



Town of Mammoth Lakes

Plan The Parcel

Workshop 2 – Summary Memo

October 9, 2019 | 1:00 – 4:30 p.m.

Introduction

On Wednesday, October 9, 2019, the Town of Mammoth Lakes (Town) hosted the second of three joint public workshops between the Town Council (Council) and Planning and Economic Development Commission (PEDC) for Plan The Parcel. Workshop 2 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 20 members of the public, including residents, neighbors, business representatives, and Mammoth Lakes Housing, Inc. staff¹. After a presentation and discussion by Council and PEDC, attendees were provided an opportunity to raise questions and offer input on the conceptual land use plan alternatives for The Parcel, on the presentation, and on the discussion by Council and PEDC. 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 led by Mayor Pro Tem Lynda Salcido and opened by Grady Dutton, Public Works Director. After a brief opening by Ms. Salcido welcoming attendees and laying out some ground rules for the evening's proceedings, Mr. Dutton further 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., Iman Novin from Novin Development Corp., and Spencer Johnson from LWC. Jen, Drew, and Iman 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 Process
- Framework for Preparing Conceptual Land Use Plans
- Conceptual Land Use Plan Alternatives and Online Survey Results
- Next Steps

¹ Spanish interpretation services were available, but the services were not utilized (no Spanish-only speakers attended the Workshop).

After the presentation, the Council and PEDC were given the opportunity to comment on and discuss the features standard to all alternatives, features unique in each alternative, perspective drawings, and street sections. The discussion was organized as follows:

- Standard design features
- Treatment of Mill Ditch
- Number of stories
- Number of units
- Parking
- Funding gap
- Perspectives
- Street sections
- Other

Mayor Pro Tem Salcido ran the workshop and provided members of the Council and PEDC opportunities to speak on each topic.

After Council and PEDC discussion, Jen summarized the Council and PEDC's general consensus/direction before the workshop was opened up for comments and questions from the public. Following public comment, Jen concluded the workshop by discussing next steps and upcoming opportunities for the community to stay involved. Mayor Pro Tem Salcido then provided a final opportunity for comments from Council and PEDC.

A video recording of the workshop can be viewed online at http://mammothlakes.granicus.com/ViewPublisher.php?view_id=4.

Council & PEDC Consensus/Direction

The Council and PEDC provided consensus and/or direction for each topic discussed, which is summarized below.

Topic	Consensus/Direction
Standard design features	Support for all standard design features
Treatment of Mill Ditch	Support for incorporating Mill Ditch as shown in Alternatives 1 & 2
Number of stories	Support for transitioning to up to four stories (or potentially more) in some locations (e.g., adjacent to commercial areas), but not adjacent to existing residential neighborhoods
Number of units	A focus on livability with general support for 400 – 450 units
Parking	Provide justification for why/how lower parking rates (i.e., lower than 2 spaces per unit) will work and incorporate creative parking solutions instead of building a parking structure
Funding gap	Support for as low of a funding gap as possible with the understanding that the funding gap is an output of the preferred plan direction from Council/PEDC
Perspectives	Support for all perspectives
Street Sections	Support for all street sections

Discussion & Comments

The following table summarizes discussion and input provided by the Council, PEDC, and public that led to the Council and PEDC's consensus/direction (above). Public input includes comments provided orally and via comment cards.

Topic	Council/PEDC Comments	Public Comments
Standard design features	• Potential connections (e.g., secondary connection to Center Street) may be potential opportunities but would require negotiations with private property owners. • No specific concerns related to the access points/connections. • Bus stops are critical. • There is a need for a community facility and/or child care facility, and some sort of facility may be eligible for State funding. • Support for an on-site community facility if possible (“good to have”, not a “need”). • It would be helpful to consider the bus stops and the community facility as two separate features/amenities. • Multi-use paths are essential and should be cleared throughout the winter to provide pedestrian access. • Support for the proposed street alignment. • Support for the traffic calming design of the street network. • Would like to better understand if the street network is optimized for transit efficiency. • Formal open space is essential. • It is important to design for rain-on-snow events and high demand drainage capacity considering flooding has occurred west of The Parcel (Sierra Valley Sites).	• Access points on Center Street and Arrowhead Drive are unnecessary. • The secondary Center Street connection will not happen. The existing adjacent business is industrial, so it does not make sense to have pedestrians and traffic going by. There are also submitted plans to build on the property. • The Wildflower Condominiums are opposed to the connection on Arrowhead Drive. • MMSA (private property owner) is still willing to consider the potential street connection on Arrowhead Drive. • Diagonal streets prevent the potential for some additional units. A grid pattern may be more effective. • Child care is vital to the success and livability of The Parcel. • Support for child care and a community facility. • If child care is not provided, it could be a barrier for parental employment. • Consider the per child outdoor space requirement for child care facilities (75 s.f./child). • Support for the multi-use path system. • Create alternative transportation possibilities (e.g., e-bikes with fat tires can be used in winter).
Treatment of Mill Ditch	• Support for incorporating Mill Ditch as an amenity. • Incorporating trails alongside Mill Ditch is essential. • Mill Ditch is an important green space amenity for future residents of The Parcel and residents of the Sierra Valley Sites.	• Support for preserving Mill Ditch and renaming it “Mill Creek.” • Snow storage on Mill Ditch could block water flow, leading to flooding.

Topic	Council/PEDC Comments	Public Comments
	• Mill Ditch and the associated drainage system should be more natural as it is more efficient and better equipped to handle high capacity rain/snow melt events. • Consider renaming Mill Ditch to “Mill Creek.”	
Number of stories	• Tuck-under parking counts as the building’s first floor. • Comments related to ADA access and tuck-under parking design. • Support for taller buildings if additional building height enables preserving Mill Ditch, creating a community facility, and providing other amenities on The Parcel. • Support for transitioning to four stories (or potentially more) in proximity to the commercial areas along Center Street. • A building height of four stories is not appropriate along Manzanita or Shady Rest Road, but appropriate closer to the center of the site.	• Support a building height of four stories over a podium. • Limit height based on stories, not feet. It would be beneficial to allow smaller units (studio, one-bedroom) to have taller ceiling heights to increase livability. • Ensure the Wildflower Condominiums are appropriately buffered and transitioned to (similar to the transitioning down for the Shady Rest neighborhood).
Number of units	• Overall desire is to create a successful, livable neighborhood, not necessarily a certain number of units. • Interest in a higher density alternative. • Support for ranges between 350 – 500 units.	• The proposed density for The Parcel development (450 units on 23 acres) is not “dense”. • Include five acres of open space and 20 acres of residential at 25 dwelling units/acre (500 units). • Adding potentially 1,000 new residents in this location would be very dense and would not be aligned with the mountain community vibe.
Parking	• Interest in parking ratios that would work well for future residents of The Parcel, then focusing on concerns with funding. • Avoid the parking mistakes made at The Village. • Concern about a parking structure being the best use of land on The Parcel. • Put money into transit, not a parking structure.	• Concerns about a parking structure on The Parcel. • Parking is a major concern. If parking isn’t adequate, cars will overflow into commercial areas, which is a problem. • Provide parking rates for existing affordable housing projects to compare against.

Topic	Council/PEDC Comments	Public Comments
	• Avoid putting a parking burden on future residents of The Parcel / the workforce. • Concerns with not having on-street parking available in the winter. On-street parking won't be available certain times during the winter (for example, parking along Main Street Frontage Road isn't always available during the winter). • Survey the Mammoth Lakes Housing, Inc. waitlist to understand the waitlist households' current parking needs. • Consider analyzing off-site opportunities for parking and carshare services. • Consider stackable, mechanical parking options. • Provide specific approaches for how the parking ratio can be mitigated down from two spaces per unit; and mitigate down to as low as is reasonable.	• Concern with on-street parking blocking snow removal operations; consider on-street parking with proper signage and in a "bus pull-out design" like South Lake Tahoe. • Stacked parking is expensive and problematic. • Include a parking ratio of one space per one unit with additional spaces in a common area. • Need secure, covered bike storage and e-bike charging (not available in existing affordable housing projects).
Funding gap	• More specific information on the funding associated with each design feature would be helpful (i.e., identify which features are tied to funding eligibility). • Would like to better understand local funding resources for filling the funding gap. • Solving the funding gap will be a negotiation with a variety of entities. • Support for a lower funding gap. • The funding gap is an output of the development program.	• Funding is very complicated. Recommend forming a finance working group. • Detail of the development program (mix of unit types and square footages) is needed to evaluate feasibility. • Consider local alternatives to fill the funding gap. It is essential for the local community to help support this project because it will benefit local economic development by providing affordable housing to the current and future workforce. • A community facility/child care could be funded with a Community Development Block Grant (CDBG), which could include up to \$3 million. • Prioritize amenities based on value of the amenity in competition for low income housing tax credits.

Topic	Council/PEDC Comments	Public Comments
		Concrete in Mammoth is very expensive. Consider avoiding it as much as possible (e.g., wrapped parking structure could be made of steel).
Perspectives	No specific comments or concerns.	No specific comments or concerns.
Street Sections	- No specific comments or concerns. - The Team has worked with Town staff (Public Works and Engineering) and Mammoth Lakes Fire Protection District on the street section dimensions and design.	- Support for the bioswales. - Support for street sections and width to accommodate snow storage.
Other	- Ensure this work can be handed-off and transitioned to a future developer partner(s). - Consider an immediate housing scenario so those in makeshift/temporary housing could have a place to live in the short-term. Also consider immediate housing on sites other than The Parcel.	- Support for Alternative 2. - The Parcel will not solve all housing problems in Mammoth Lakes. - Understand the Town's intent is to retain ownership of the land; clarify for potential developers in RFQ. - Consider utilizing CC&Rs instead of a ground lease because of lending limitations with a ground lease. - The Parcel should include only rental products. - Affordable housing should be a market solution at a below market price. It should not be worse or better than market rate housing. - Consider modular construction and strategies for efficient construction. Modular can deliver 200 units in 12 months. - Consider using repurposed shipping containers on The Parcel. - Support for the Team and process; the process and outreach opportunities have been very thorough.

Conclusion

The Council and PEDC direction from this Workshop (Workshop 2) will be used to prepare the preferred conceptual land use plan. The preferred conceptual land use plan will be made available for community input online (Engage Mammoth Lakes), anticipated in November 2019. The preferred conceptual land use plan will be presented for Council and PEDC acceptance at Workshop 3 on December 11, 2019.

Exhibits

Exhibit A: Workshop 2 Presentation

Exhibit B: Mammoth Lakes Housing, Inc. Board of Directors Comment Letter, October 7, 2019

Exhibit C: Russ Harrison Public Comment (via email to Sandra Moberly), October 3, 2019

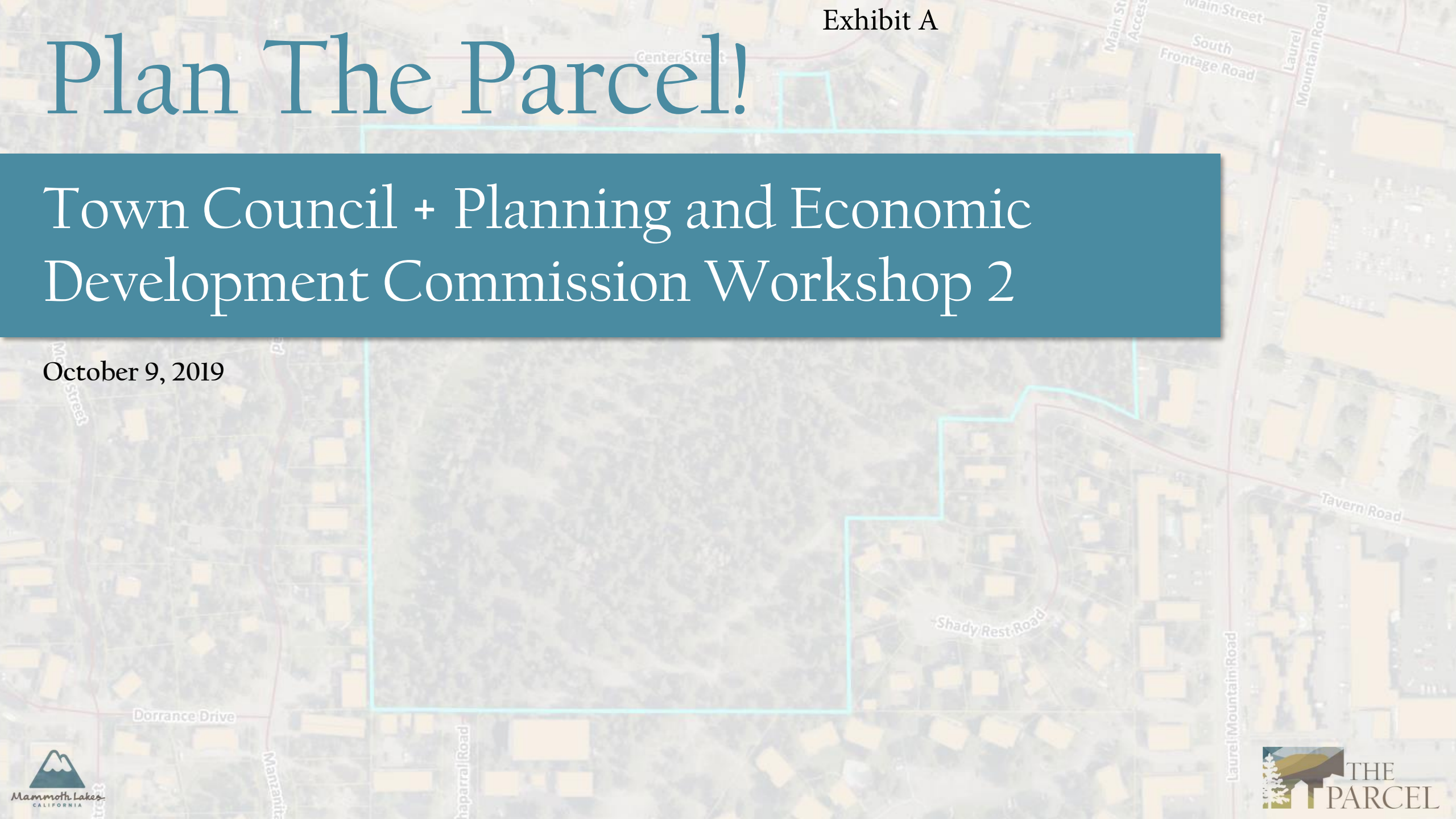
Exhibit D: Charles Broten, Inyo Mono Advocates for Community Action, Inc. Comment Letter

Exhibit E: Workshop 2 Staff Report

Plan The Parcel!

