

Plan The Parcel!

Planning and Economic Development Commission + Town Council Workshop 1

June 26, 2019



Overview and Expectations

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

Agenda

- 1 Introduce Consultant Team
- 2 Background
- 3 Plan The Parcel Approach/Process
- 4 What We've Heard So Far
- 5 Guiding Principles and Development Objectives
- 6 Questions and Discussion
- 7 Wrap Up and What's Next

Purpose

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

Introduction

Consultant Team



Consultant Team



Lisa Wise Consulting, Inc. (LWC)



Lisa Wise, AICP



Jen Daugherty, AICP – Project Manager



Spencer Johnson, CNU-A



Crabtree Group, Inc.



Paul Crabtree, PE, CNU-A, ASCE



Opticos Design, Inc.



Stefan Pellegrini, RA, AICP, LEED AP



Drew Finke



Beth Cichon



Novin Development Corp.



Iman Novin

Background

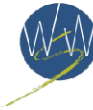
Community Housing Action Plan (CHAP) —

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

November 2017



Prepared by:



Wendy Sullivan, WSW Consulting
San Anselmo, CA

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In Partner With:

Melanie Rees, Rees Consulting, Inc.

Willa Williford, Williford, LLC

Christine Walker, Navigate, LLC

Steve Frisch, Sierra Business Council

Community Housing Action Plan (CHAP)

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

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

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

Acquisition of Shady Rest

Acquire land through purchase.

- Increase inventory of community housing;
- Foster public/private partnerships to catalyze development and share risk.

Land – Public Private Partnerships

- Await outcome of Shady Rest discussions
- Pursue master planning process of Shady Rest, if applicable

Dedicated Tax

Sales, property, lodging, real estate transfer, excise tax can be dedicated sources for community housing efforts.

- Increase local funding for housing
- Pair local funding with private investments, state and federal resources to leverage monies; build more community housing; meet range of housing price/income needs.

Funding

- Run a 2018 ballot initiative for 2% of current 13% TOT to be dedicated into a Housing Fund.
- Consider also seeking a 1% increase in TOT on the 2018 ballot measure.
- Develop staff, capacity, project plan to market with the funding request.
- Consider discretionary 2% TOT allocation in the interim.

Homebuyer Assistance

Down payment assistance of grants or second mortgages for qualified buyers.

- Serve higher incomes; allow higher home purchase prices
- Local funding source to expand program: TOT/general fund likely

Housing Programs

- 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.

- Employer interest to develop first/deposit assistance program
- Expand utility assistance program
- Explore other options over longer term/as resources available

Housing Programs

- 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

Community Housing Action Plan (CHAP)

Mammoth



NEAR TERM ACTION

NEAR TERM – Action

Acquisition of Shady Rest

- Acquire land through purchase.
- Increase inventory of housing;
- Foster public/private to catalyze development share risk.

Dedicated Tax

- Sales, property, lodging, real estate transfer, excise tax can be dedicated sources for community housing efforts.
- Increase local funding
- Pair local funding with investments, state and resources to leverage build more community meet range of housing price/income needs.

Homebuyer Assistance

- Down payment assistance of grants or second mortgages for qualified buyers.
- Serve higher income, higher home purchases
- Local funding source program: TOT/genera

Renter Assistance

- Grants/loans for first month rent/deposit or rent ongoing. Loans may be low- or no-interest.
- Employer interest to first/deposit assistance
- Expand utility assistance
- Explore other options term/as resources a

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

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

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

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

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Community Housing Action Plan (CHAP)

Needs Assessment

Distribution of Needed Community Ownership Housing by AMI

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

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

Distribution of Needed Community Rental Housing by AMI

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

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

The Parcel Planning Background

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



Relevant Planning Efforts

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



Housing Planning and Programs

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

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

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

^a Mammoth Lakes estimate presumes 50 percent of the 26 (13) very low-income households qualify as extremely low-income households.

Source: HCD Housing Element data packet Table 21 (5th Cycle RHNA, 2019-2024).

