



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	
iii		Don't include for-sale product.

Draft Development Objective	Consensus Priority Level	Comments
Provide both rental and ownership products.	Strong Consideration	<p>Including ownership products may allow the project to be viable.</p> <p>People are interested in ownership, and ownership products are in very high demand.</p> <p>The development objective needs to be clarified regarding market-rate ownership products or deed-restricted ownership products.</p> <p>Market-rate ownership products would not be acceptable.</p>
iv Serve moderate income households and below (\leq 120% AMI ¹); only consider designating a portion for middle income (up to 200% AMI ²) after assessing financial viability.	Strong Consideration	<p>Concerned about designating a portion for middle income (up to 200% AMI) because then the units are more susceptible to losing deed restrictions.</p> <p>Don't think that income levels should be $>$ 120% AMI.</p> <p>Use 2017 Needs Assessment.</p>
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	<p>It is important to plan for residents to have at least one car.</p> <p>Integrate ebikes and electric charging stations.</p>
iii Include at least one transit stop.	Strong Consideration	Due to the surrounding transit stops, this may not be necessary.
iv	Strong Consideration	Ensure surrounding neighborhoods are seamlessly connected to The Parcel development.

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
Include traffic calming measures to minimize cut-through traffic and speeding.		Create a safe neighborhood for children to play outside.
v Explore parking and traffic management strategies to further encourage alternative travel modes.	Strong Consideration	<p>Add a transit hub as an amenity to The Parcel development.</p> <p>Do not add a transit hub to The Parcel development.</p> <p>Consider off-site parking and storage opportunities for future residents.</p>
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	<p>Child care should not be provided in The Parcel development.</p> <p>Be cautious with the number of other uses/amenities provided onsite – focus on housing.</p>
ii Include parks and playgrounds.	Strong Consideration	<p>Consider focusing on a trail system (rather than a park(s)) with opportunities/space for playgrounds.</p> <p>Consolidate spaces (e.g., parks and child care).</p>
iii Integrate pet-friendly design.	Strong Consideration	<p>Pets should be allowed in units.</p> <p>Do not include a dog park – focus on housing.</p>
iv Include indoor and outdoor community gathering space(s).	Strong Consideration	<p>Consider including something centrally located on the site that is modest and safe, and could act as snow storage in the winter.</p> <p>Do not include community gathering space(s) – focus on housing.</p> <p>Do not include parks and playgrounds – focus on housing.</p>
v Provide parking for residents and guests, but limit the land required for parking, thereby reserving available land for other uses.	Strong Consideration	<p>Parking is one of the most expensive aspects of development – this should be considered when determining project viability.</p> <p>Limit amount of parking because of proximity to transit stops.</p> <p>Need at least two spaces per unit.</p>
D Focus on sustainable design concepts.		

Draft Development Objective	Consensus Priority Level	Comments
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	-
iii	Strong Consideration	It may be too early in the process to consider this.
This is too vague.		

Draft Development Objective	Consensus Priority Level	Comments
Consider regulatory actions that would be necessary to implement the development program.		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 35³ 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