Town Council + Planning and Economic Development Commission Workshop 2

October 9, 2019



Overview and Expectations

- Welcome
- Workshop Focus: The Pre-Development Planning Process:
“Plan The Parcel”
- The Parcel Team: Consultant and Town Staff Roles

Agenda

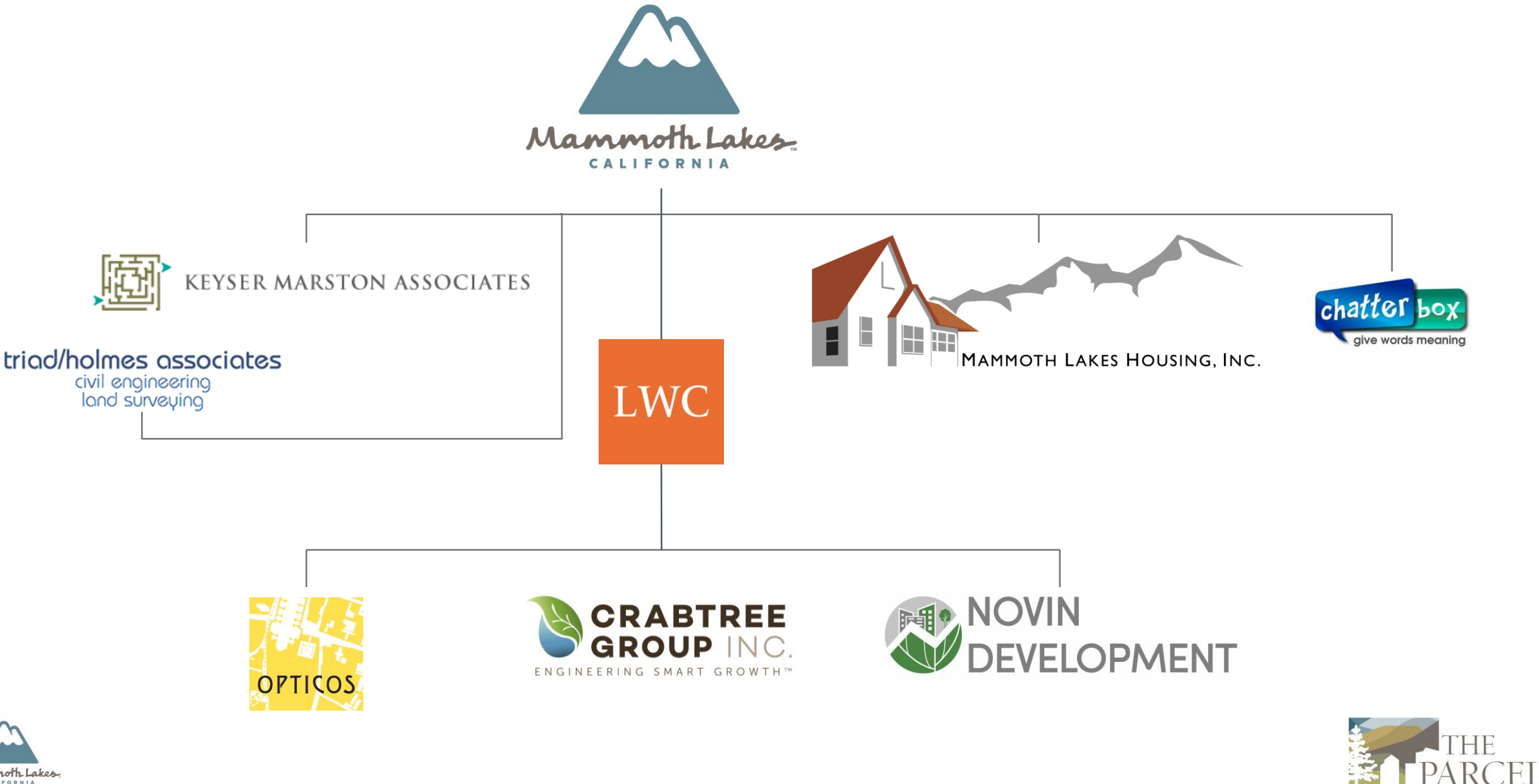
- 1 Welcome
- 2 Presentation
- 3 Council and Commission Discussion
- 4 Public Comments
- 5 Preferred Plan Direction

Purpose

Discuss feedback on The Parcel conceptual plan alternatives and provide direction for a preferred alternative

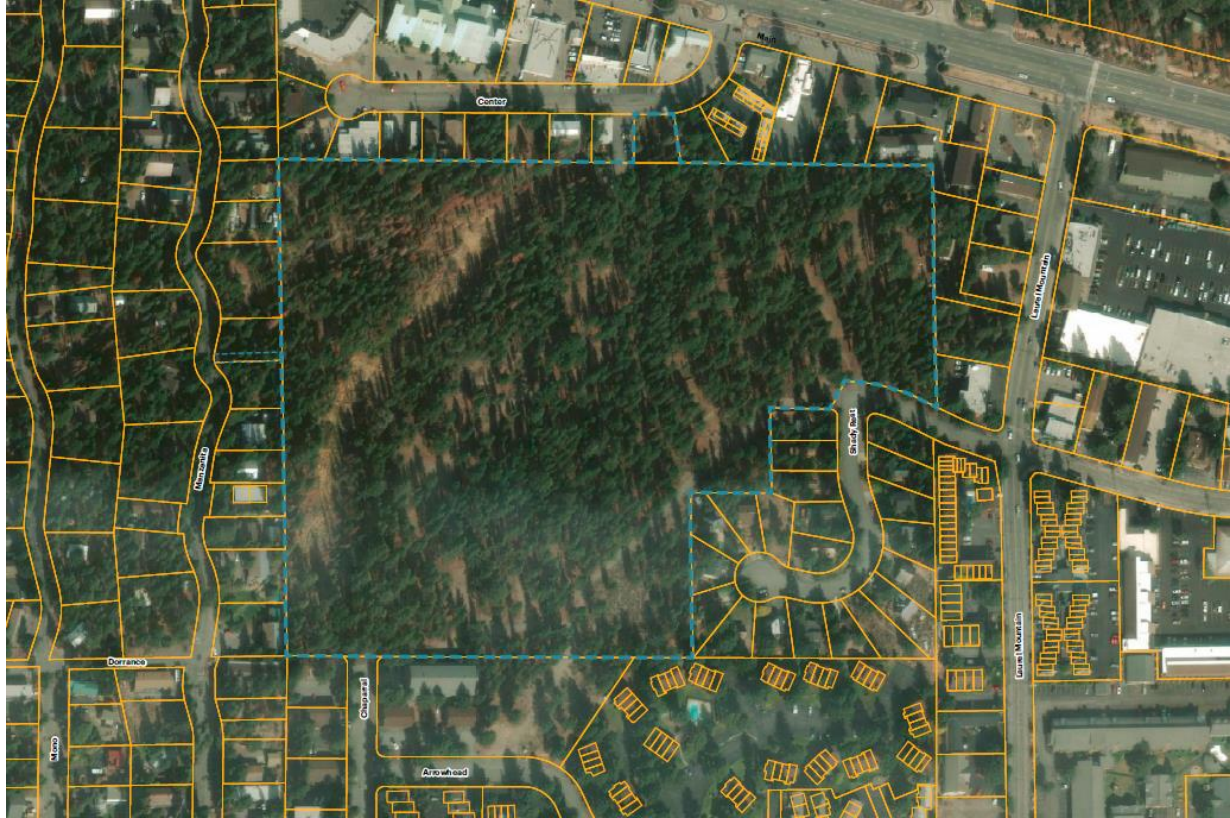
Introduction

Consultant Team



Background

The Parcel



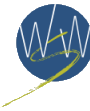
Community Housing Action Plan (CHAP) —

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

November 2017



Prepared by:



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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

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- 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 purchase.
- 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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Income Levels

Income Category		Annual Income							
		Number of People in Household							
		1	2	3	4	5	6	7	8
≤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

- AMI = Area Median Income
- Determined annually by the State for each County
- Mono County's AMI for a 4-person household is \$81,200

The Parcel Development Objectives identify that The Parcel should serve moderate income households (≤120% AMI)

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

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

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

595 units needed through 2022 (all income levels)

- 275 ownership
- 320 rental

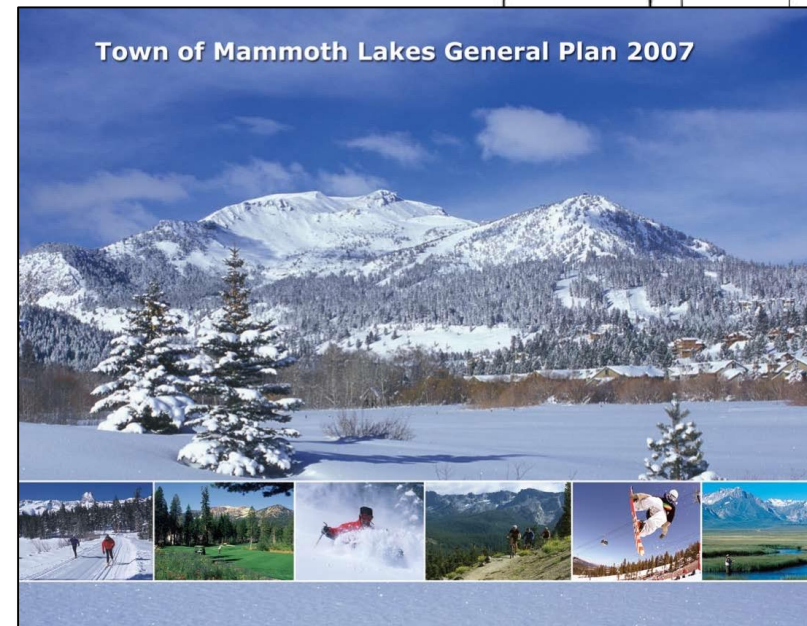
351 units needed through 2022 at ≤120% AMI

- 121 ownership units ≤120% AMI
- 230 rental units ≤120% AMI



The Parcel Planning Background

- Master Plan (1991)
 - Moderate income and below ($\leq 120\%$ AMI)
 - 172 units
- General Plan
 - A livable in-town neighborhood for the workforce
 - HDR-1
 - 12 units/acre
 - 24 units/acre if all deed restricted affordable housing