Plan The Parcel Approach/Process

Process

**Land
Acquisition**

**Development
Due Diligence**

**Public
Engagement Plan**

**Land Use
Concept
Planning**

Ongoing Public Engagement

**Development
Partner Selection**

Ongoing Public Engagement

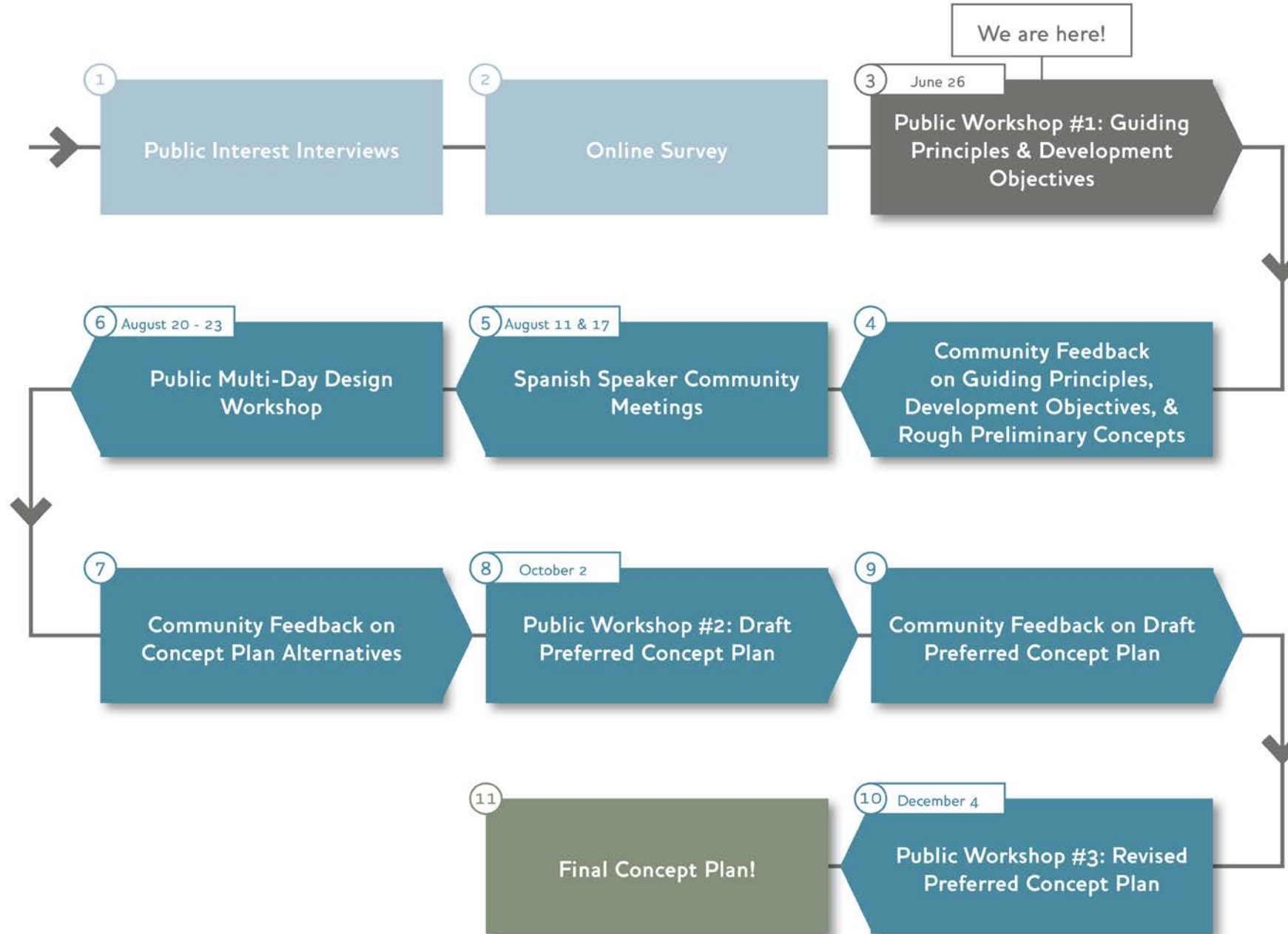
**Entitlement
Process**

Ongoing Public Engagement

**Financing and
Implementation**

Ongoing Public Engagement

Process



What We've Heard So Far

Public Interest Interviews

45 interviewees

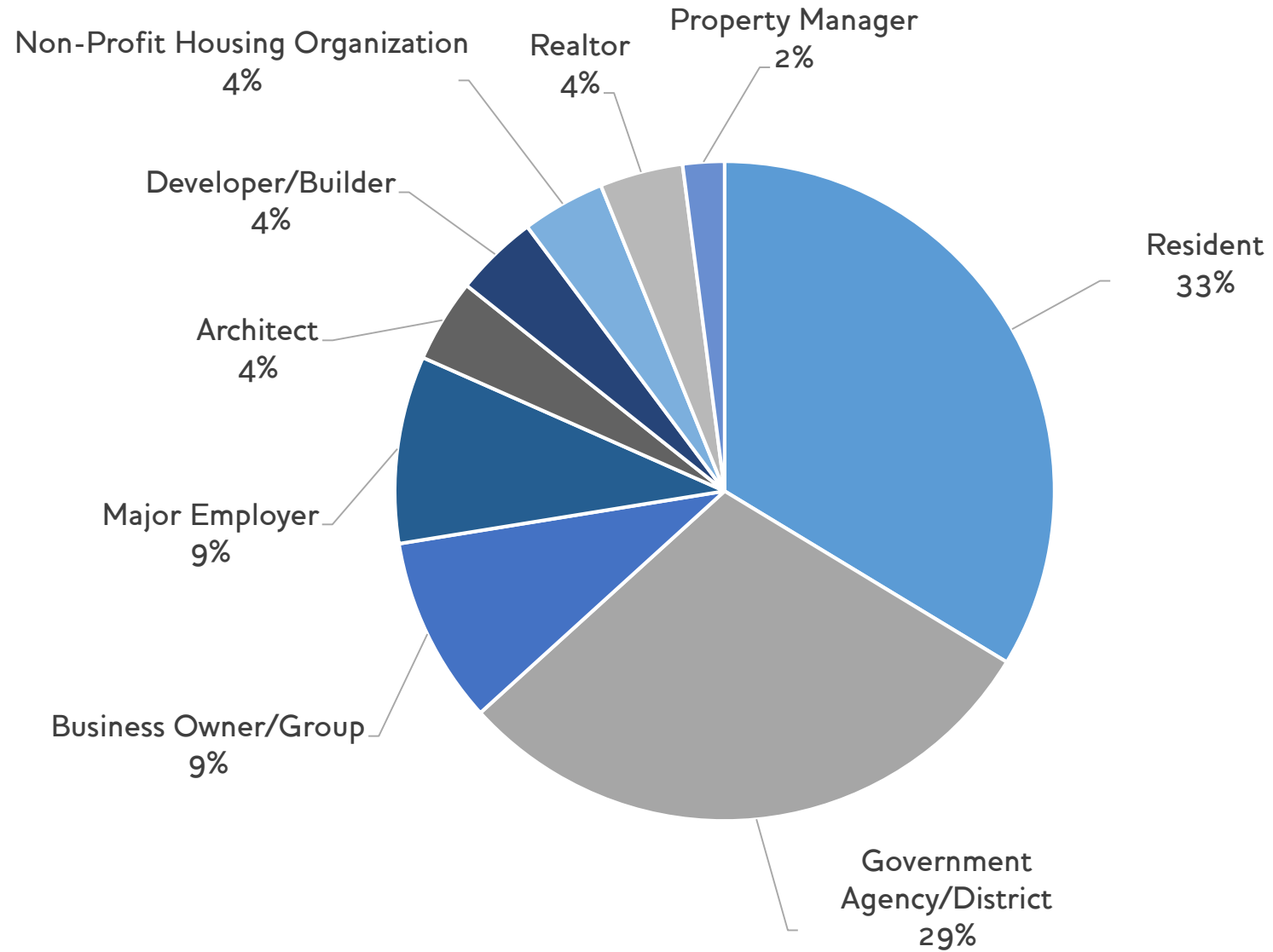
14 small group interviews

Conducted over 2 days

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

Public Interest Interviews

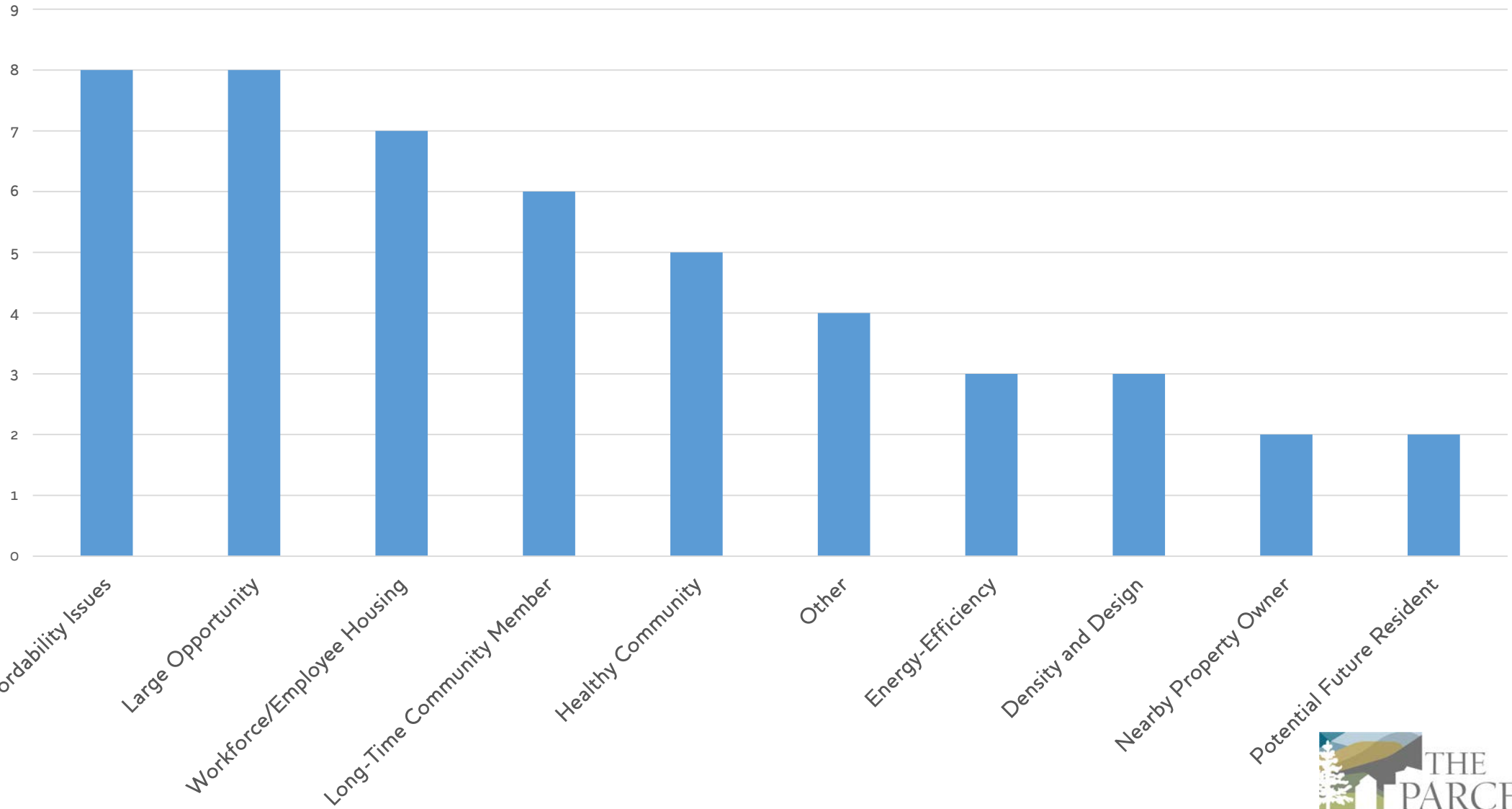
Interview Participants



Public Interest Interviews

1

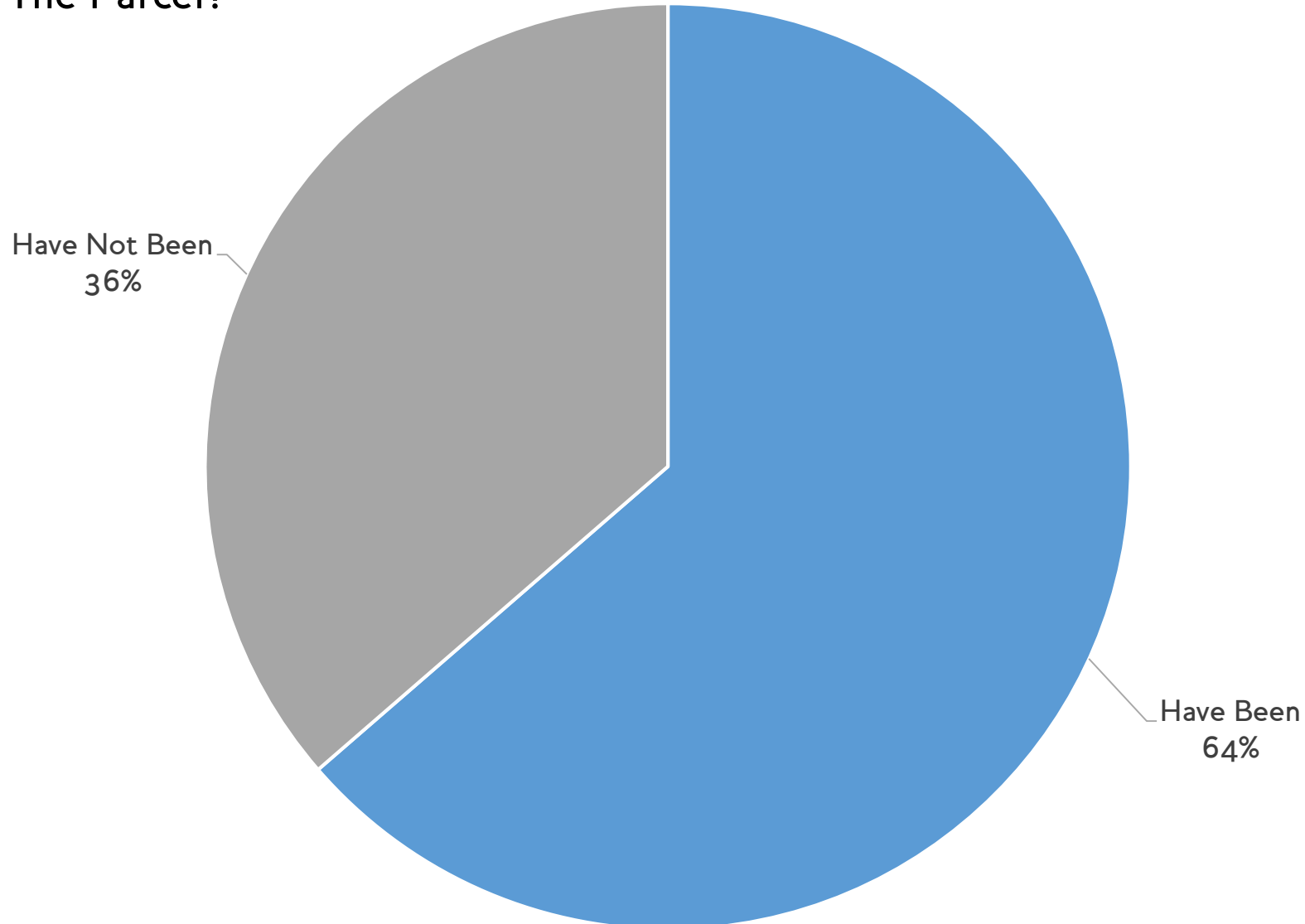
What is your interest in The Parcel?



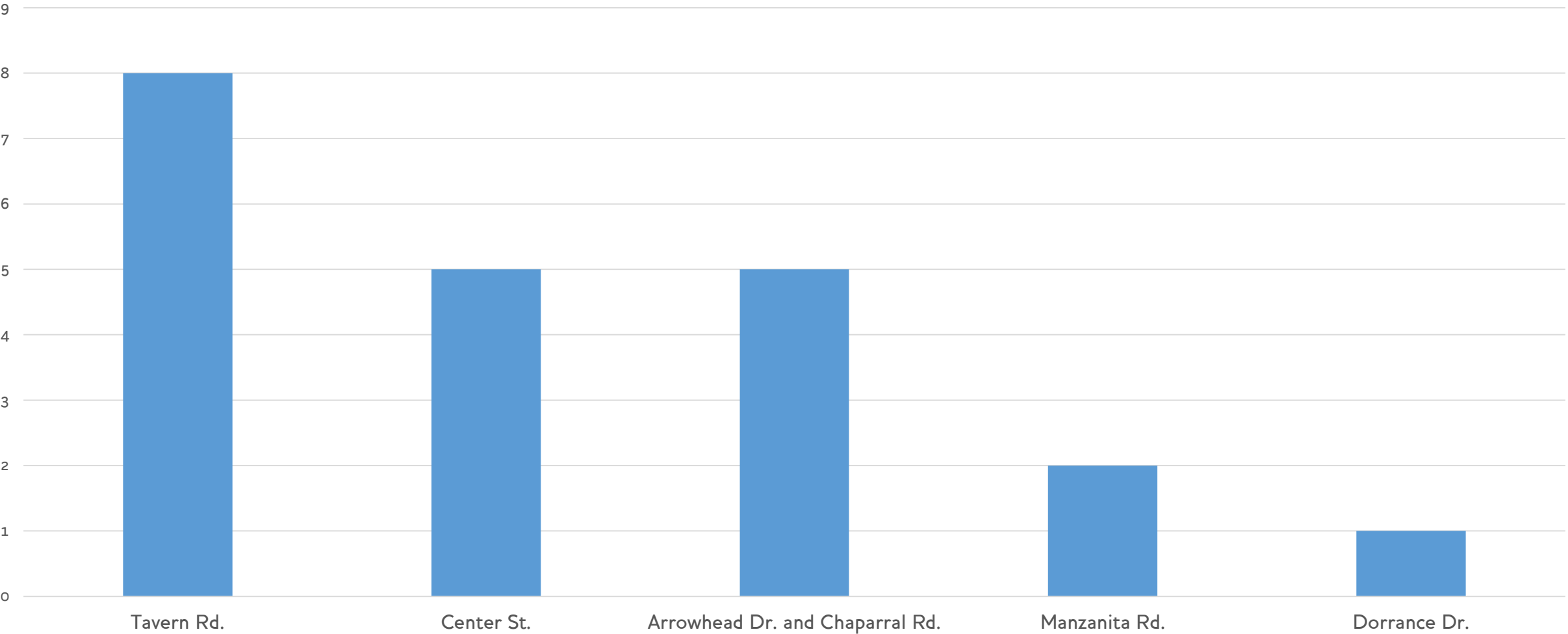
Public Interest Interviews

2

Have you been to The Parcel?



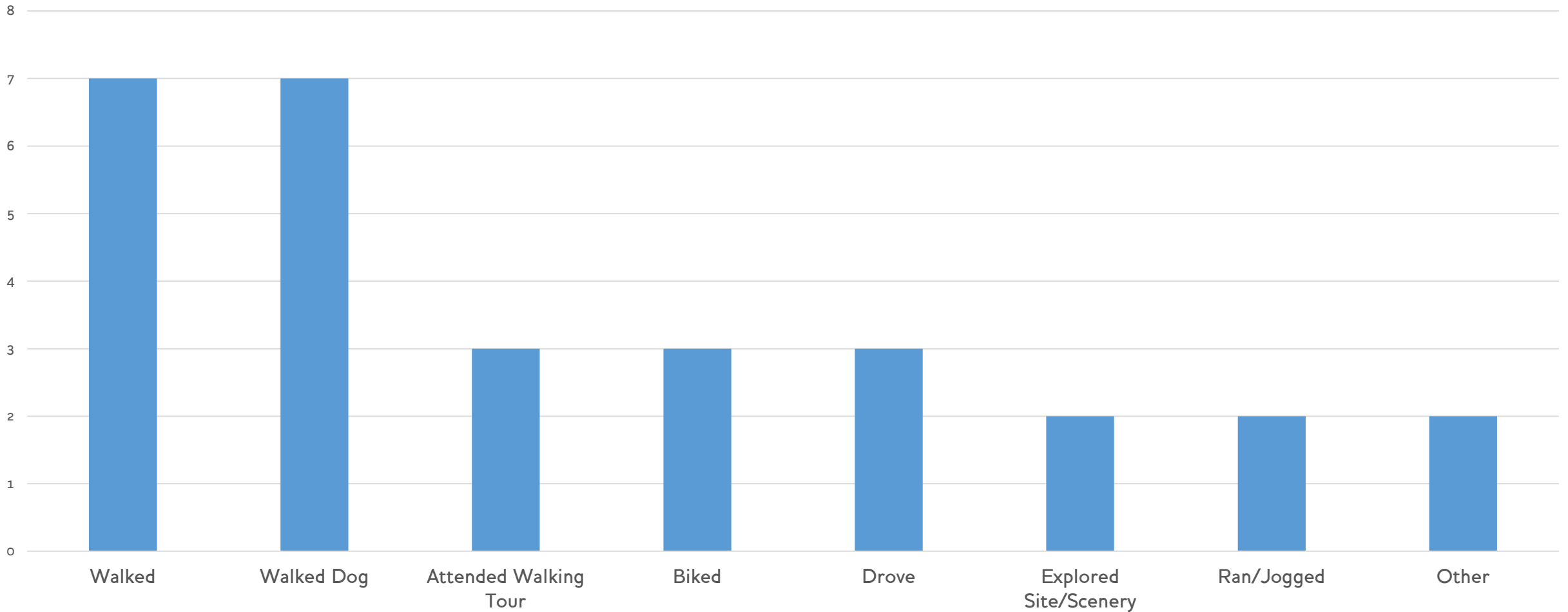
Where did you enter The Parcel?



