



Mammoth Lakes Community Housing Summit
**“Finding Five Immediate Solutions from
the Community Housing Action Plan”**

PowerPoint Presentations

Wendy Sullivan - *WSW Consulting*

Saturday November 3, 2018 - 1:00 PM



“Finding Five Immediate Solutions from the Community Housing Action Plan”

Presenters: Stacy Corless, Mono County Supervisor

Facilitators: Steve Frisch, Wendy Sullivan

Objective: Status of Community Housing Action Plan

November 3, 2018



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

Community Housing Action Plan

ACTION STRATEGIES REVIEW

Presented by:

Wendy Sullivan

Recommended Strategies

Strategies – actionable tasks unique to Mammoth Lakes

Action Planning Recommendations

*A Silver Bullet does not exist – many strategies
are needed*

Adopt a balanced approach

Build upon what has already been done

Community Housing Action Plan Strategies



Action Strategies: Open House Priorities 2017

Highest priority:

- STR Conversion to long term rentals
- Home buyer and Renter Assistance programs
- Development – particularly Shady Rest

TASK FOR TODAY:

Are these still areas of concern?

Are we on the right track or have priorities shifted?

Action Strategies: In Process

Tool	Definition	Type	Proposed Actions
Land Acquisition/Development – The Parcel	Acquiring land through purchase or trade for eventual housing development when specific project not known.	Land	<ul style="list-style-type: none">• Await outcome of The Parcel discussions• Pursue master planning process of The Parcel, if applicable
Dedicated Local Tax	Sales, property, lodging, real estate transfer, excise tax can be dedicated sources for community housing efforts.	Funding	<ul style="list-style-type: none">• 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.• Explore other options: STR excise, STR linkage fee for housing, sales tax, vacant home tax...

Action Strategies:

7 Others identified for 2018

Tool	Definition	Type	Proposed Actions
Homebuyer Assistance*	Down payment assistance of grants or second mortgages for qualified buyers.	Program	<ul style="list-style-type: none">• 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	Grants/loans for first month rent/ deposit or rent ongoing. Loans may be low- or no-interest.	Program	<ul style="list-style-type: none">• 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.

Action Strategies:

7 Others identified for 2018

Tool	Definition	Rank	Proposed Actions
EAH - Tenant/ land-lord matching	Employer support: help match employees to available housing	PPP	<ul style="list-style-type: none"> • Expand Chamber’s job hub to also link employees to housing opportunities • Reach out to employers to understand needs, unit availability, and build pool of employee-tenants
Accessory (Secondary) Dwellings* (ADUs)	A second smaller home sharing a lot with a single-family or townhome residence. Some examples of ADUs include an apartment over a garage, a tiny house in the backyard, or a basement apartment.	Incentive	<ul style="list-style-type: none"> • Increase community awareness of ability to do ADUs • Incentivize with Town funding, pre-approved plans, or pre-fab units in exchange for commitment to rent long term • Ensure adequate resources for rent-agreement enforcement • Explore variances (e.g. side yard setbacks) to make it easier to fit ADUs on some lots • Establish a goal for a desired number of ADUs to be built

Action Strategies:

7 Others identified for 2018

Tool	Definition	Type	Proposed Actions
Roommate matching for second homeowners	Increase occupancy of vacant/second home units by marketing and linking roommates to second homeowners.	STR (conversion, etc)	<ul style="list-style-type: none"> • Outreach to educate homeowners of program • Website/database management of roommates and interested homeowners (can link with Property Mgt Program, above)
Land Acquisition/ Development – MMSA Lodestar	Acquiring land through purchase or trade for eventual housing development when specific project not known.	Land	<ul style="list-style-type: none"> • Discuss Load Star Parcel with MMSA

Action Strategies:

7 Others identified for 2018

Tool	Definition	Type	Proposed Actions
Zoning for Affordability*	Ensure that local regulations increase the supply and diversity of housing choices for community residents, such as allowing small lots for modest/tiny houses, live/work opportunities, and multi-family housing by-right.	Incentive	<ul style="list-style-type: none">• Explore Community Housing Overlay District that provides a package of incentives (fast track, fee waiver, density bonus, parking, etc.) for developers to build community housing in priority areas.• Allow more housing options in the IP zone (Mammoth Lakes Foundation land)• Explore expansion of RMF-1 zone (multi-family zone that prohibits short term rentals)