Other Considerations

Walk, Bike, Ride

- Shift from car-dominated system

Downtown Revitalization

- Flexible workforce housing solutions, efficient site design

Resilient Mammoth Lakes

- Housing Element Update

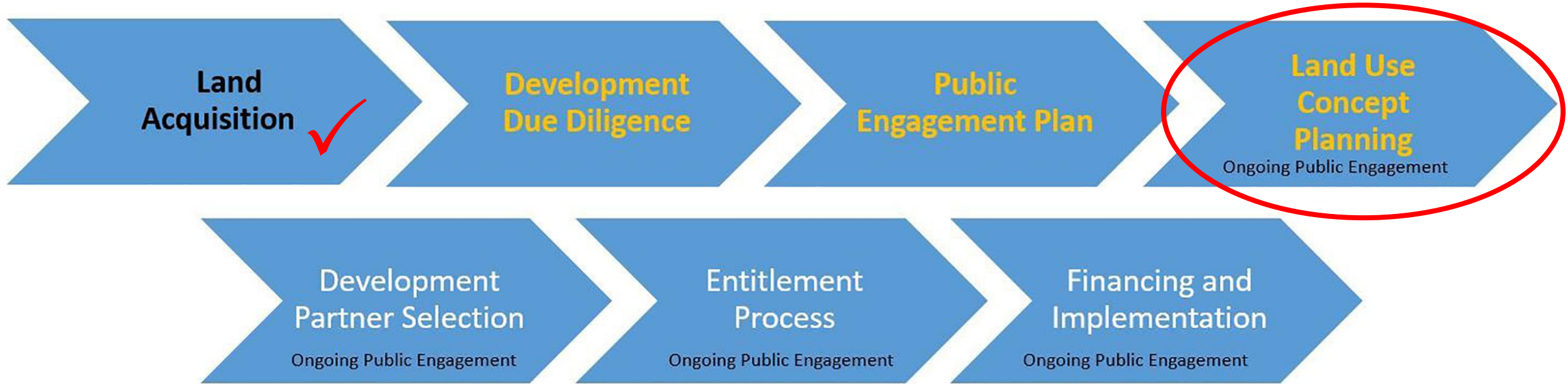
Housing Laws & Programs

- State laws incentivize affordable housing
- Funding criteria

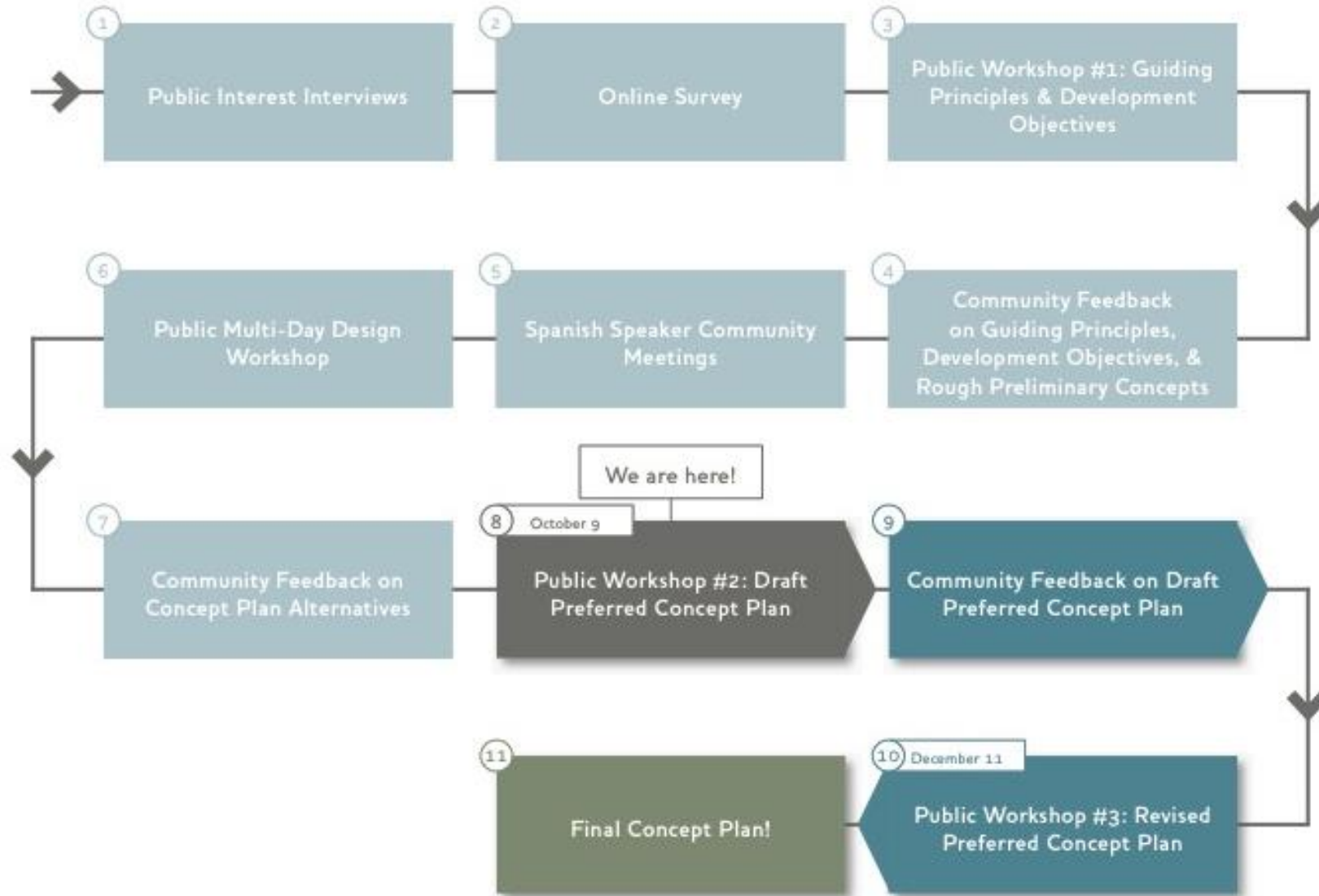


Plan The Parcel Process

Process



Process



Framework

Guiding Principles

- A Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.
- B Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.
- C Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.
- D Focus on environmentally sustainable design concepts.
- E Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.
- 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.

Feasibility Assumptions (1 of 3)

- 15 du/ac net density is minimum to qualify for some affordable housing funding sources.
- Higher densities compete better for funding and allow for economies of scale, reducing funding gap per unit.
- New transit stop will be needed for funding competitiveness (along with better quality of life for residents).
- Substantive bike and pedestrian improvements will help reduce greenhouse gases and help compete for state funding.
- Project site is ideally walkable and amenity rich.
- 1:1 parking ratio (gross) is the targeted goal for funding competitiveness, consistency with Town plans and policies, efficient land utilization, and overall financial viability.
- Tuck under parking is most space and cost efficient and reduces snow removal/storage burden (along with better quality of life for residents).

Feasibility Assumptions (2 of 3)

- All open space also functions as snow storage space, and all snow storage accommodated on-site (trucking snow is too expensive).
- Mill Ditch must have capacity to service existing watershed and rain and snowmelt from The Parcel.
- A variety of unit mix (studios, 1-bedroom, 2-bedroom, 3-bedroom units) and rents ranging from 30% to 120% AMI. As well as a combination of rental and home ownership.
- Moderate income and higher AMI units should be considered separate project phases (e.g., home ownership).
- Affordability of Tax Credit rental units must average to 60% AMI and cannot exceed 80% AMI for rental units.

Feasibility Assumptions (3 of 3)

- Complete build out will require **multiple phases**, some financed with 4% and some with 9% tax credits.
- All discretionary approvals must be in place by the funding application deadline for competitive funding sources like 9% credits and AHSC.
- Payment of **prevailing wage** was assumed in all scenarios.
- Financial analysis assumed 99-year ground lease from the Town, Town funding/development of infrastructure, and waiver of Town fees.
- Utilization of **modular construction** may reduce cost and time and should be further studied.
- An initial **first phase** is possible on an **expedited timeline**.
- Streamlined environmental clearance and approvals are possible through State bills like SB 35 or a workforce housing overlay district (SB 540).

Alternatives + Survey Results

Design Alternatives Online Survey

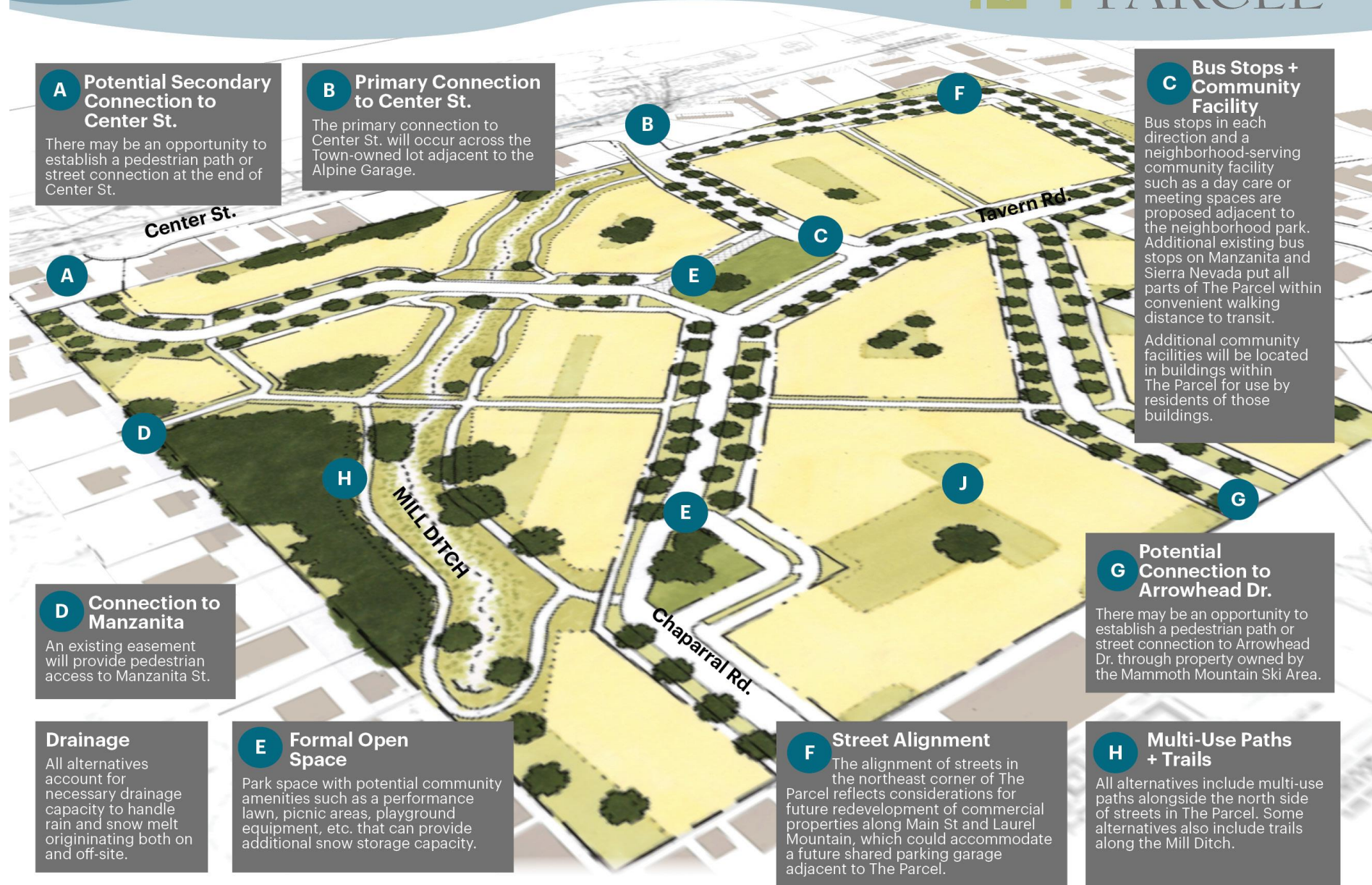
117 Responses

Open for 1.5 - 2.5 weeks

- Advertised/promoted via email blasts, social media, and door-to-door flyers
- Available in English and Spanish

Features Standard to All Alternatives

All alternatives include a mix of unit types (studio, 1, 2, and 3-bedroom units) and include buildings that would be suitable for both rental and for-sale housing types.





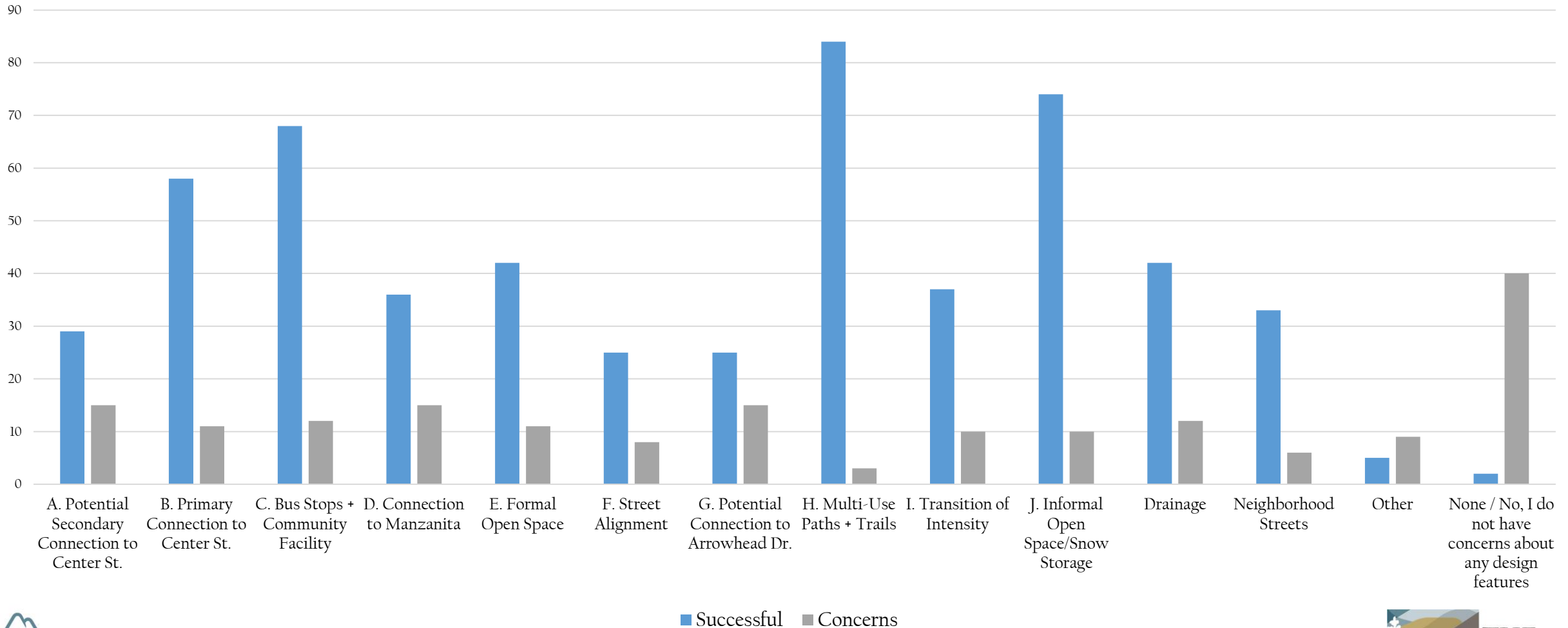
A section drawing that cuts through the center of a block shows how informal open space that doubles as snow storage in the winter fits between buildings.