Public Interest Interviews

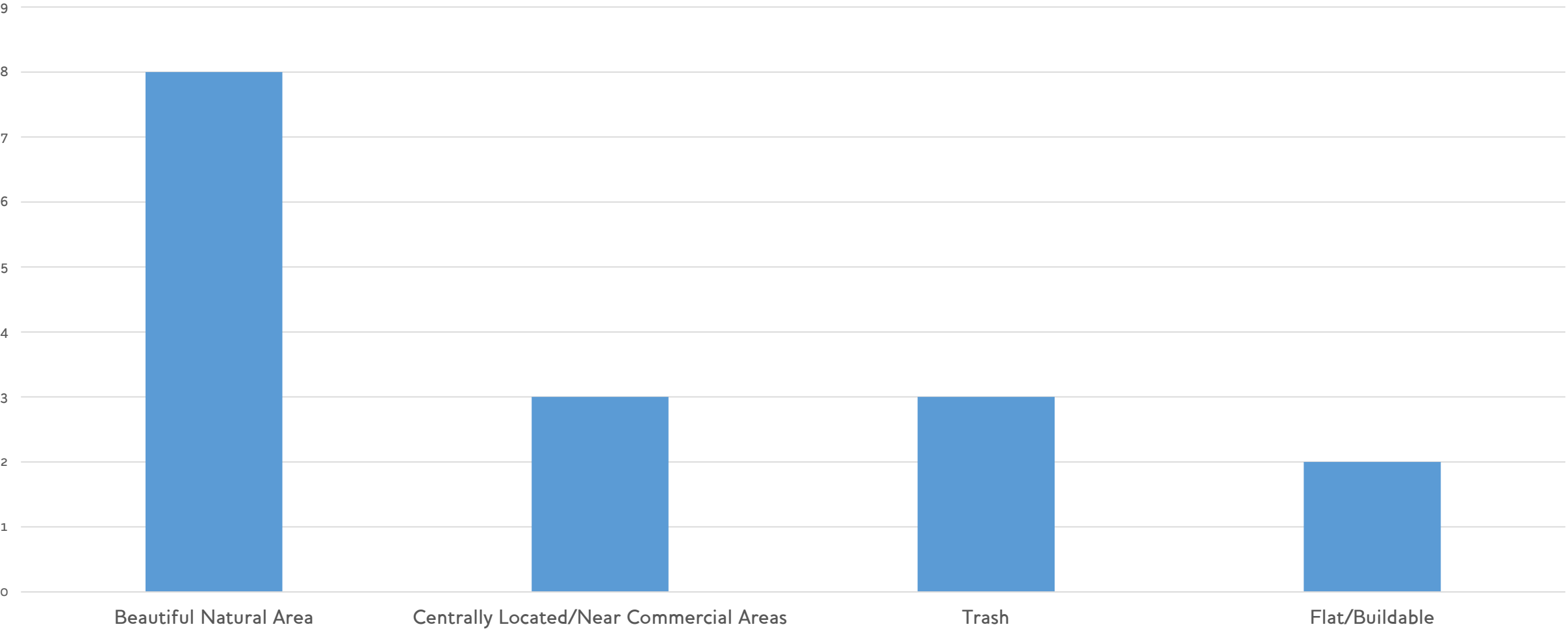
2

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



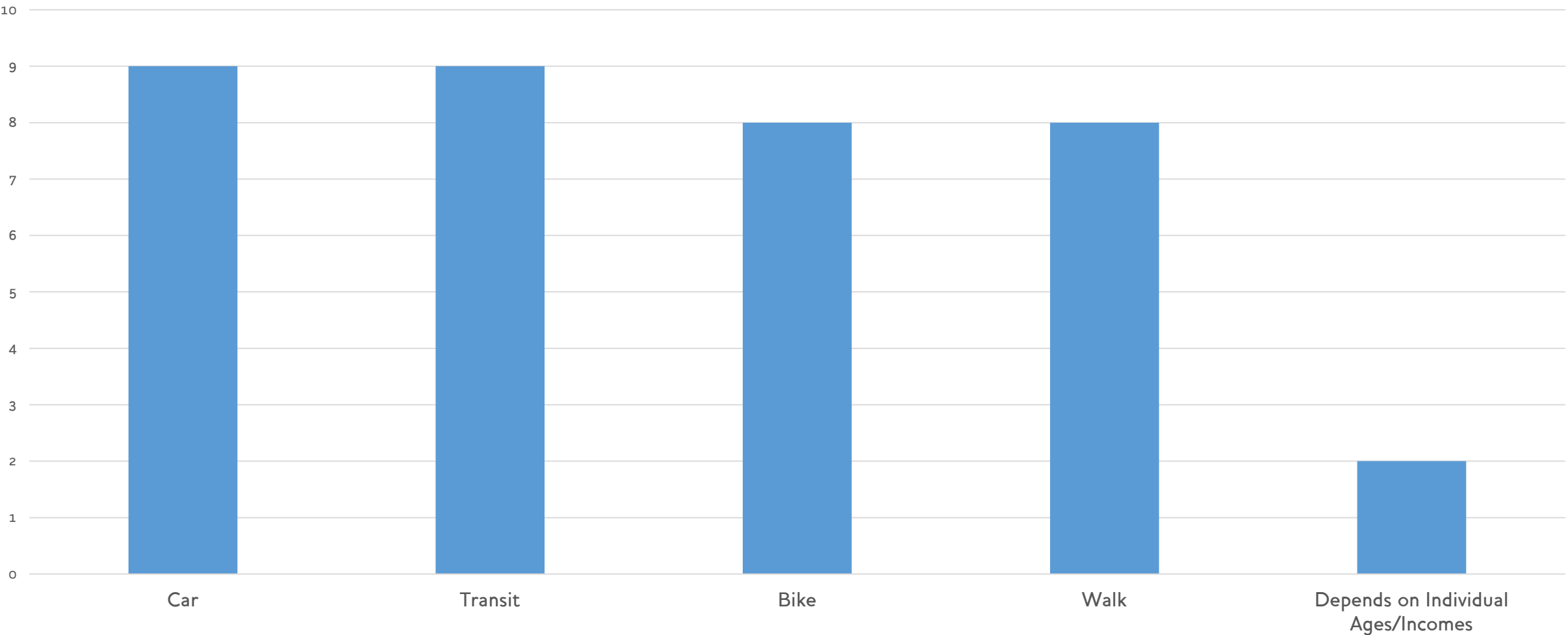
Public Interest Interviews

What were your impressions of The Parcel?



Public Interest Interviews

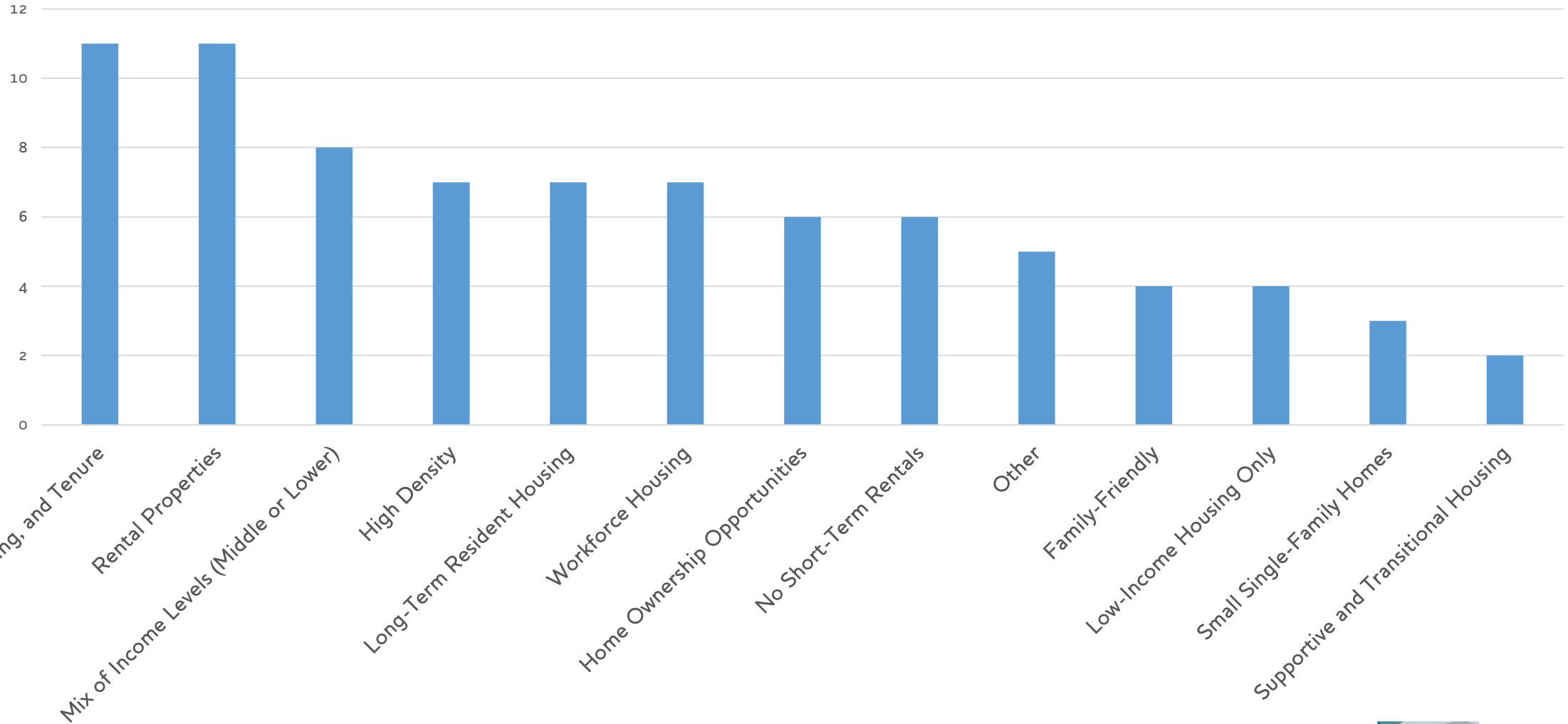
How do you think future residents will get to and from The Parcel?



Public Interest Interviews

3

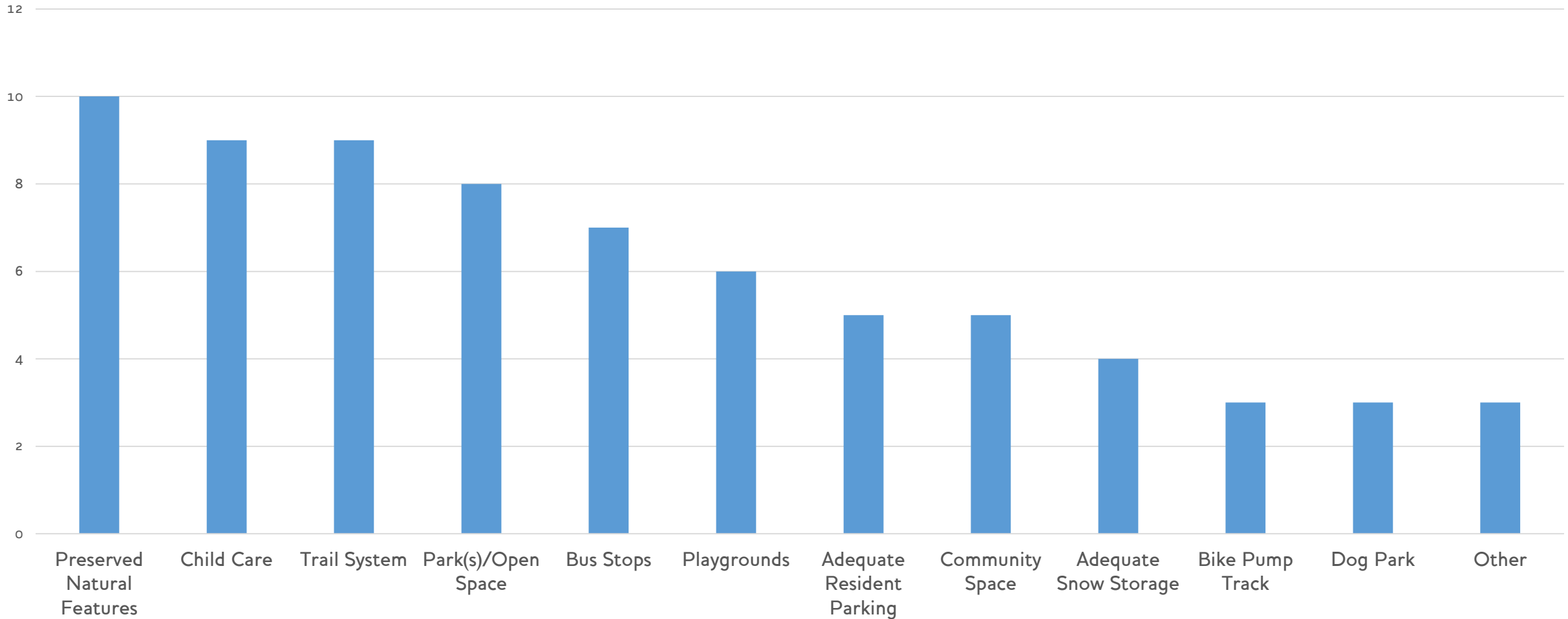
What does affordable housing mean to you?



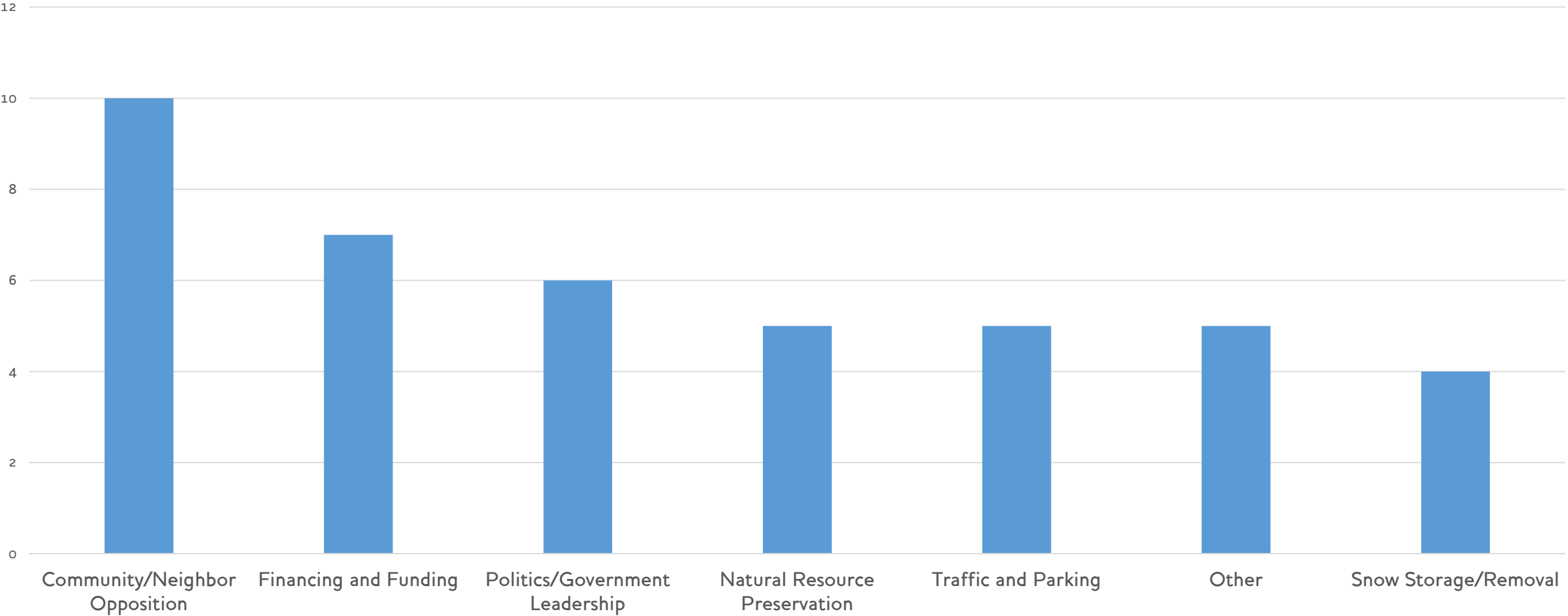
Public Interest Interviews

4

What other uses should be provided on-site?

