of life
- Those that purchased because it was not zoned –legality?
- Affecting those that work early with late arrivals, etc / typically different schedules for residents vs. vacationing guests
- How do we get our guests to understand the guidelines of living in a resort town and our policies
- Liability
- Property values
- ADR/RevPar
- Neighbor vs. Neighbor

Impact on Services

- Close to max occupancy for industry and entertaining
- One grocery store
- Parking
- Trash
- Police
- Transportation
- Enforcement
- Inspection process
- Tires/chains
- Shoveling
- Vendors – who approves work without management or local contact available?

Guest Experience

- 24- hour contact – legal and local
- Use of legal support companies – cleaning, plumbing, etc.
- Who do guests call with issues?
- Police for complaints
- 1st time visitors who do not know Mammoth – where is Vons, knowledge of town policies, what to do on non ski days, goal of keeping guests here longer.
- Snow removal
- Extra vehicles
- Trash and recycling capabilities
- Lock outs
- Maintenance issues
- Too many people at one time; guest experience on mountain or in grocery store
- Marketing to bring them back – individuals listing on one forum (VRBO) not marketing the town

Statements

(from General Plan)

“The values of the community also encompass making decisions that benefit the community’s social, natural and economic capital- the triple bottom line”. “Decisions that enhance all three aspects provide the greatest benefit; decisions that improve or conserve two forms without diminishing the third are also ideal. Decisions that only benefit one and decrease the other two forms are undesirable for our community”

Mammoth Lakes will be a well-planned cohesive community. Exceptional quality in design will be achieved by identifying and protecting distinct neighborhoods and districts. Resort nodes shall be integrated into our community.

Community Character.

Protection of the character and quality of life of stable residential neighborhoods is paramount.

Lodging

Visitor accommodations such as hotels and motels, available for transient visitor use and not usable for permanent residency. Lodging facilities have an on-site front desk and service available 24 hours a day.

Neighborhood

A part of town defined by distinct characteristics and boundaries and considered as familiar territory by its residents.

SFH Focus Group Proposed

- SFTR Committee/Stakeholders Group
 - Use existing zoning code users group
 - Add 2 people from each side of the issue to team
 - Keep it under 9 people
 - Work with Planning Commission and ultimately Council (by direction of council) on recommendations and timing
- Information Sharing & Communication
 - Web page on town site that holds documents, studies, reports, links to both websites, etc.
 - Public interest notifications and updates
 - Public meetings for those that are interested to attend and listen
 - Press release after the 11/7 workshop so that public is aware, perhaps a newspaper article once we know direction from council