Features Standard to All Alternatives

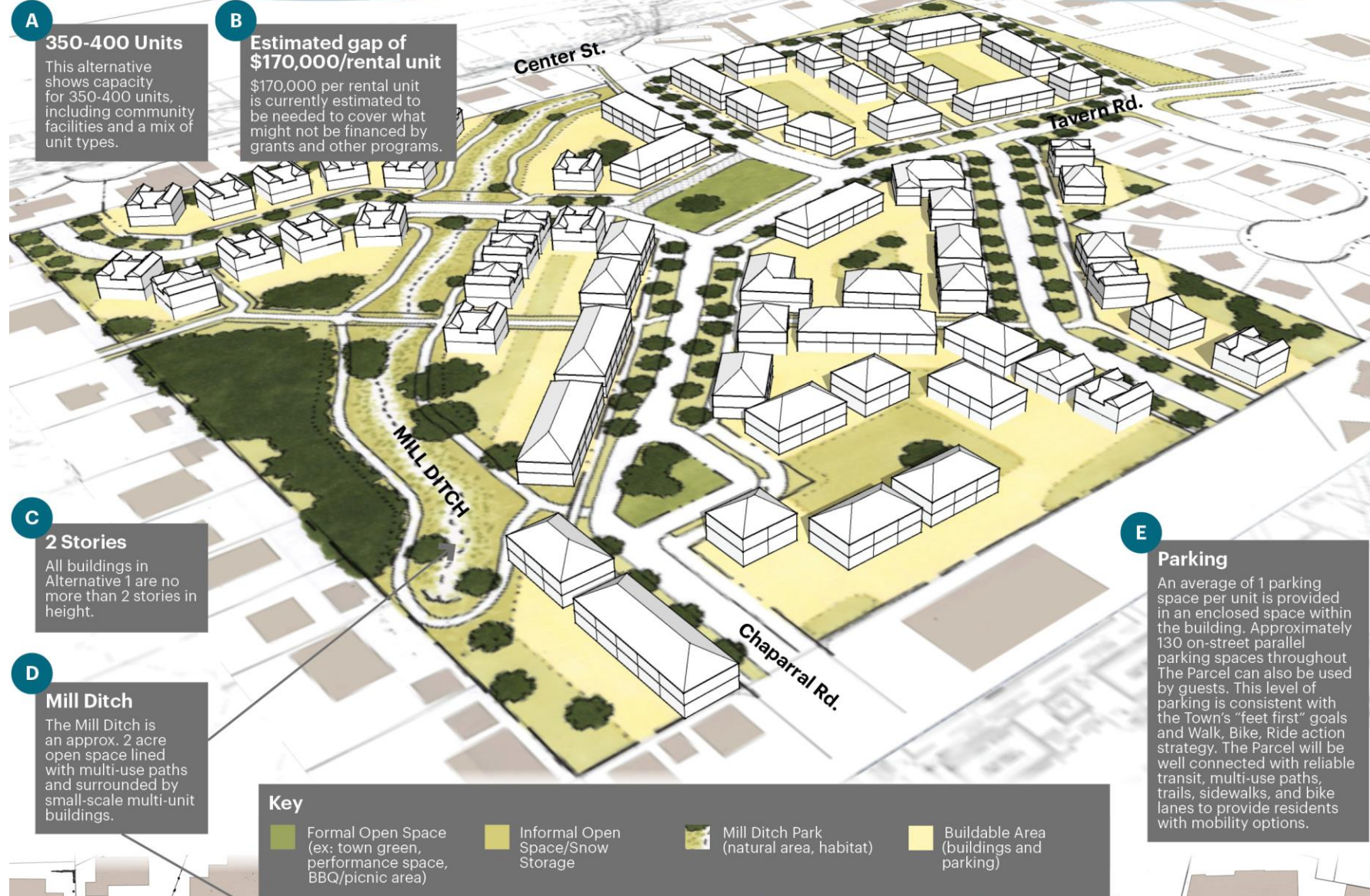


Standard Design Features

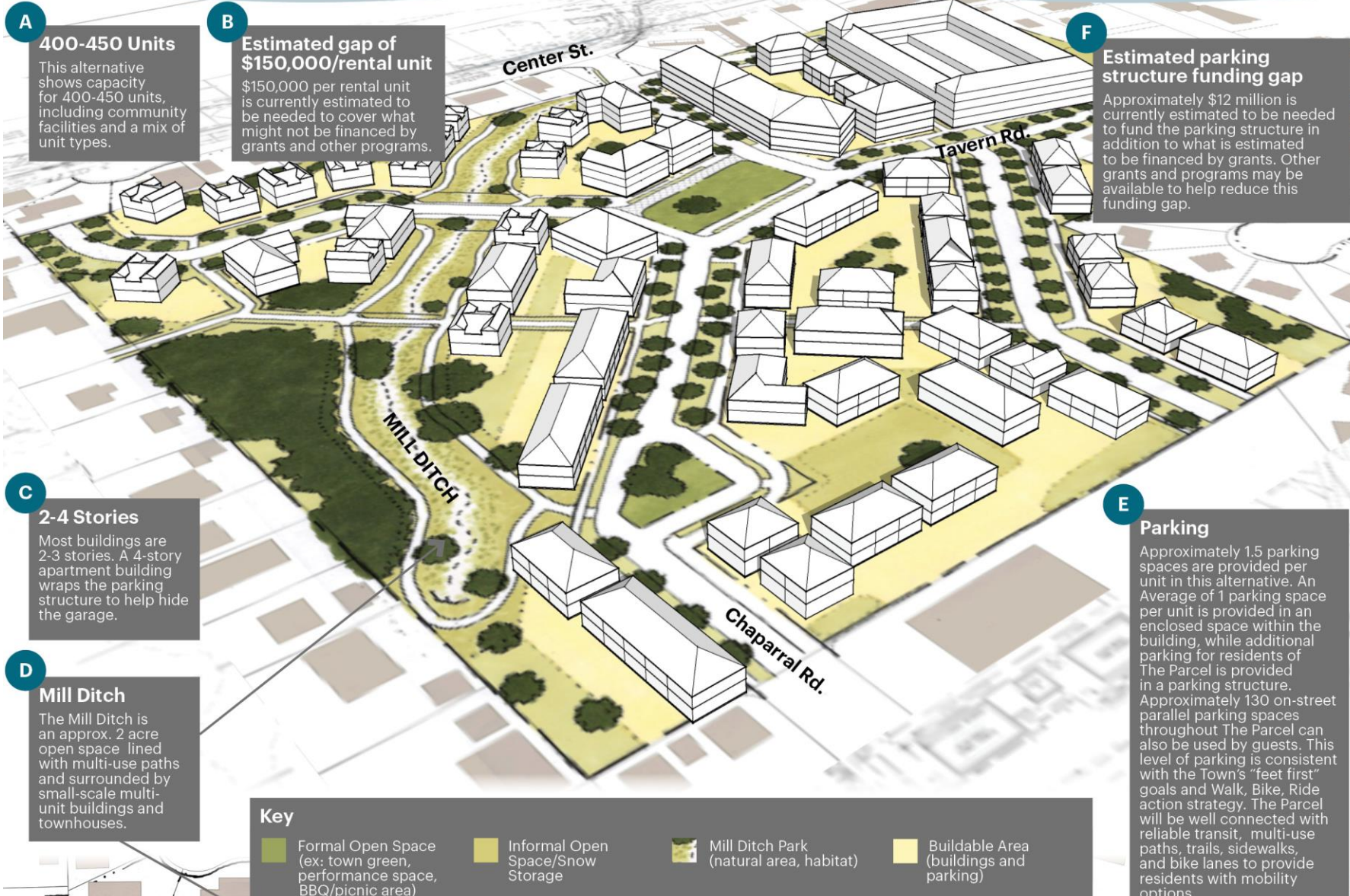
Which design features do you think will be most successful? Are there any design features you have concerns about?



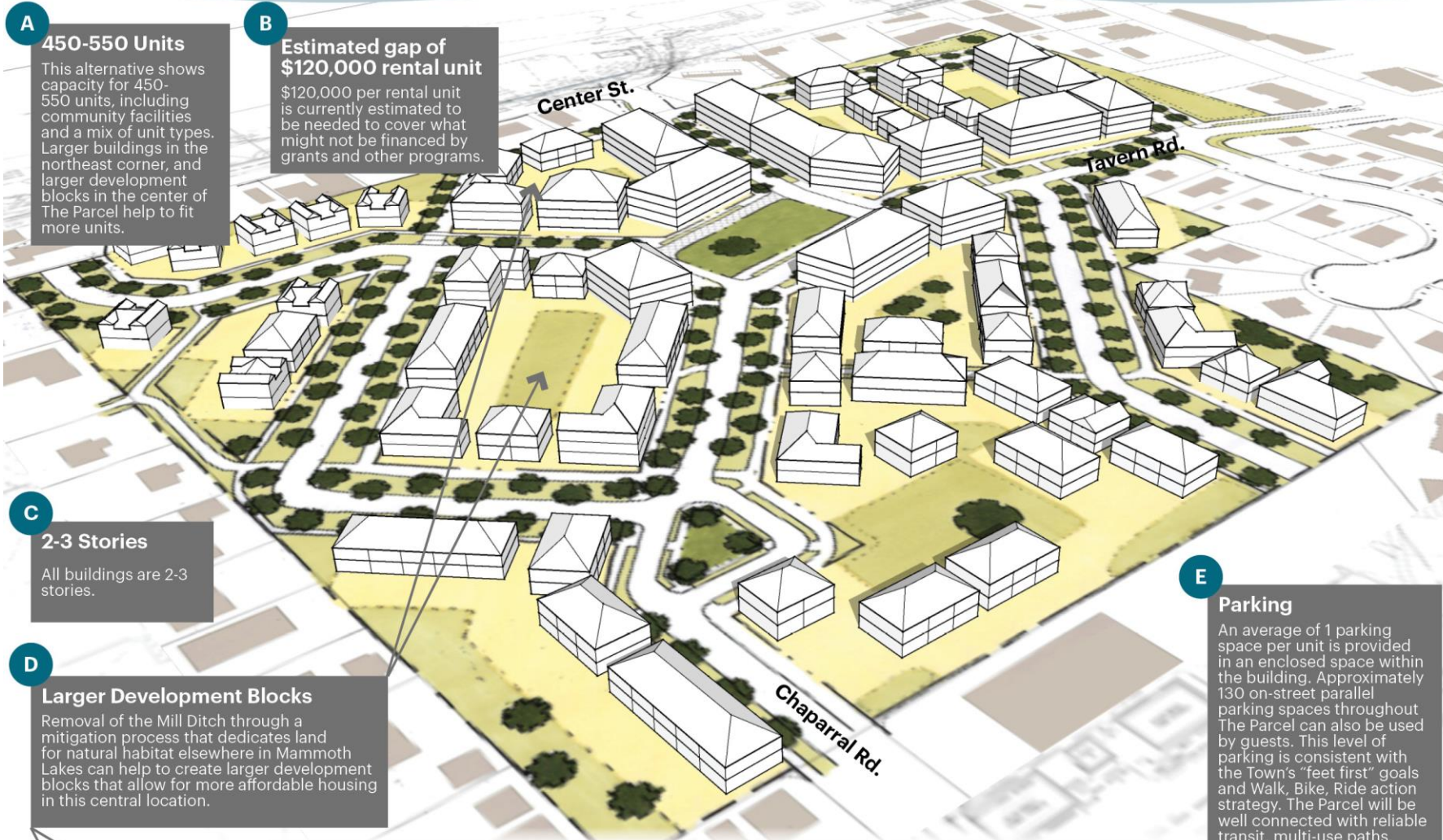
Alternative 1 — “Low Intensity”



Alternative 2 — “Medium Intensity”



Alternative 3 — “High Intensity”



A

450-550 Units

This alternative shows capacity for 450-550 units, including community facilities and a mix of unit types. Larger buildings in the northeast corner, and larger development blocks in the center of The Parcel help to fit more units.

B

Estimated gap of \$120,000 rental unit

\$120,000 per rental unit is currently estimated to be needed to cover what might not be financed by grants and other programs.

C

2-3 Stories

All buildings are 2-3 stories.

D

Larger Development Blocks

Removal of the Mill Ditch through a mitigation process that dedicates land for natural habitat elsewhere in Mammoth Lakes can help to create larger development blocks that allow for more affordable housing in this central location.

E

Parking

An average of 1 parking space per unit is provided in an enclosed space within the building. Approximately 130 on-street parallel parking spaces throughout The Parcel can also be used by guests. This level of parking is consistent with the Town's "feet first" goals and Walk, Bike, Ride action strategy. The Parcel will be well connected with reliable transit, multi-use paths, trails, sidewalks, and bike lanes to provide residents with mobility options.