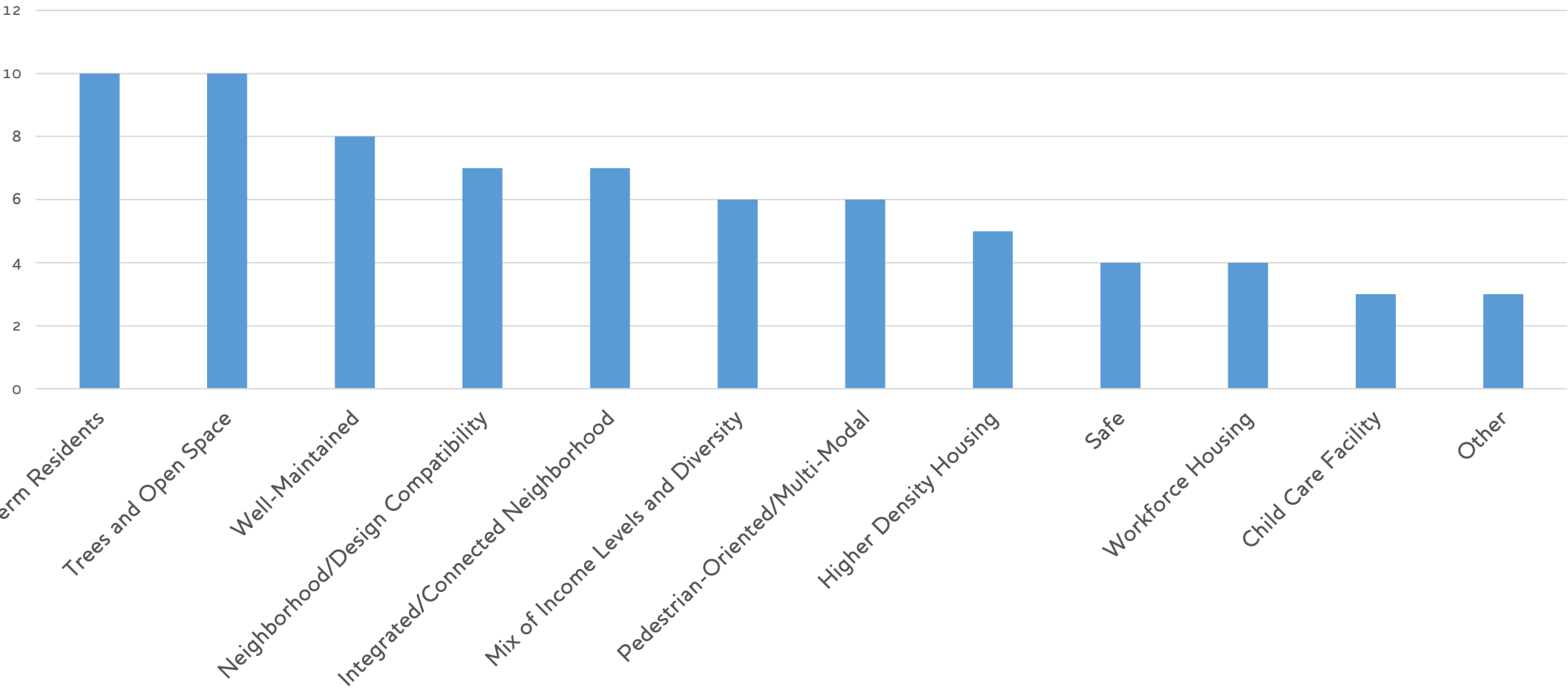


What are the obstacles to developing The Parcel?



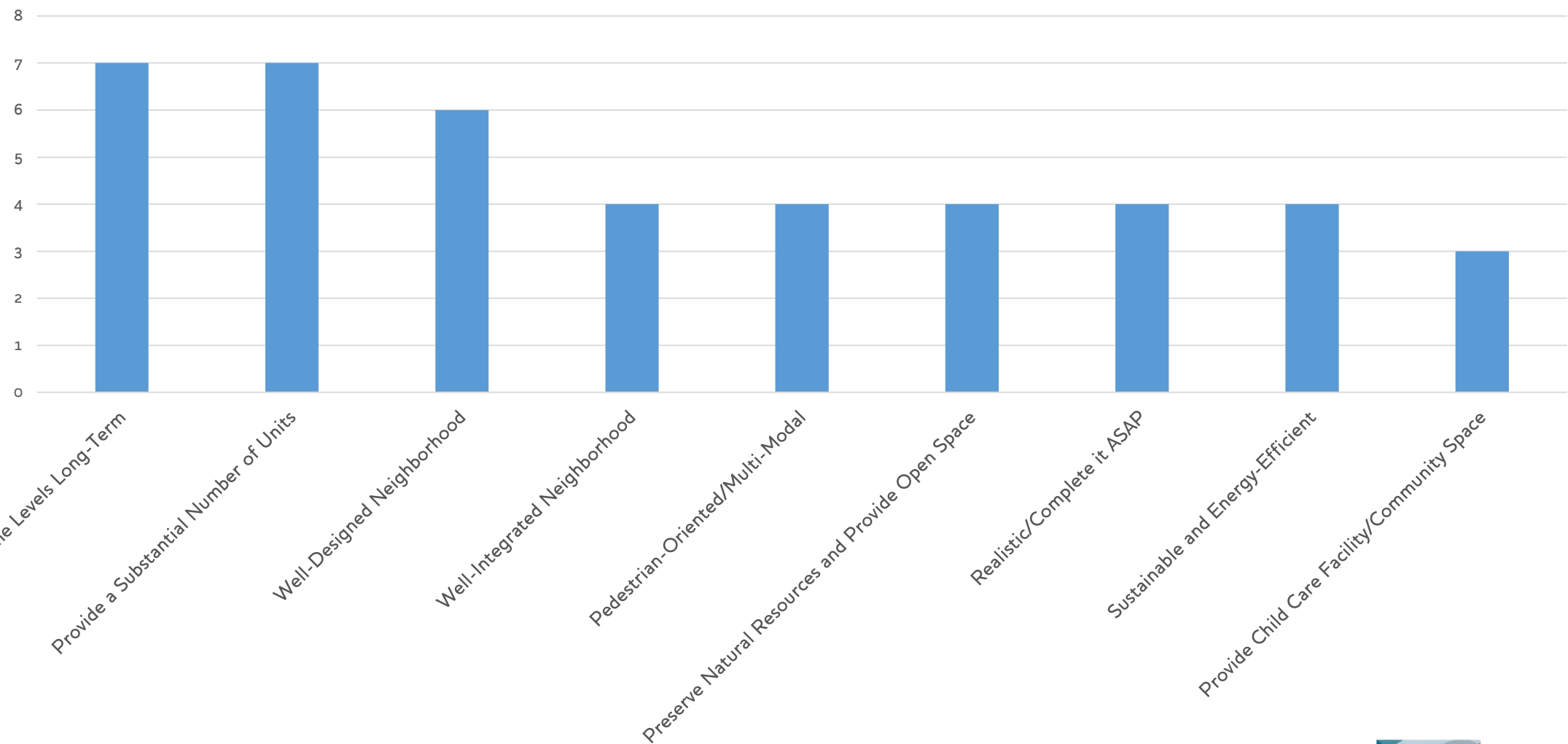
Public Interest Interviews

What is your long-term vision for The Parcel?



Public Interest Interviews

What are your three objectives for The Parcel?



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

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

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

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

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

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

Online Survey

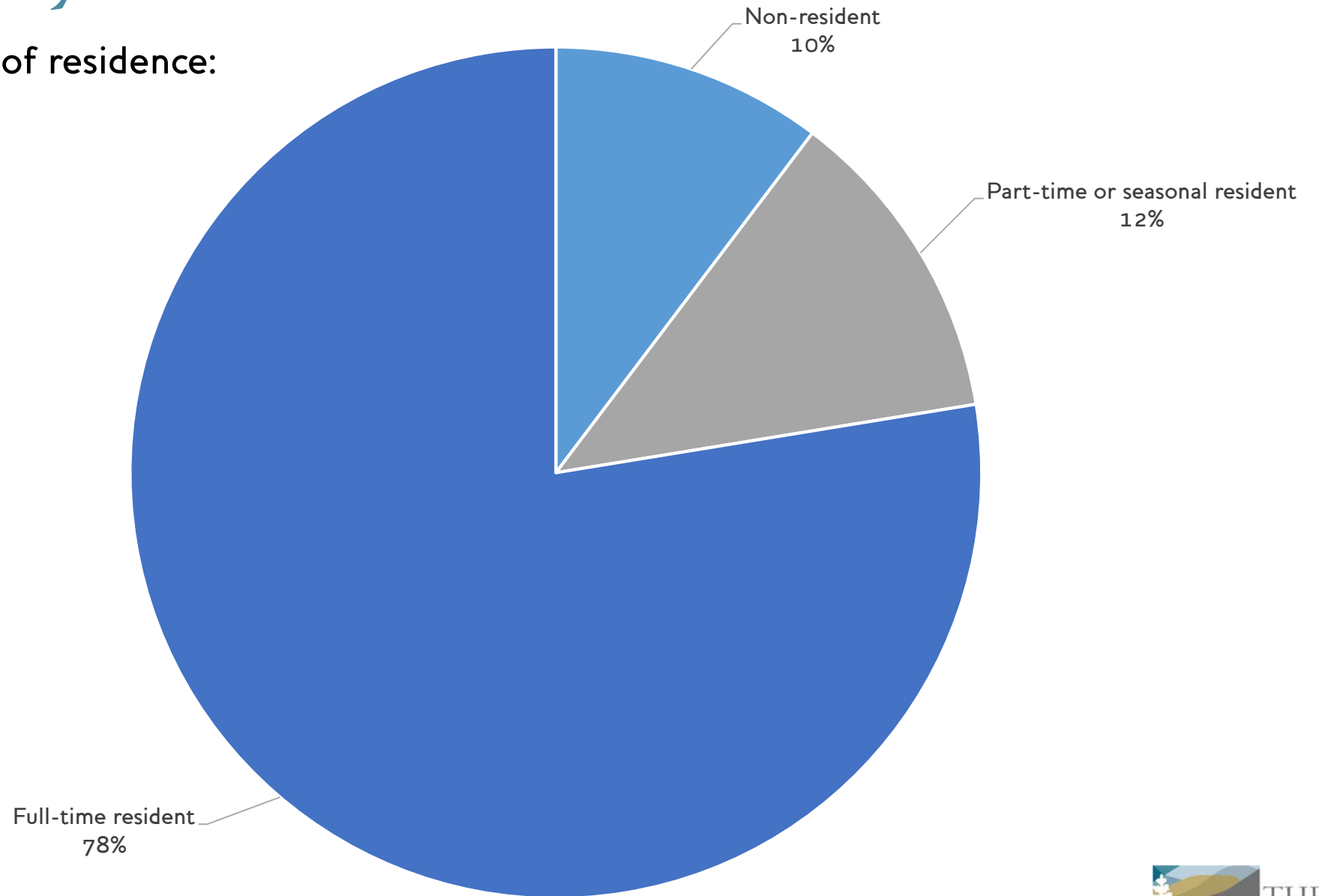
276 Responses

Open for 2.5 weeks

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

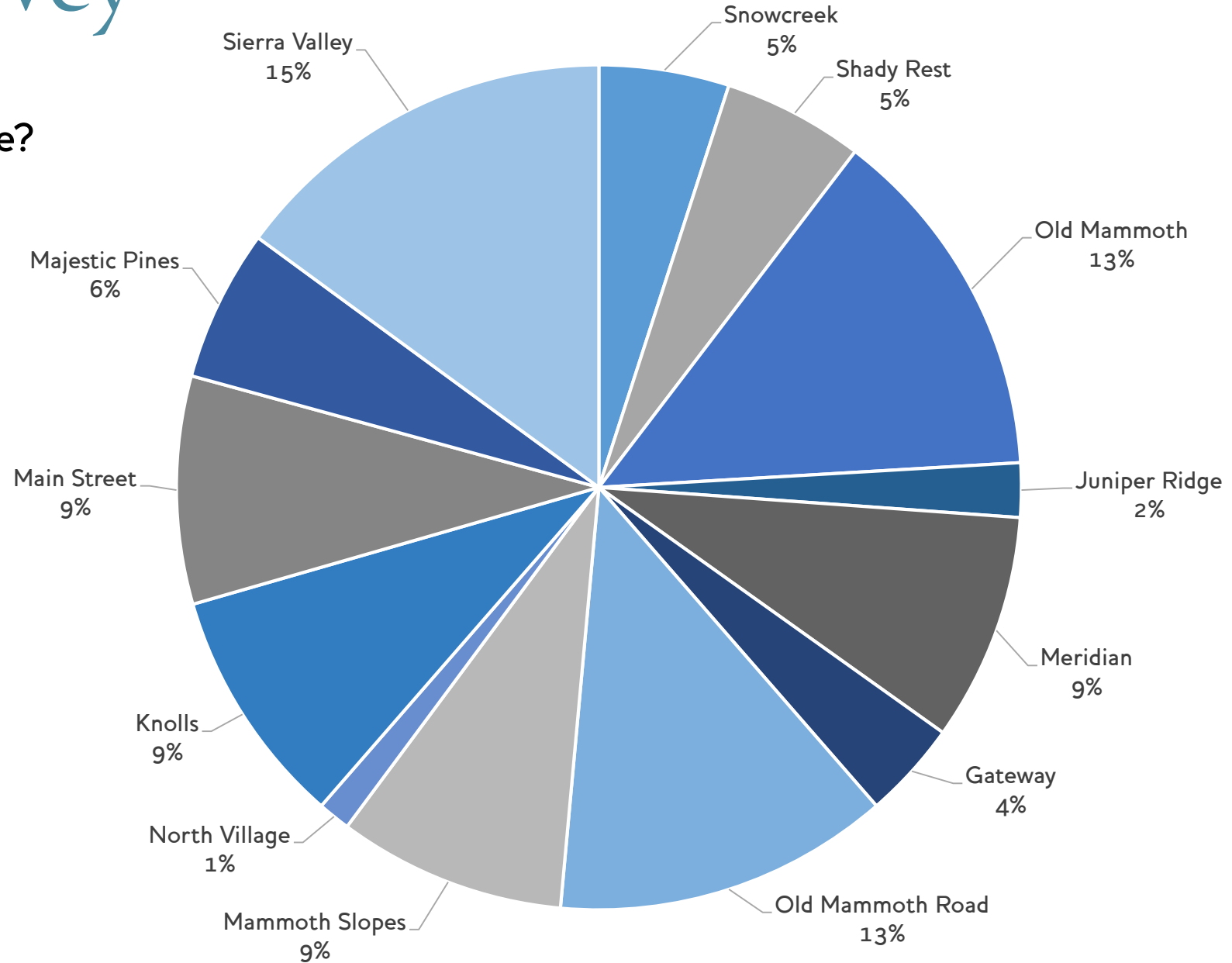
Online Survey

Please describe your place of residence:

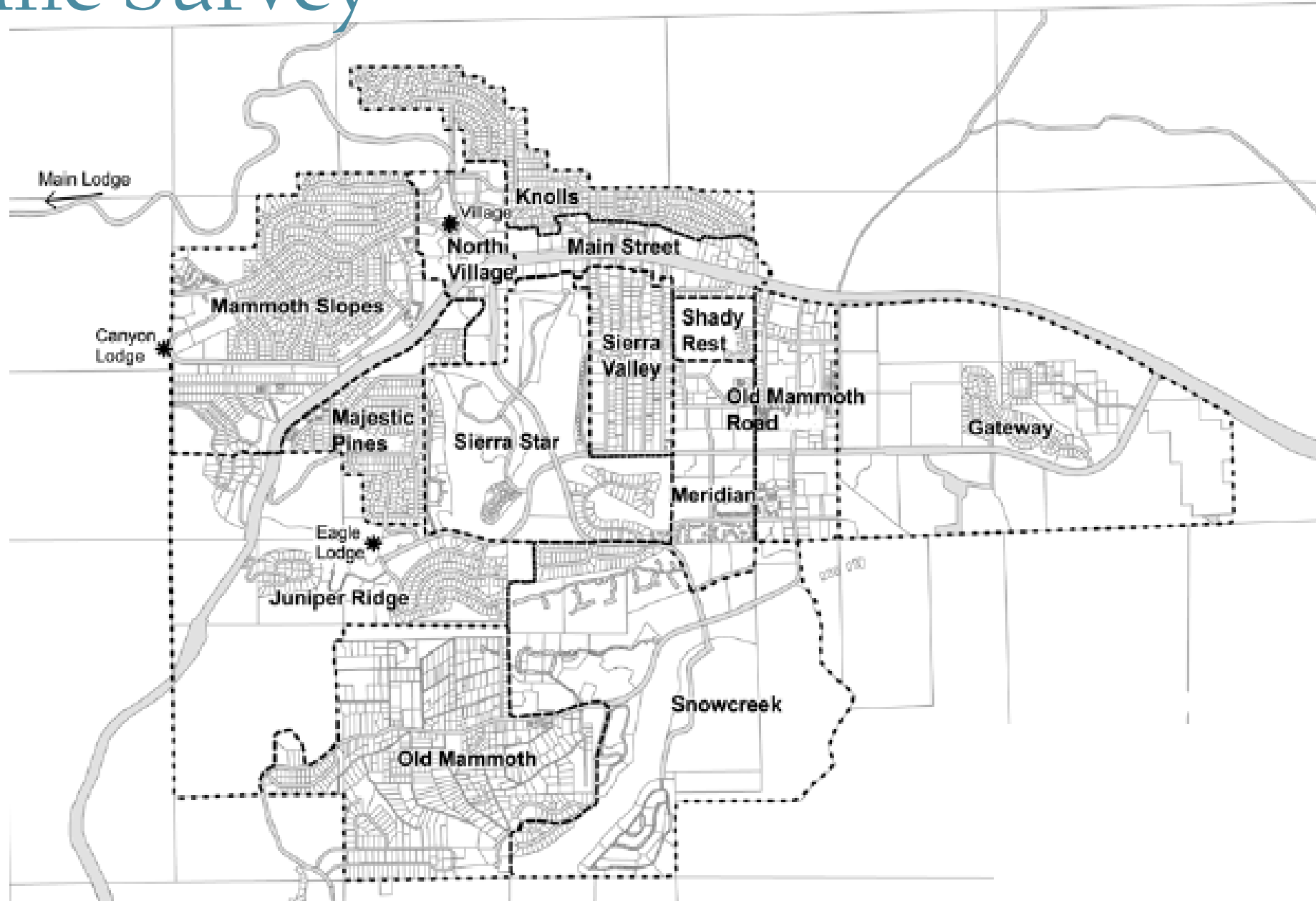


Online Survey

In what Mammoth Lakes neighborhood do you live?



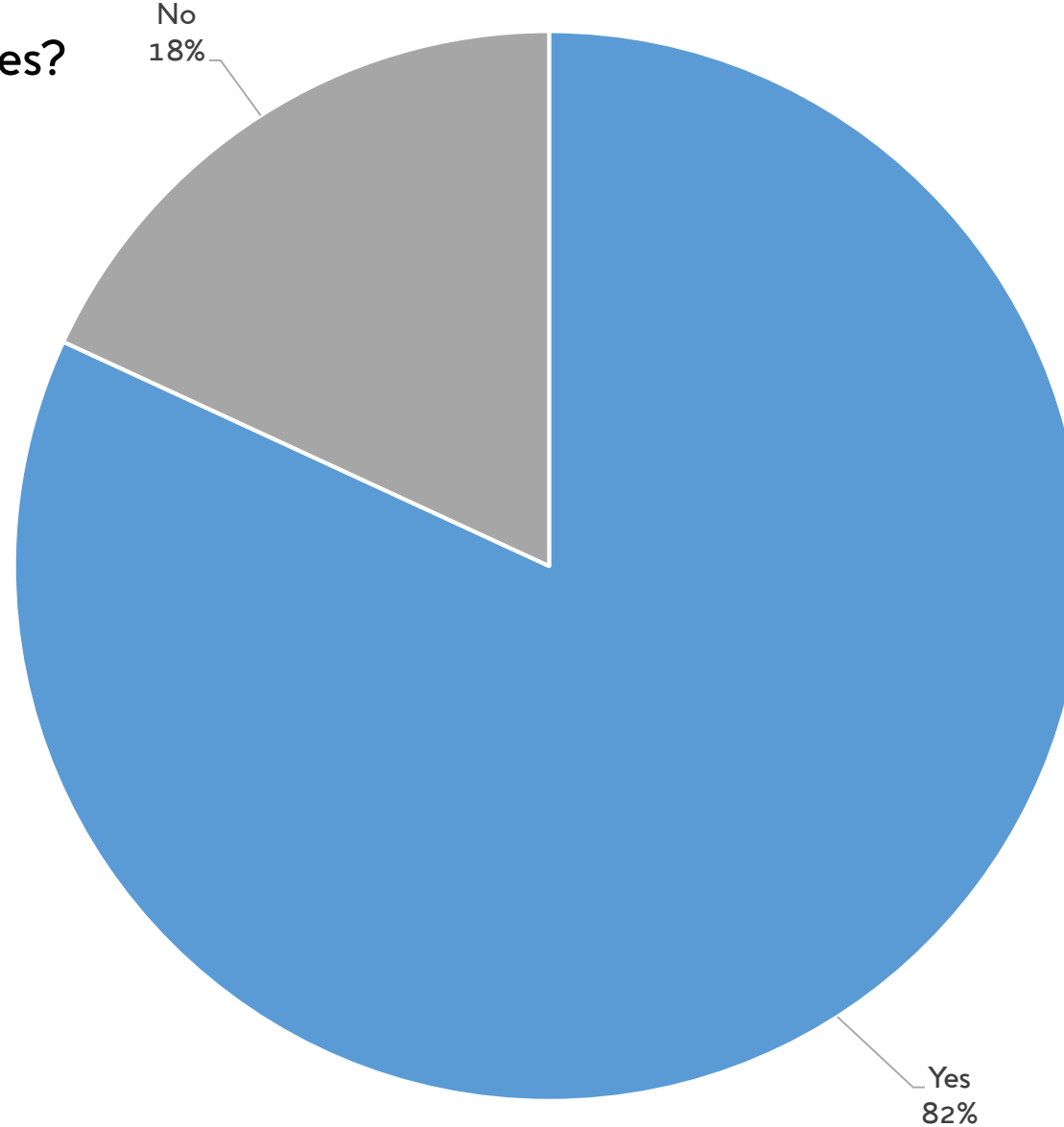
Online Survey



Online Survey

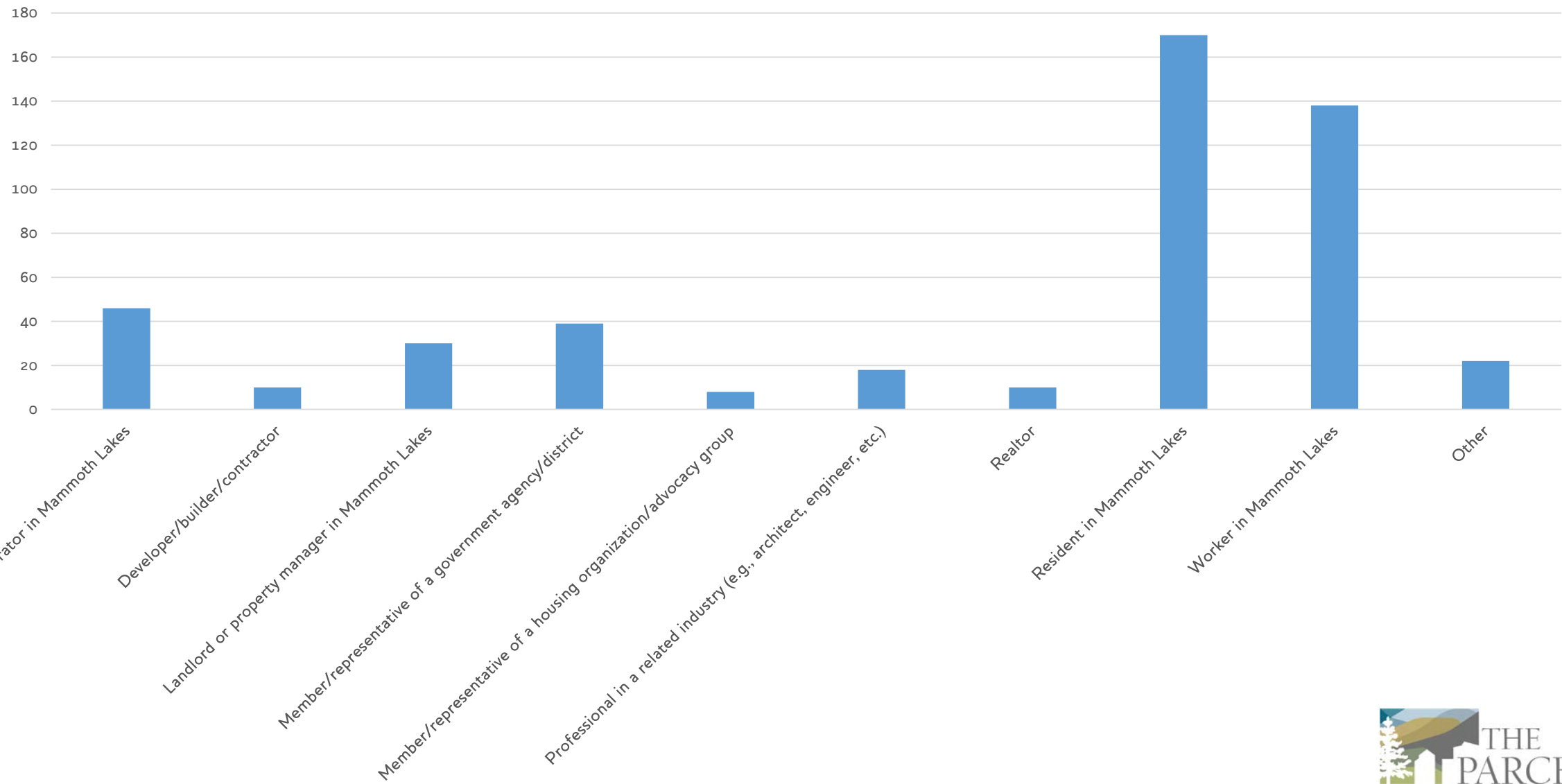
1

Do you work in Mammoth Lakes?