Community Housing Action Plan: Implementation

Foundation

Stability, Leadership, Accountability, Collaboration

Part 1 – Action Planning Recommendations

Develop and commit to a plan, which requires:

- *Resources*
- *Staffing*
- *Management*
- *Communication and collaboration*

Capacity

Town

Create Housing Department
Hire Housing Coordinator

MLH

Hire support staff person

Chamber

Use existing
resources/outreach
Add capacity within 5-years

Roles and Responsibilities

Shared responsibility:

Town, MLH, employers, institutions, community organizations

Action Planning Recommendations

Support employers' involvement in housing

Establish clear roles and responsibilities

Build upon what has already been done

Roles and Responsibilities

HOUSING STRATEGY	IMPLEMENTATION RESPONSIBILITIES				
	Town	MLH	Chamber	MMSA	Employers
NEAR TERM - in place by the end of 2020					
Land Acquisition – Acquire Shady Rest	L				
Dedicated local tax (to vote 2018)	x	x			
Home buyer assistance	S	L	S	S	S
Renter assistance (employers)			S	L	S
EAH - Tenant/Landlord matching			L	S	S
Accessory Dwellings* (promote)	x	x			
STR to LTR incentive: roommate match	S	S	L		S
Federal and state grants/loans; LIHTC	L/S	L/S			
Lodestar	S			L	
Zoning for Affordability	L	S		S	
STR to LTR incentive: amnesty	L	S			
Land Acquisition - Shady Rest Design	L	S			
Housing Mitigation Ordinance	L				
Inclusionary Zoning	L				

Moving Forward

- Maintain momentum
- Continue to listen and adapt
- Recognize there will never be a silver bullet
- Do not let challenges impede opportunities
- Devote community resources
- Move forward together

Open House Review – 30 minutes

As you peruse, keep track of:

1. Actions you are most excited about and why/what issue will it address;
2. Effectiveness (will this result in more housing for the community), and
3. Think can get underway tomorrow (capacity, resources, etc.).

Keep in mind the GOAL:

We want to identify 3 more priorities to get underway next year (in addition to The Parcel Design/Plan and Local Funding option)

Community Housing Action Plan:

Goals and Objectives

Life-Cycle Housing

Part time/Seasonal/
Entry Level Workforce

Workforce/
Early Career

Community Workforce/
Mid-managers

< 60% AMI;
Rent of \$520/mo or less

60% - 100% AMI;
Housing: \$520 - \$1,700/mo

100% - 150% AMI;
Housing: \$1,700 - \$2,600/mo

Affordable and
Market Rentals,
Dorms,
Roommates,
Employer
Housing

Rental Housing,
Deed
Restricted
Ownership,
Market Condo
Ownership

Deed Restricted
and
Market
Ownership

Housing Needs

Summary of Housing Needs	
Catch-Up	330
Overcrowded Households	55
In-commuters	220
Unfilled jobs	55
Keep-Up	275
Retiring employees	45
New jobs	220
TOTAL through 2022	595
Market rate	255
Housing Gap (below market)	340

Housing Needs by Own/Rent – 2022	
Units needed through 2022	595
Ownership	275
Rental	320

Housing Needs

Homeownership Units Needed

Income Level	MAXIMUM Affordable Purchase Price	Ownership Distribution
<=60% AMI	Under \$162,000	12%
60-80% AMI	\$213,000	7%
80-120% AMI	\$325,000	25%
120-150% AMI	\$406,000	20%
150-200% AMI	\$541,000	21%
>200% AMI	Over \$541,000	16%
TOTAL	-	275

About 180 Units BELOW Market

Housing Needs

Rental Units Needed

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

About 160 Units BELOW Market

Plan Objectives

- Provide 200 to 300 community housing units within 5 years
- Target the full range of community housing needs not being met by the market
- Produce community housing at a rate faster than job growth in the near term
- Retain a strong base of residents and employees living in town

Plan is a living document – will change over time



Mammoth Lakes

COMMUNITY HOUSING SUMMIT

THANK YOU!