Key

Formal Open Space
(ex: town green,
performance space,
BBQ/picnic area)

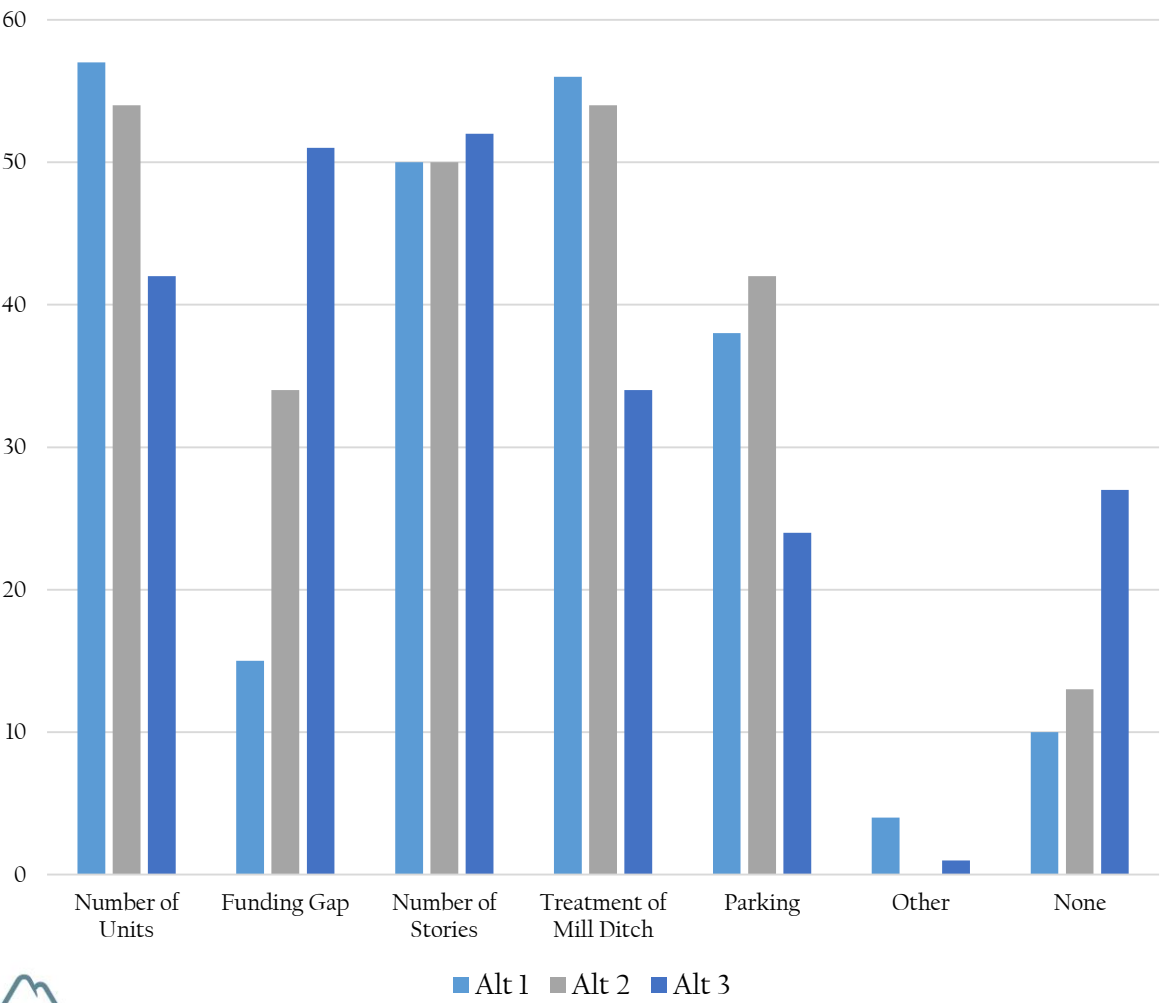
Informal Open
Space/Snow
Storage

Mill Ditch Park
(natural area, habitat)

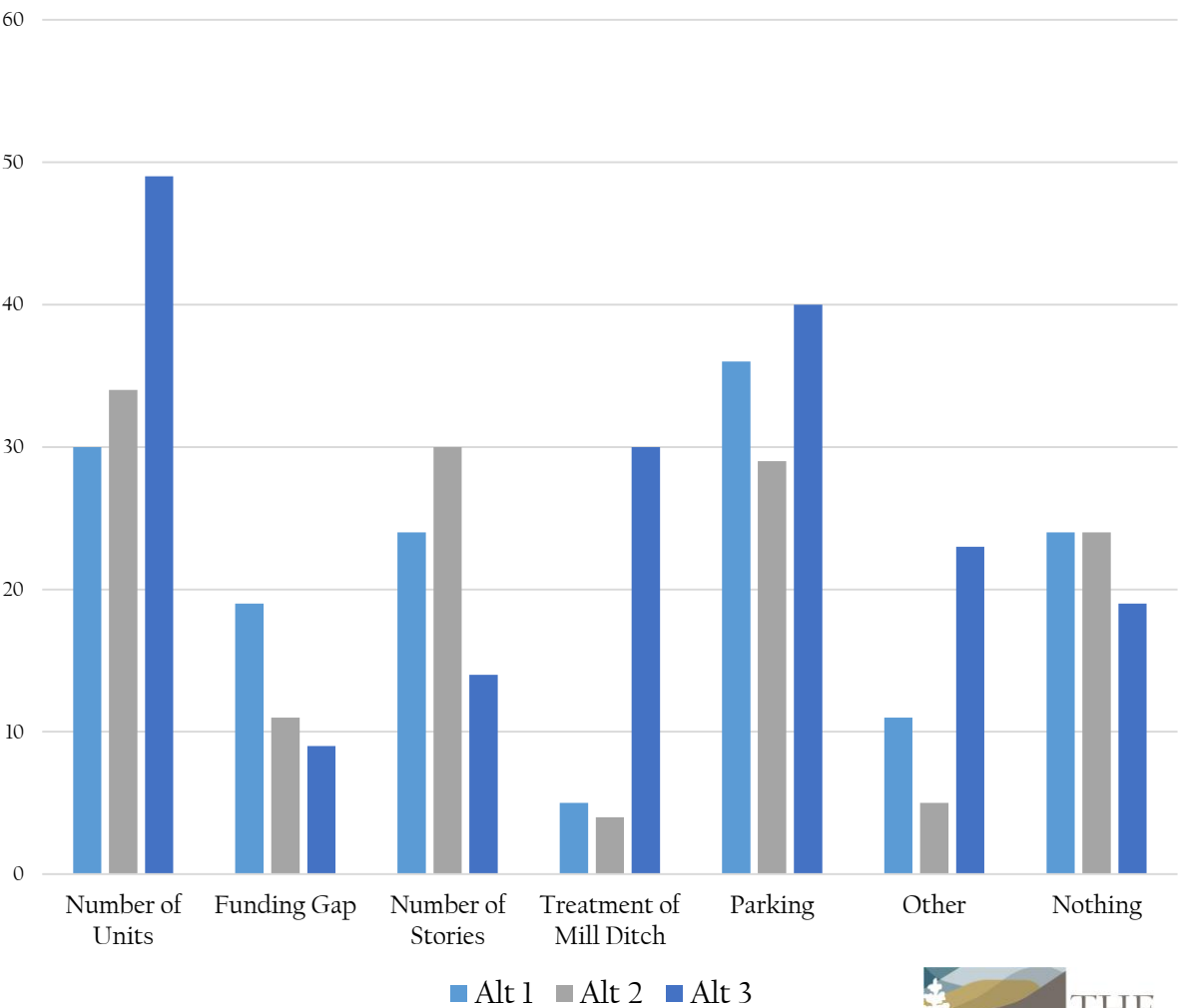
Buildable Area
(buildings and
parking)

Alternative Comparison

Which design features do you think will be most successful?



Which design features would you change?

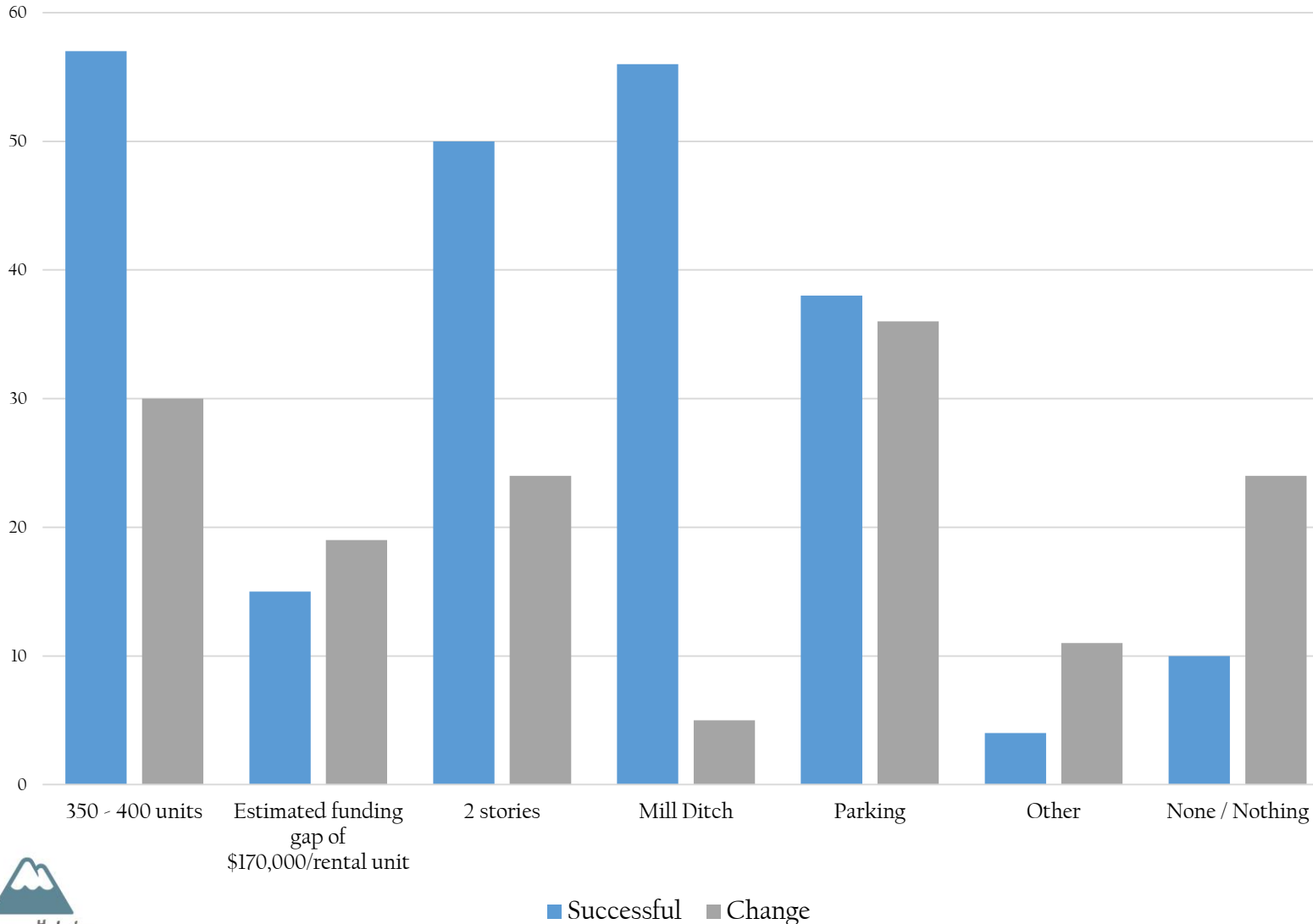


Note: Estimated parking structure funding gap unique to Alt 2 and not included on this slide (see Alternative #2 slide)



Alternative #1

Which design features do you think will be most successful? Which design features would you change?

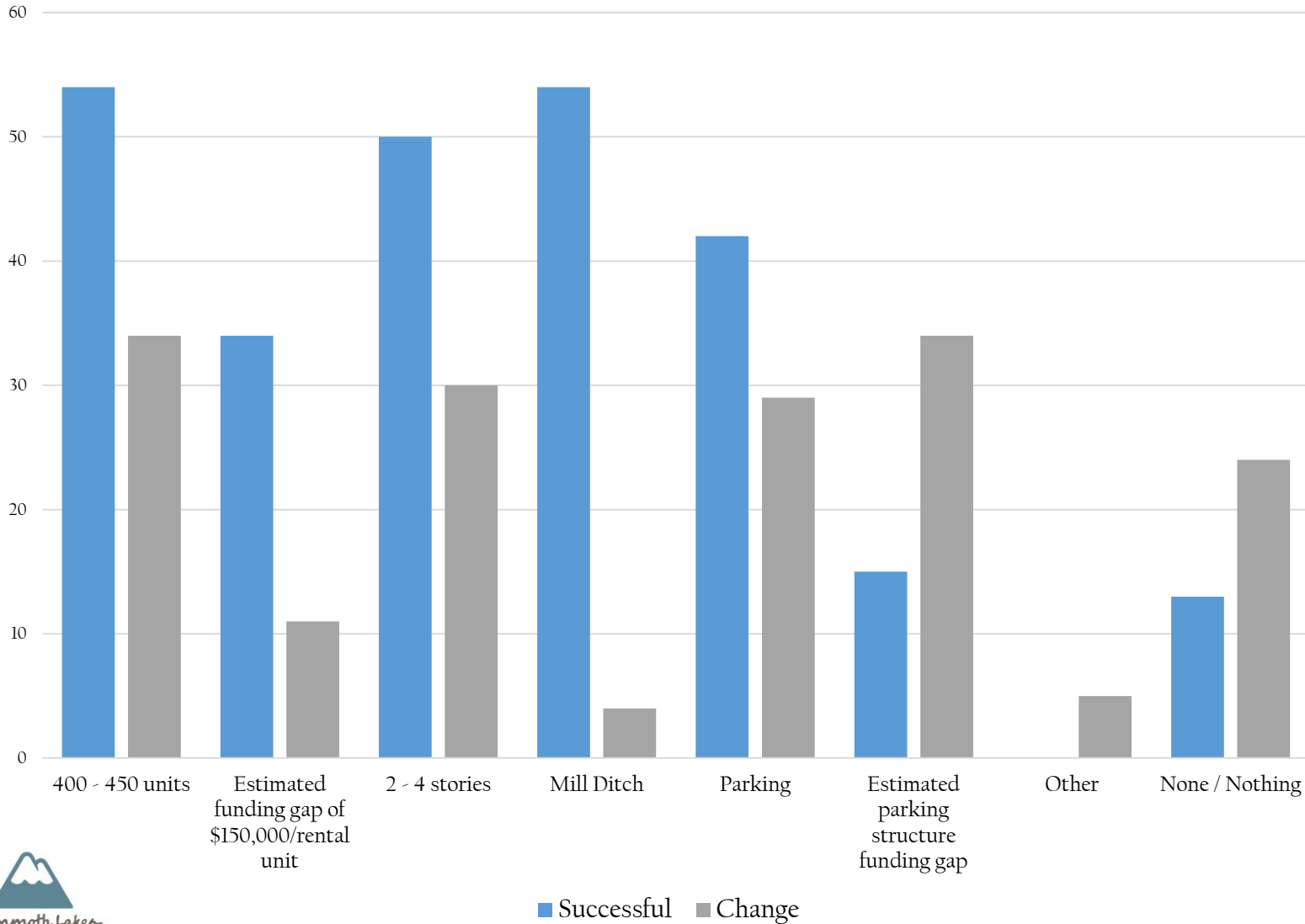


Comments:

- Lower densities and heights should be adjacent to Shady Rest neighborhood.
- Need to preserve open spaces and trees.
- Too few units / need more units.
- Too many units / too dense of a population.
- Ideally, funding gap would be less.
- Increase parking ratio / 1 parking spot is not sufficient.
- On-street parking will not be usable in the winter.
- A mix of building heights would be preferred / buildings could be taller to accommodate more units.
- Concerned about the Mill Ditch being able to handle runoff.
- Ensure dedicated child care facility is planned.