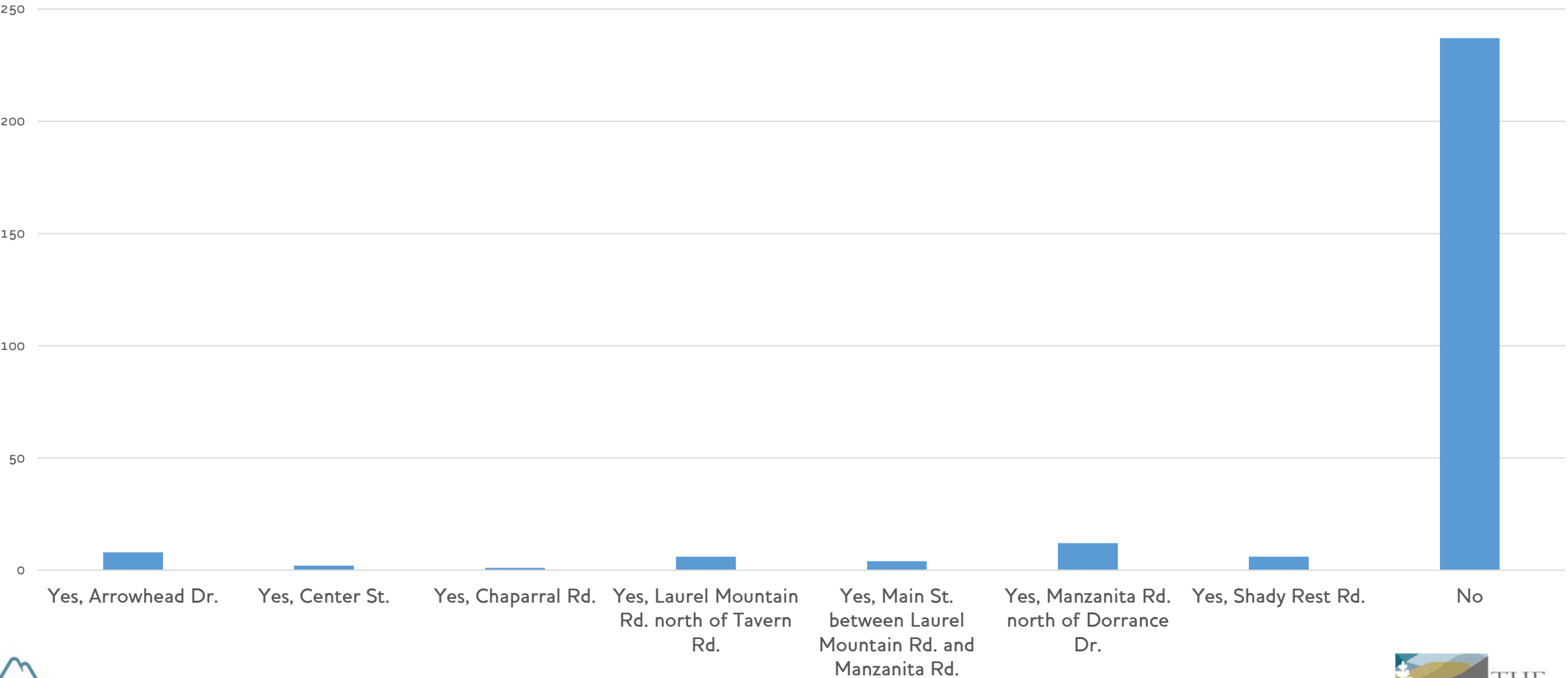


Online Survey

I am a:



Do you live next to The Parcel?



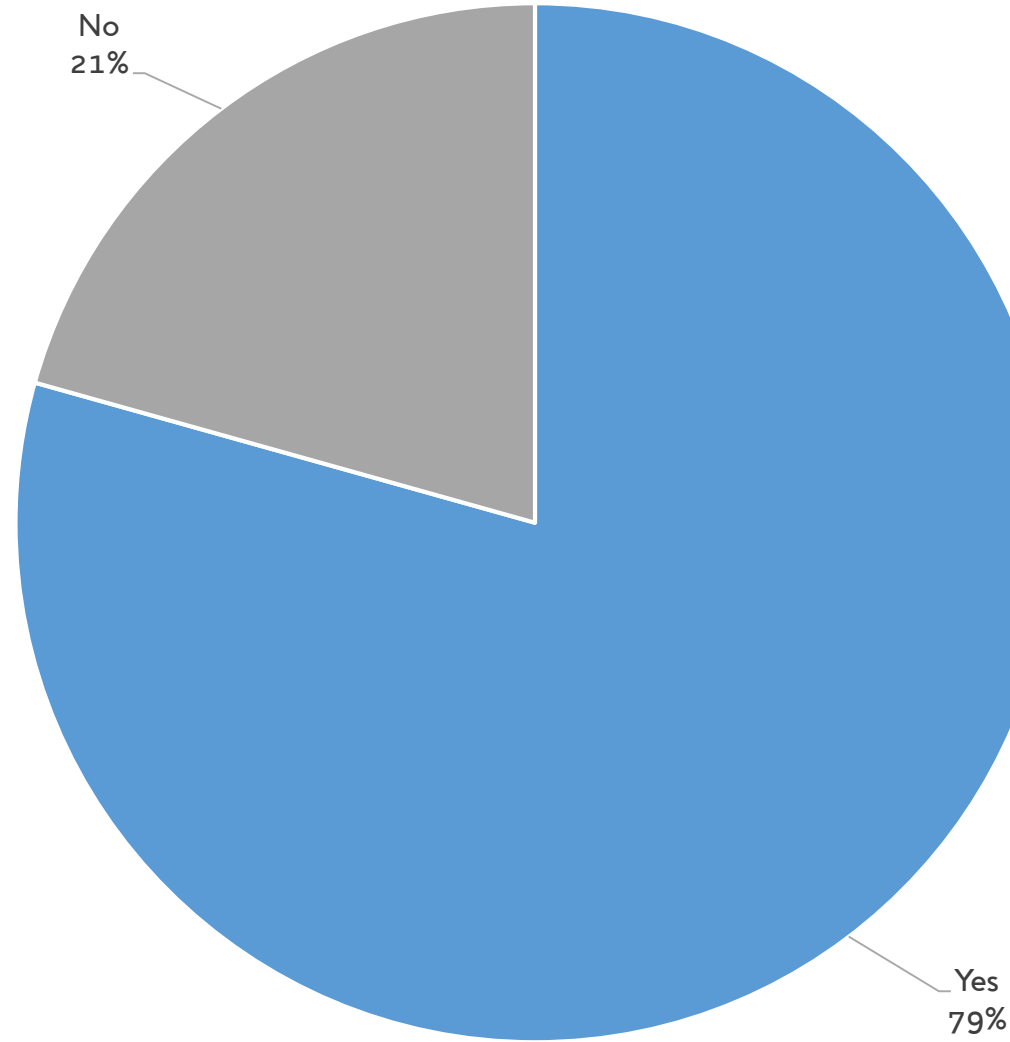
Do you work next to The Parcel?



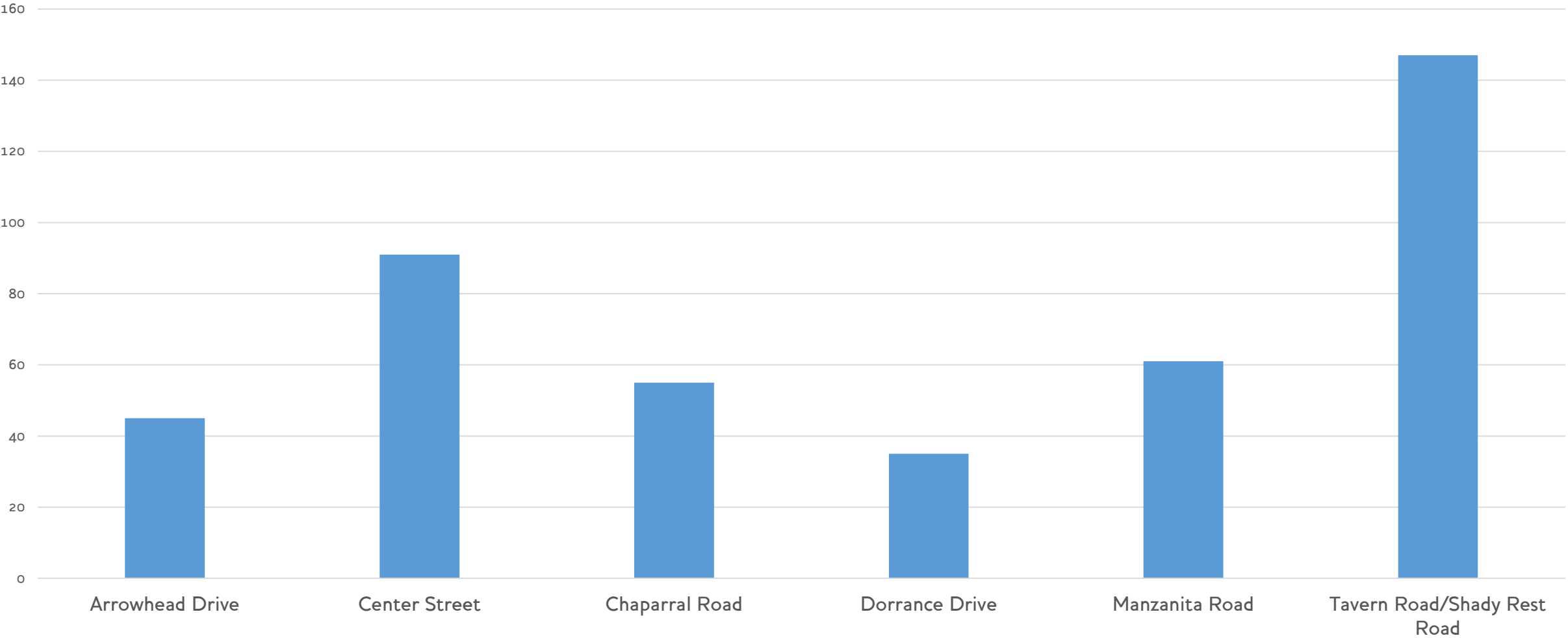
Online Survey

5

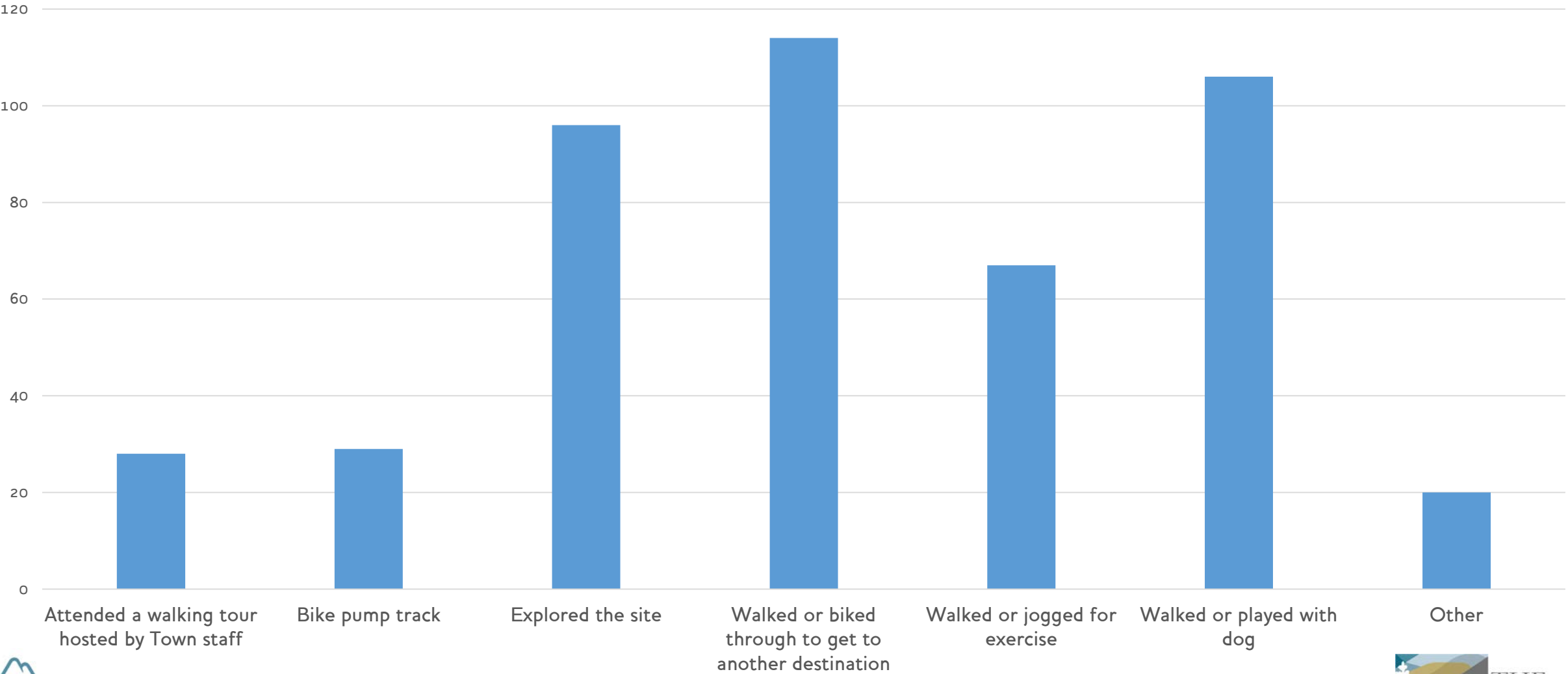
Have you ever been to The Parcel?