Alternative #2

Which design features do you think will be most successful? Which design features would you change?

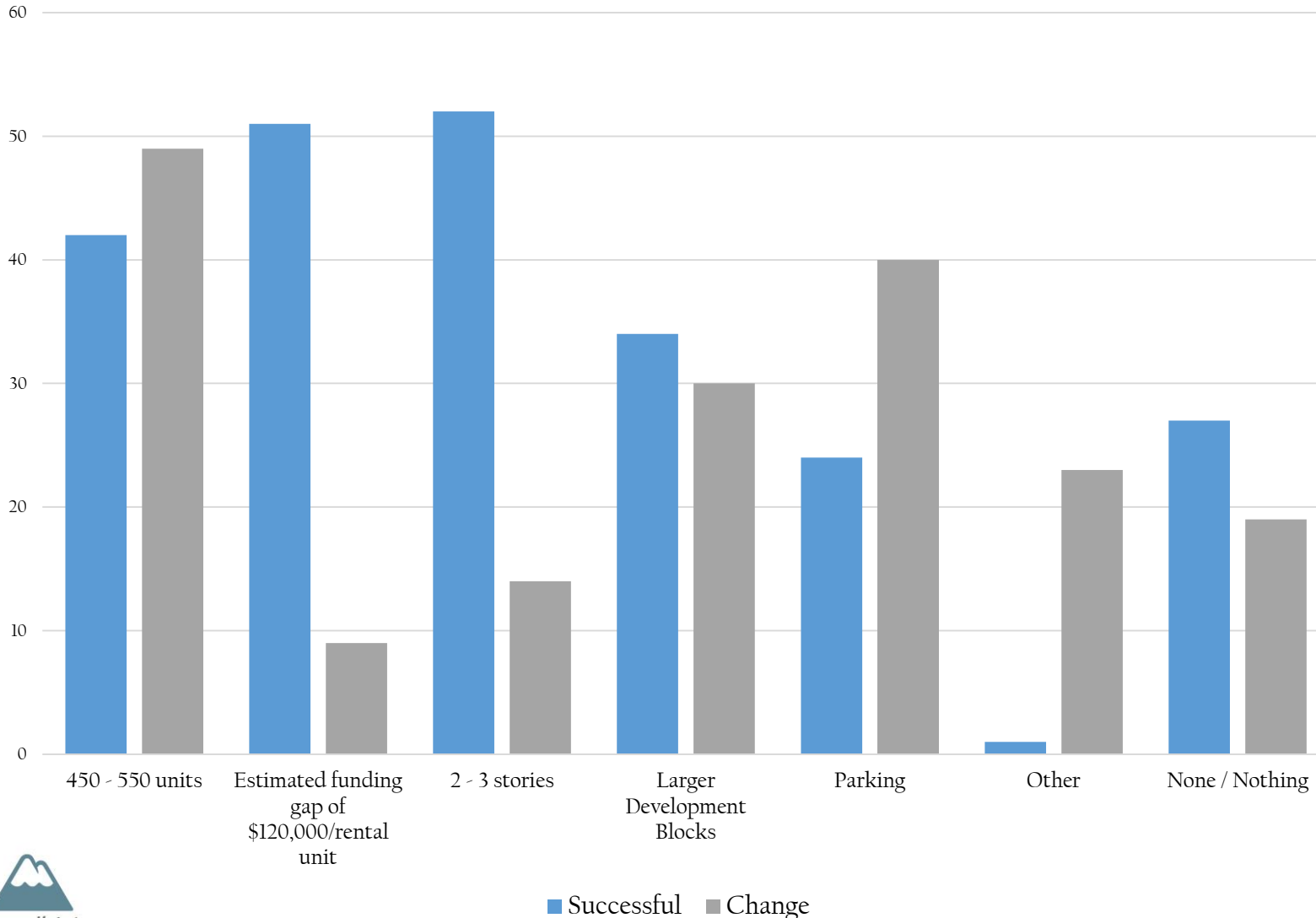


Comments:

- Large structures near Wildflower and Shady Rest seem excessive.
- Too few units / need more units.
- Too many units / too high density.
- Reduce costs / there should be no funding gap.
- 1 parking space per unit is enough.
- Need more parking / this parking ratio is getting closer to what is realistic.
- Consolidated parking may be beneficial / not sure if parking structure is right for The Parcel.
- 2 - 3 stories is appropriate (especially if tuck under parking is included) / 4 stories is too tall.

Alternative #3

Which design features do you think will be most successful? Which design features would you change?



Comments:

- Eliminate Mill Ditch.
- Preserve Mill Ditch and natural area.
- Good mix of building sizes but too dense overall.
- Extremely dense / way too dense.
- Reduce costs / there should be no funding gap.
- We should move away from reliance on cars.
- Need more parking.
- The parking garage should be included on this alternative.
- 1 - 4 stories is appropriate (especially if tuck under parking is included).
- No more than 2 stories.
- Larger development blocks are too urban.

Mill Ditch Trails



New Housing

Small-scale multi-unit buildings, or townhouse buildings line the Mill Ditch park with front doors opening to the paths and trails that run alongside the Mill Ditch.

Trails + Paths

A multi-use path with wayfinding signage runs along the north and a dirt path runs along the south side of the Mill Ditch. Both connect to the Town's trail and path system.

Trees + Plants

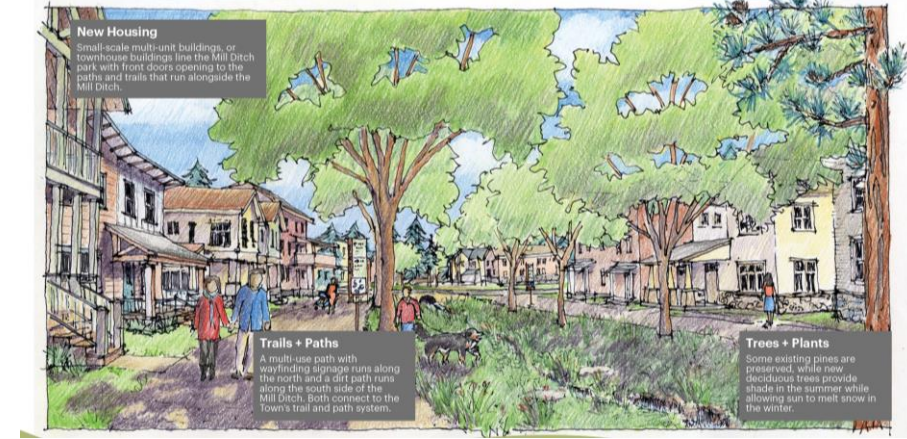
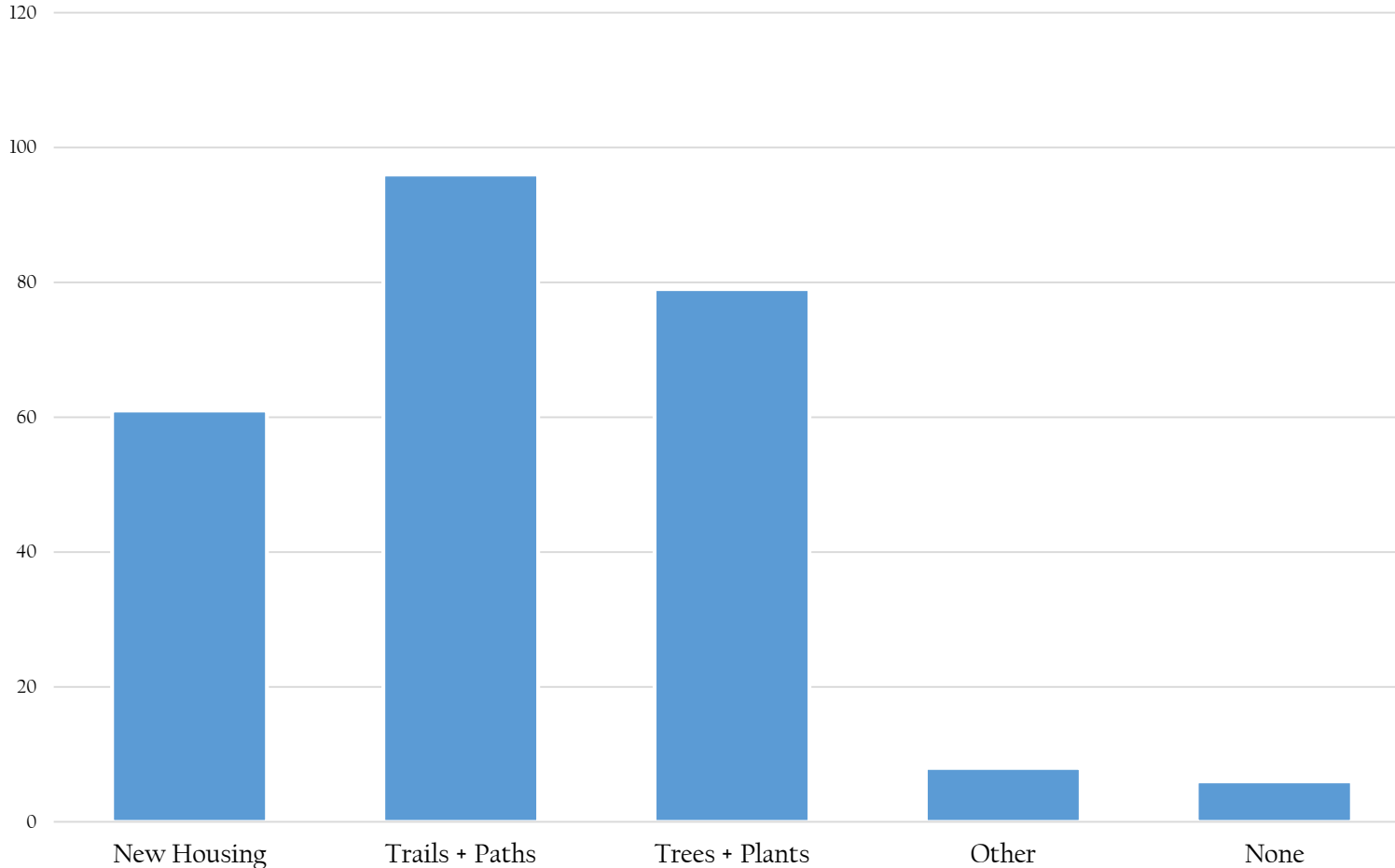
Some existing pines are preserved, while new deciduous trees provide shade in the summer while allowing sun to melt snow in the winter.

Mill Ditch Trails



Mill Ditch Trails

Which of the features in this illustration do you think will be most successful?



Comments:

- The front of the buildings facing the street is great/ housing entrances give a nice neighborhood feel.
- Natural area is nice but not necessary.
- Cover Mill Ditch and use it for parking.
- Do not cover Mill Ditch / keep it natural.

The Parcel Neighborhood Park



Community Facility

The park could be anchored at one end by a community facility such as day care, a community meeting space, or other community-serving use.

Building Orientation

The fronts of adjacent buildings face towards the park to help create a lively public space that is inviting to the entire community.

Bus Stops

As the center of the neighborhood, the park is recommended as the location for two new bus stops in The Parcel.

Park Amenities

The park could include amenities desired by the community such as performance space, BBQ and picnic areas, and an open lawn for play.

Trees + Plants

Some existing pines are preserved, while new deciduous trees provide shade in the summer while allowing sun to melt snow in the winter.

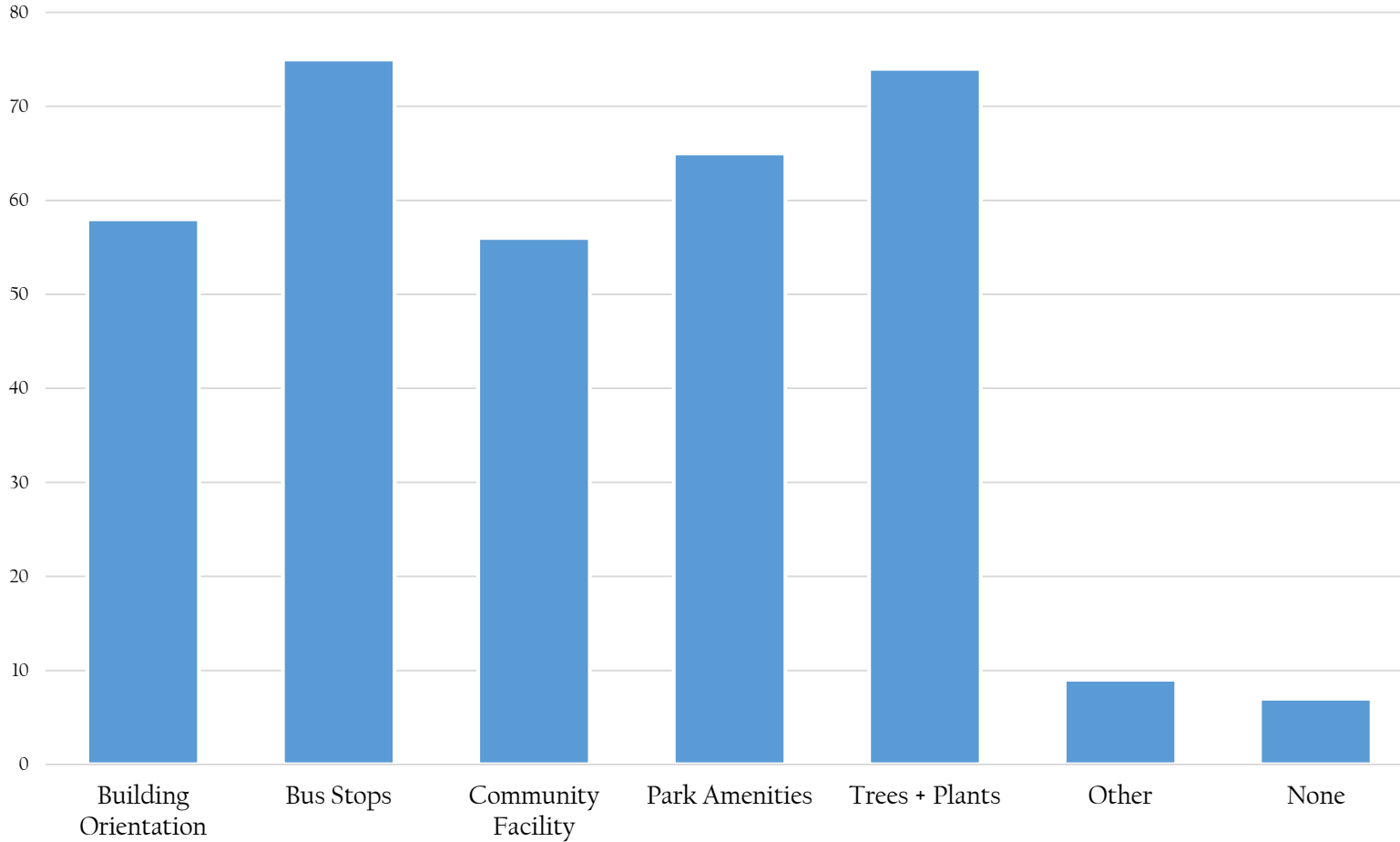


The Parcel Neighborhood Park



Neighborhood Park

Which of the features in this illustration do you think will be most successful?



Comments:

- Consider adequacy for snow storage and rain on snow events.
- Have some doors face parking lots and porches face the sun.
- Keep the existing old growth pine trees.
- Do not need a community facility.
- Do not need a park / yards or additional bioswale space is preferred.
- Park is not large enough for a neighborhood of this size / open space is highly valuable.
- Would change nothing.

Typical Residential Street



Street Trees

Deciduous trees provide shade in the summer while allowing sun to melt snow in the winter.



Snow Storage

"Bioswales" between the road and path/sidewalk provide space for snow cleared from the street. Each block contains additional snow storage for driveways and snow falling from roofs.

Trails + Sidewalks

Multi-use paths runs along the north side of most streets, while smaller sidewalks run along the south side.

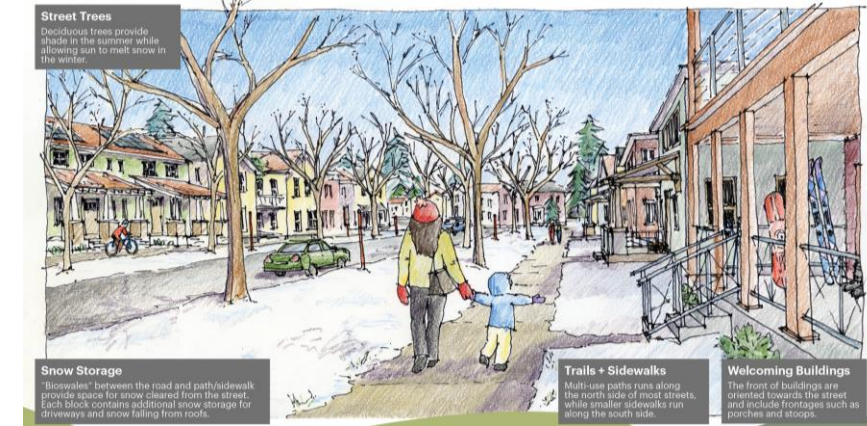
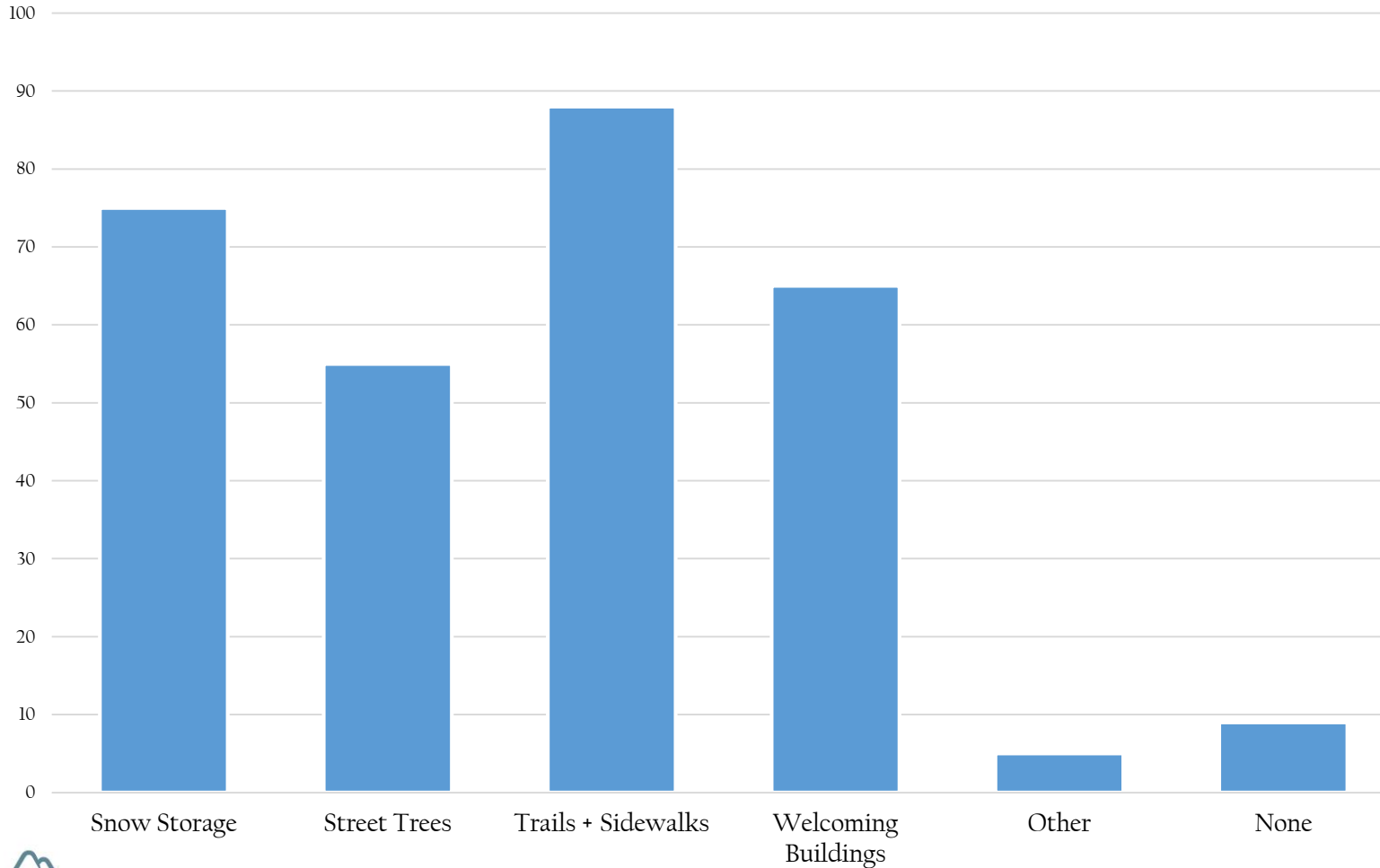
Welcoming Buildings

The front of buildings are oriented towards the street and include frontages such as porches and stoops.

Typical Residential Street

Typical Residential Street

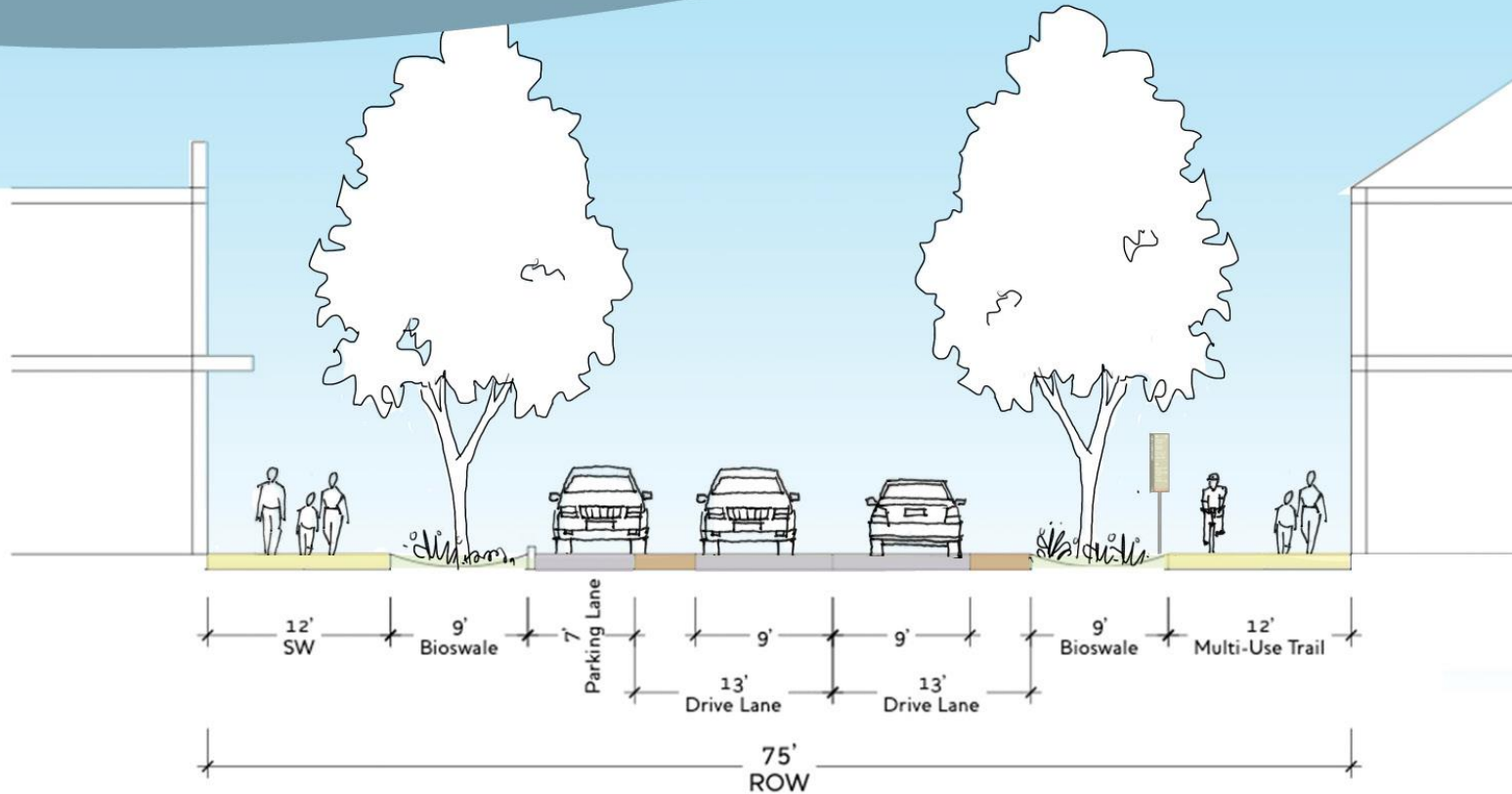
Which of the features in this illustration do you think will be most successful?



Comments:

- Street parking may lead to snow removal and snow storage problems.
- Shady porches won't get used – need to have outdoor space in the sun.
- Too many buildings / this is too urban.
- Everything should change.