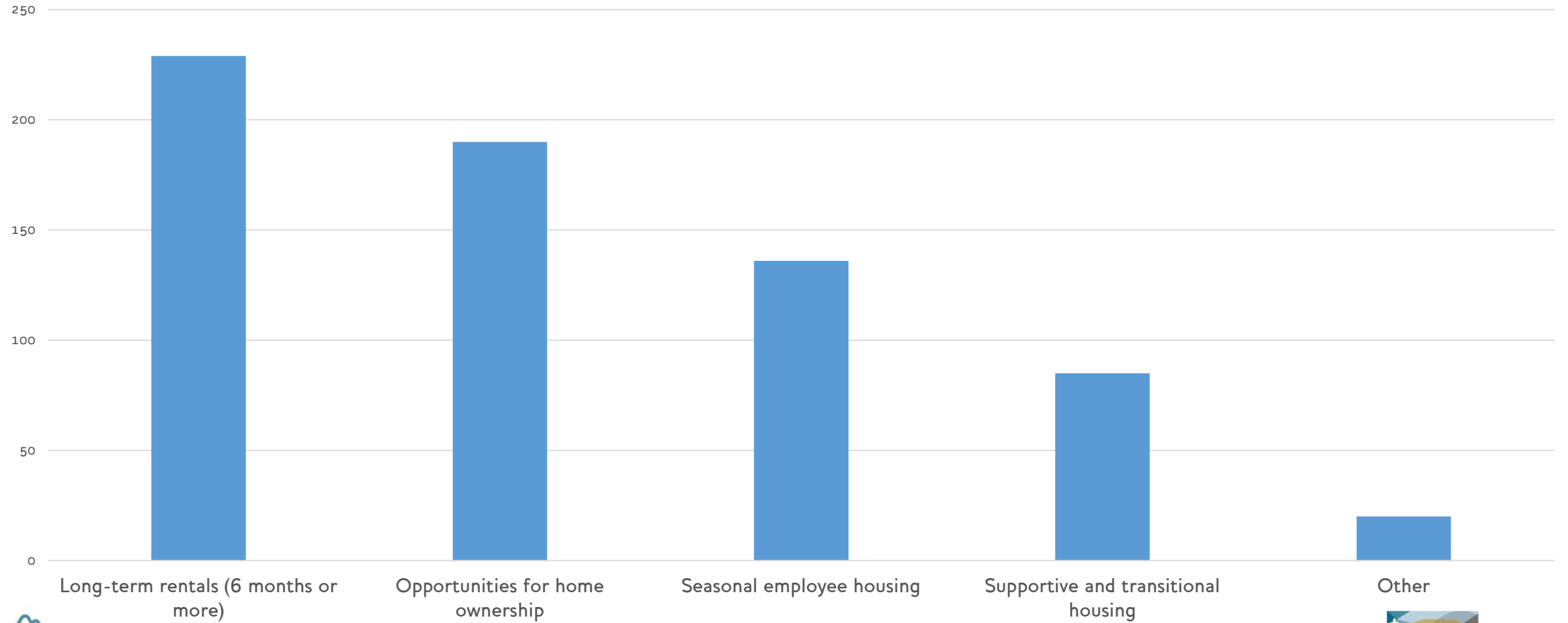
Where did you enter the site?



What did you do while you were there?



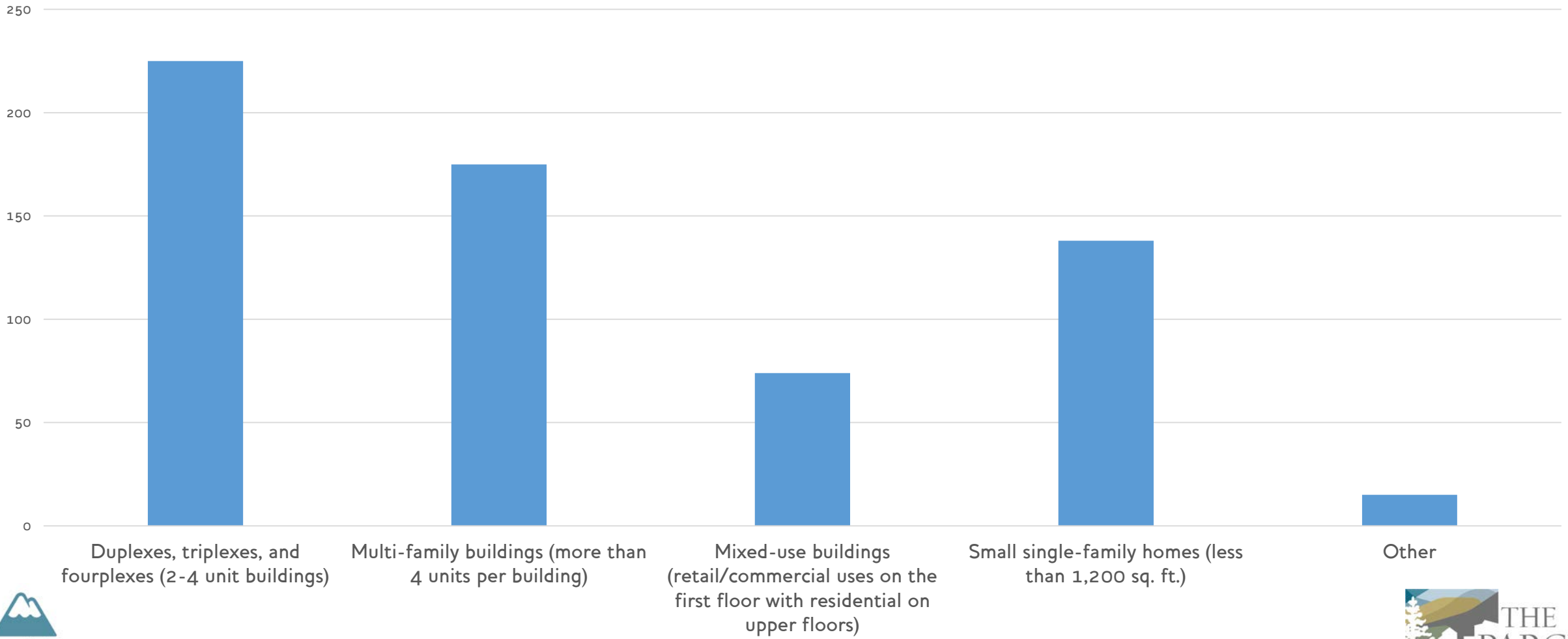
In accordance with the Community Housing Action Plan, The Parcel is to be developed with housing that is affordable for residents and workers employed in Mammoth Lakes. Which of the following do you think is appropriate for The Parcel?



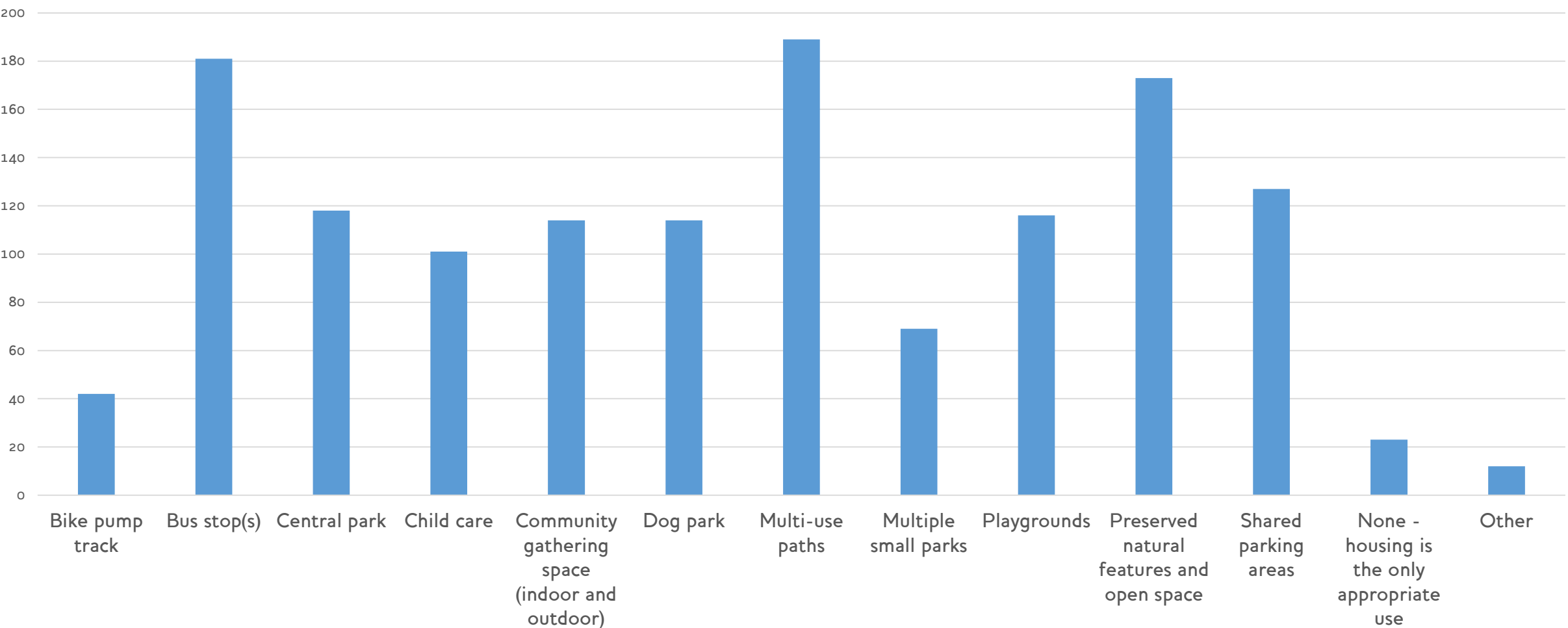
Online Survey

7

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



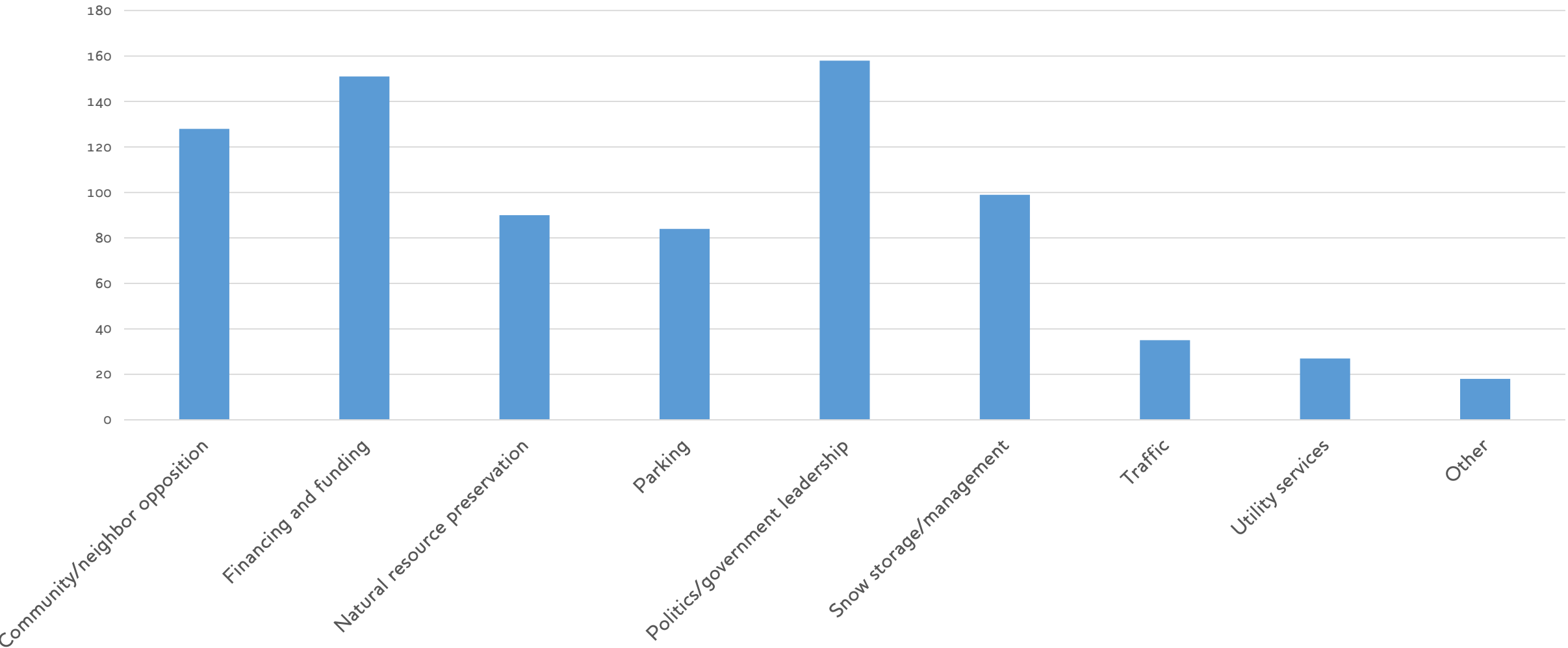
Which of the following do you think are appropriate other uses that should be included on The Parcel?



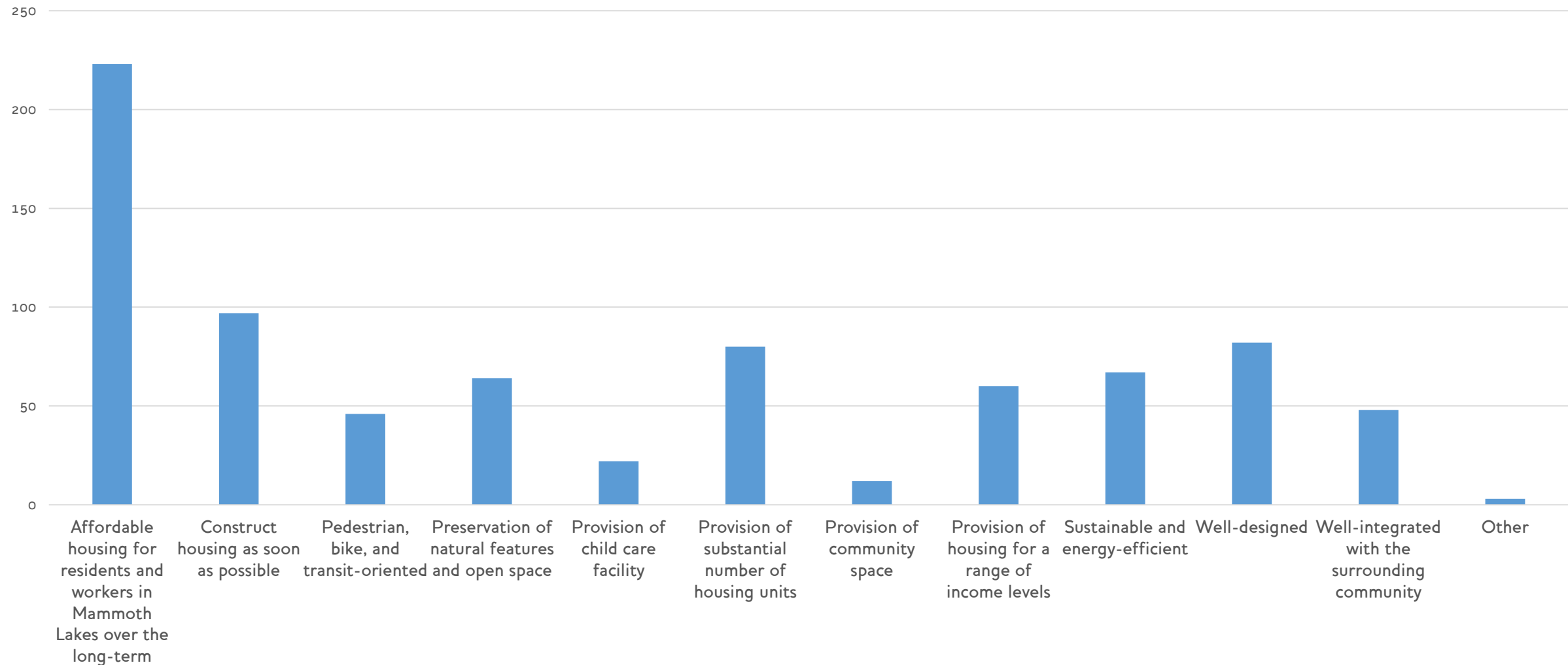
Which of the following do you think are appropriate income levels for households on The Parcel to serve?



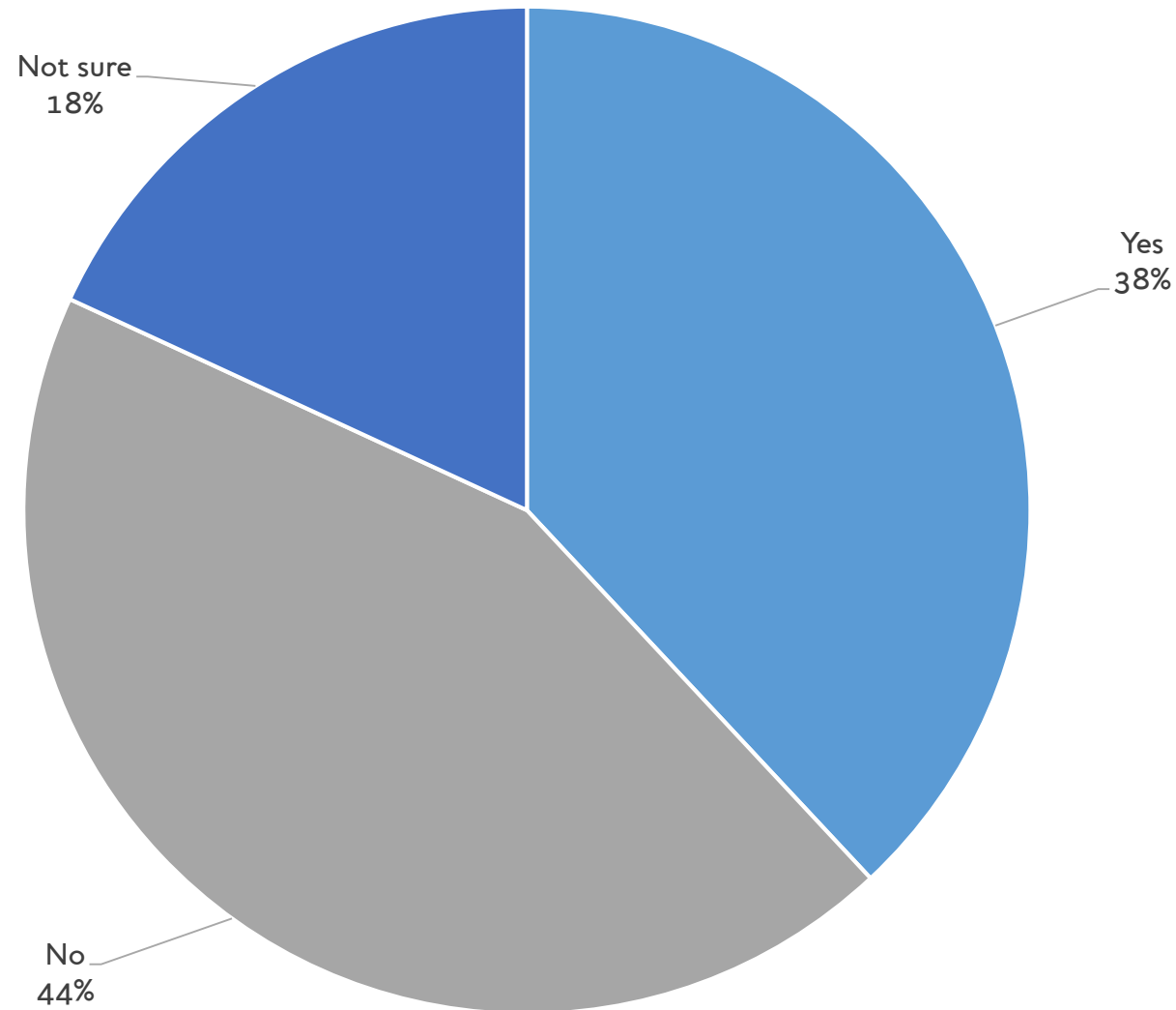
Which of the following do you consider to be obstacles to developing The Parcel?



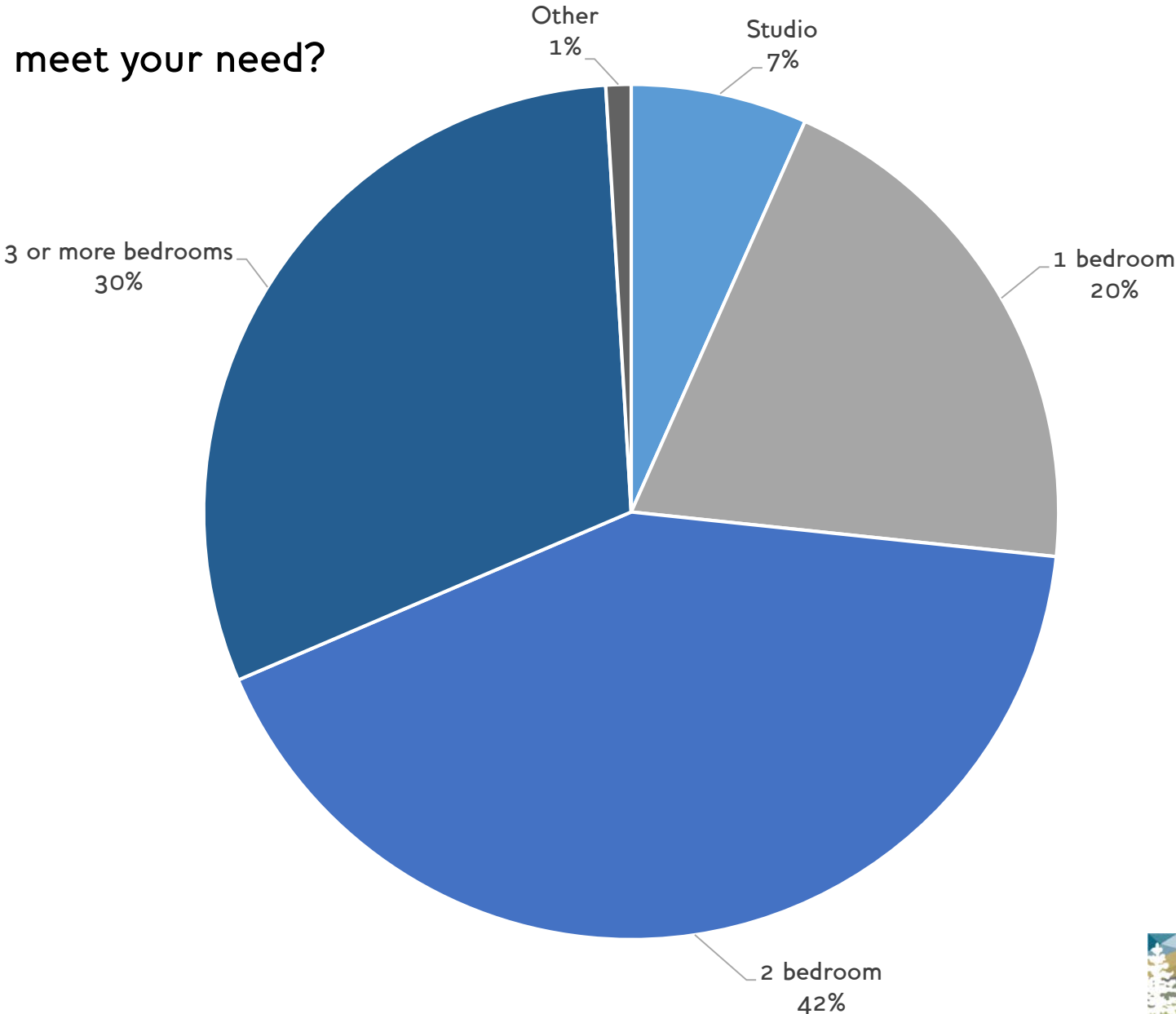
What should be three broad objectives for development of The Parcel?



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



What type of housing unit would meet your need?



Do you have anything else to add?

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

Guiding Principles and Development Objectives

Purpose

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

Draft Guiding Principles

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

Draft Development Objectives

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

- I. Provide a variety of housing types (e.g., duplex, triplex, townhomes, apartments).
- II. Provide a mix of unit types (e.g., studio, one-bedroom, two-bedroom, three-bedroom).
- III. Provide both rental and ownership products.
- IV. Serve moderate income households and below ($\leq 120\%$ AMI); only consider designating a portion for middle income (up to 200% AMI) after assessing financial viability.
- V. Design for high durability and low-maintenance.

Draft Development Objectives

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

- I. Provide safe and intuitive pedestrian and bicycle connections through The Parcel to surrounding areas.
- II. Design a multi-modal circulation network that prioritizes pedestrians, bicyclists, and transit.
- III. Include at least one transit stop.
- IV. Include traffic calming measures to minimize cut-through traffic and speeding.
- V. Explore parking and traffic management strategies to further encourage alternative travel modes.

Draft Development Objectives

- C** Provide an integrated network of amenities and civic and open spaces while striving to make the best use of every square foot of land.
 - I. Incorporate supportive uses (such as a child care facility) into the design.
 - II. Include parks and playgrounds.
 - III. Integrate pet-friendly design.
 - IV. Include indoor and outdoor community gathering space(s).
 - V. Provide parking for residents and guests, but limit the land required for parking, thereby reserving available land for other uses.

Draft Development Objectives

D Focus on sustainable design concepts.

- I. Integrate natural features (wetlands, trees, and open space) into the neighborhood design.
- II. Incorporate sustainable infrastructure and energy-efficient designs.
- III. Integrate well-planned snow storage areas and accommodate efficient snow management operations.
- IV. Limit the amount of impervious paving, such as surface parking areas.

Draft Development Objectives

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

- I. Design the site to provide a transition from higher intensity commercial uses to neighboring residential uses.
- II. Utilize human-scale, pedestrian-oriented design to create a safe, welcoming neighborhood.
- III. Create a catalyst for revitalization of surrounding commercial areas.
- IV. Build upon the recent efforts of Walk, Bike, Ride and Downtown Revitalization to ensure the new neighborhood becomes an integral part of the greater community.

Draft Development Objectives

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

- I. Prepare an overall program for development and management that implements development objectives a. through e., to the extent feasible, while achieving long-term viability.
- II. Accommodate densities and design features necessary to qualify for essential funding.
- III. Consider regulatory actions that would be necessary to implement the development program.
- IV. Consider economic factors, including those related to potential investors, affordable housing developers, and future residents.
- V. Develop a phasing plan that reflects market conditions and encourages construction to begin as early as practical.

Questions?

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

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



Discussion

Draft Guiding Principles

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- 2 Create a well-designed neighborhood that stands the test of time.
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- “No Go”

Comment cards are available too!

Draft Development Objectives

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

- I. Incorporate supportive uses (such as a child care facility) into the design.
- II. Include parks and playgrounds.
- III. Integrate pet-friendly design.
- IV. Include indoor and outdoor community gathering space(s).
- V. Provide parking for residents and guests, but limit the land required for parking, thereby reserving available land for other uses.

Discussion

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

Comment cards are available too!

Draft Development Objectives

D Focus on sustainable design concepts.

- I. Integrate natural features (wetlands, trees, and open space) into the neighborhood design.
- II. Incorporate sustainable infrastructure and energy-efficient designs.
- III. Integrate well-planned snow storage areas and accommodate efficient snow management operations.
- IV. Limit the amount of impervious paving, such as surface parking areas.

Discussion

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

Comment cards are available too!

Draft Development Objectives

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

- I. Design the site to provide a transition from higher intensity commercial uses to neighboring residential uses.
- II. Utilize human-scale, pedestrian-oriented design to create a safe, welcoming neighborhood.
- III. Create a catalyst for revitalization of surrounding commercial areas.
- IV. Build upon the recent efforts of Walk, Bike, Ride and Downtown Revitalization to ensure the new neighborhood becomes an integral part of the greater community.

Discussion

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

Comment cards are available too!

Draft Development Objectives

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

- I. Prepare an overall program for development and management that implements development objectives a. through e., to the extent feasible, while achieving long-term viability.
- II. Accommodate densities and design features necessary to qualify for essential funding.
- III. Consider regulatory actions that would be necessary to implement the development program.
- IV. Consider economic factors, including those related to potential investors, affordable housing developers, and future residents.
- V. Develop a phasing plan that reflects market conditions and encourages construction to begin as early as practical.

Discussion

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

Comment cards are available too!

What Did We Miss?

Wrap Up and What's Next?

- Workshop Summary Memo with refined Guiding Principles and Development Objectives
- Rough preliminary concepts
- Upcoming opportunities to talk about The Parcel:
 - 7/1: Mammoth Lakes Housing, Inc. Monthly Update
 - 7/4: Info Table at Mammoth Creek Park
 - 7/5: Info Table at Village Fourth of July Events
 - 7/17: Town Council Monthly Update
 - 7/22: Info Table at Men's Softball Tournament (Shady Rest Park)
 - 7/26-7/28: Info Table at VillageFest
 - Other events TBD

To be released on Engage Mammoth Lakes for public feedback!

Stay Informed!

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

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

Sign up for Engage Mammoth Lakes to participate online.

Multi-Day Design Workshop: August 20 – 23!



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