75' Right of Way – “Flex Street”

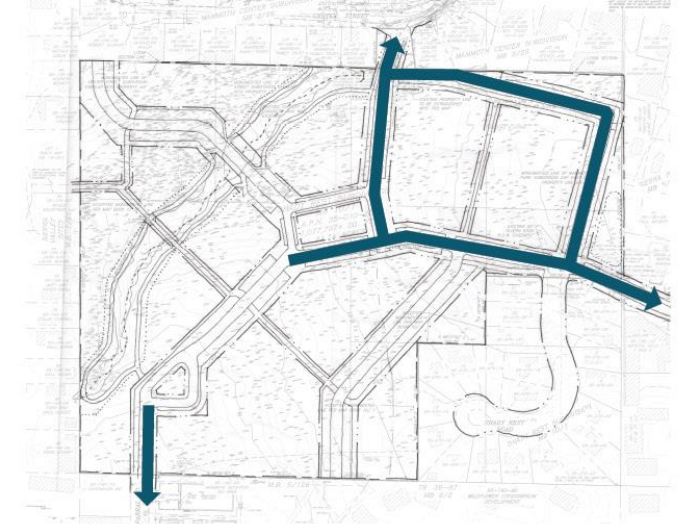


Unique Features

- Multi-use path on north side of street
- Wide sidewalk on south side of street
- On-street parking on south side of street

Standard Features

- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction



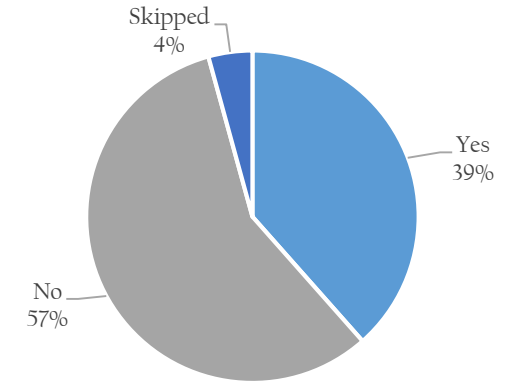
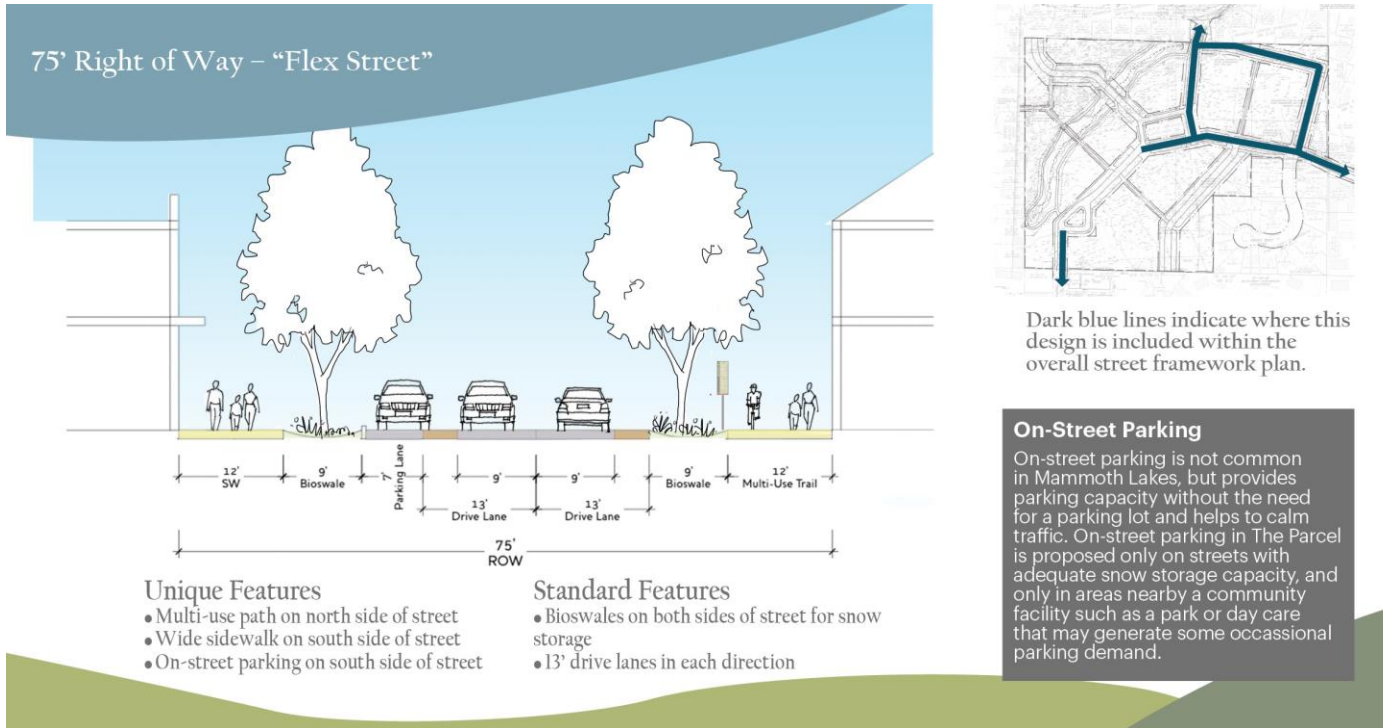
Dark blue lines indicate where this design is included within the overall street framework plan.

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occasional parking demand.

Street Sections

Do you have any comments about the 75' Right of Way – “Flex Street” design?



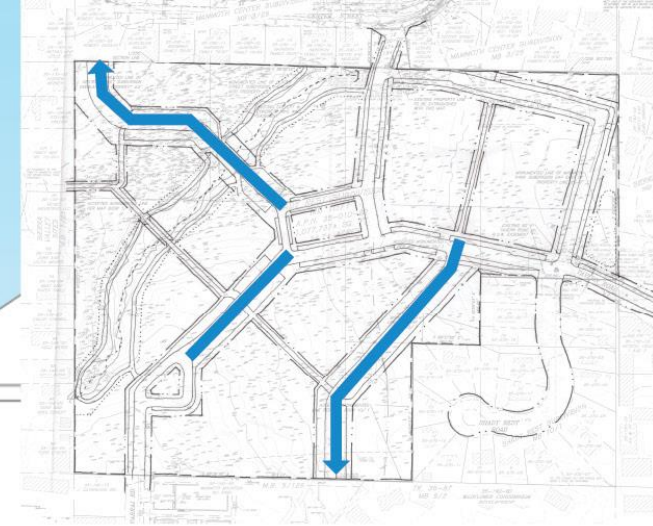
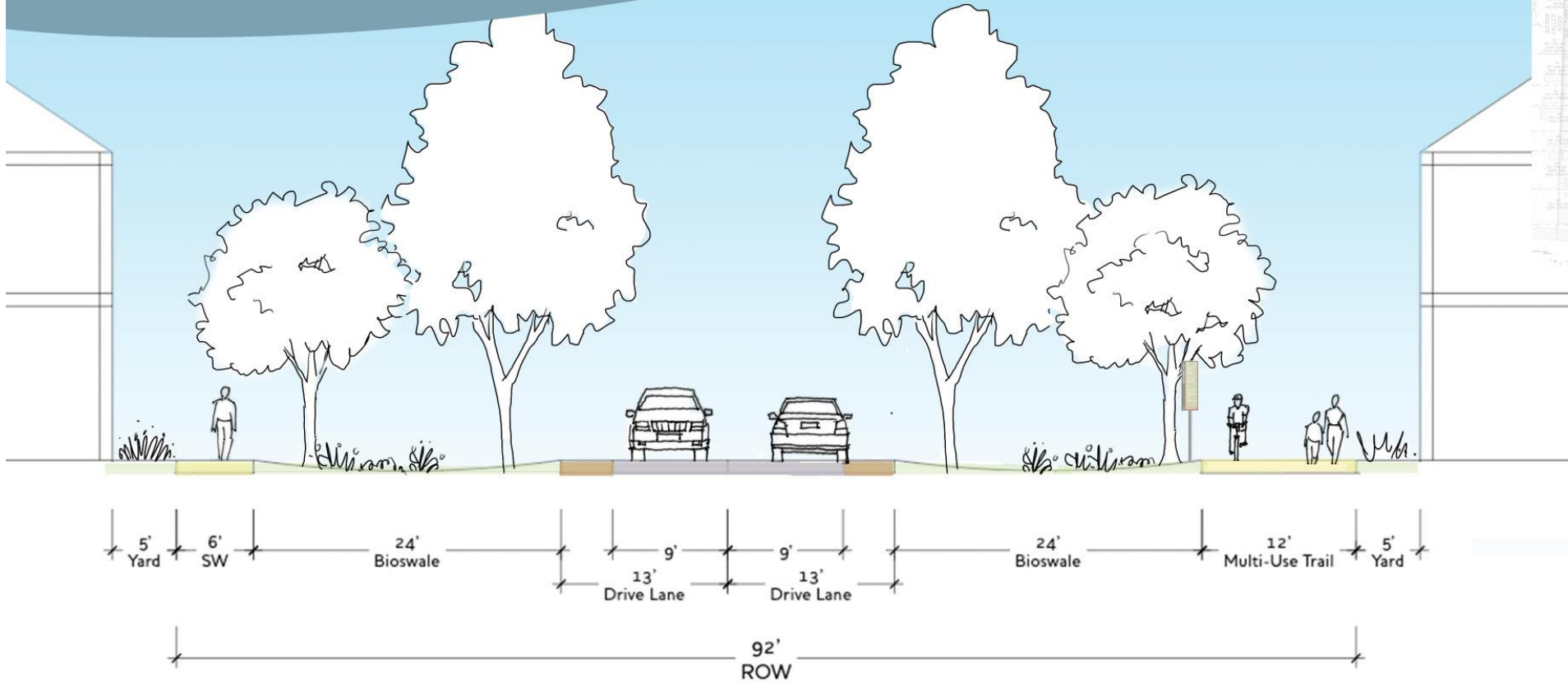
Successes:

- Looks good / makes sense.
- On-street parking and multi-use trail are great.

Comments/Concerns:

- Right of way is too wide.
- Right of way is too narrow.
- Concerned about on-street parking and snow storage.
- Concerned about trees getting in the way of snow storage.
- Concerned about bioswale being sufficient width for adequate snow storage.
- Traffic calming features should be incorporated.

92' Right of Way – “Green Street” with sidewalks



Blue lines indicate where this design is included within the overall street framework plan.

Unique Features

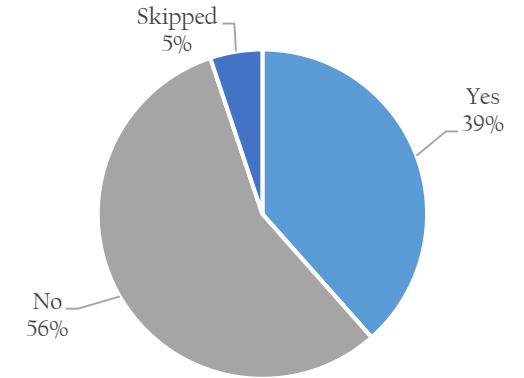
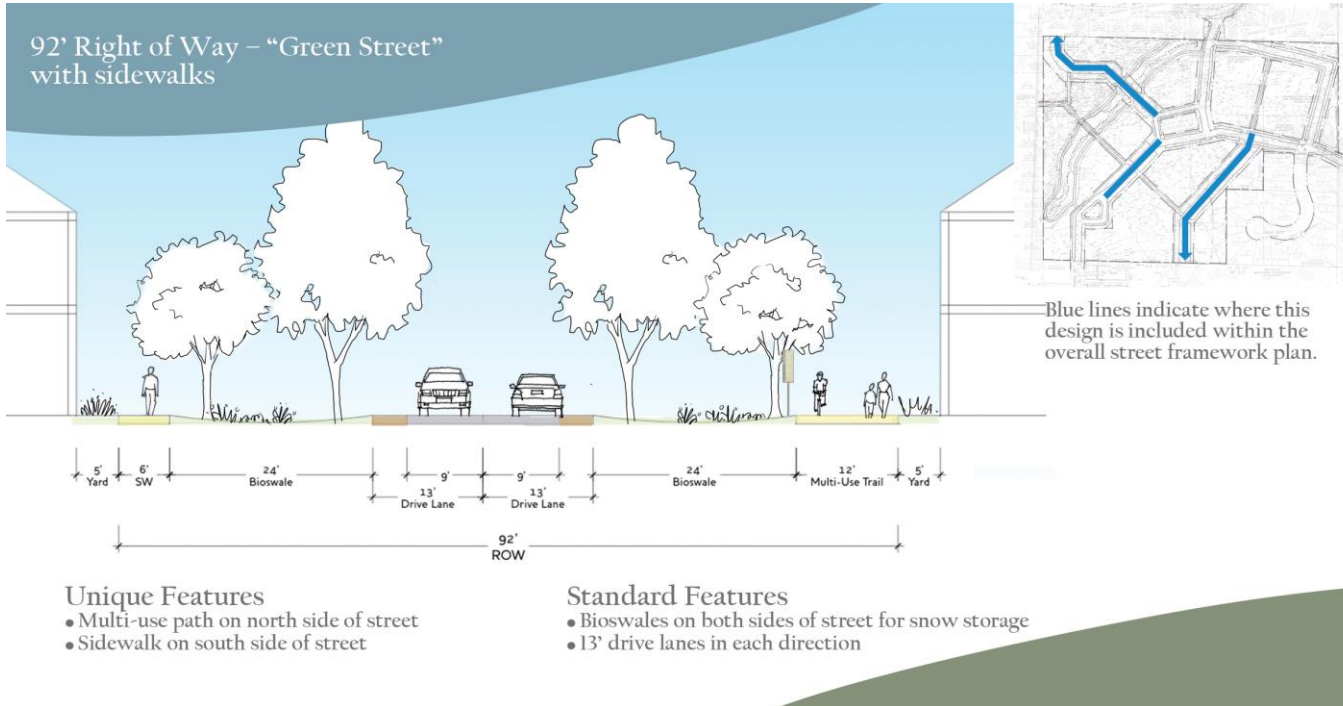
- Multi-use path on north side of street
- Sidewalk on south side of street

Standard Features

- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction

Street Sections

Do you have any comments about the 92' Right of Way – “Green Street” with sidewalks design?



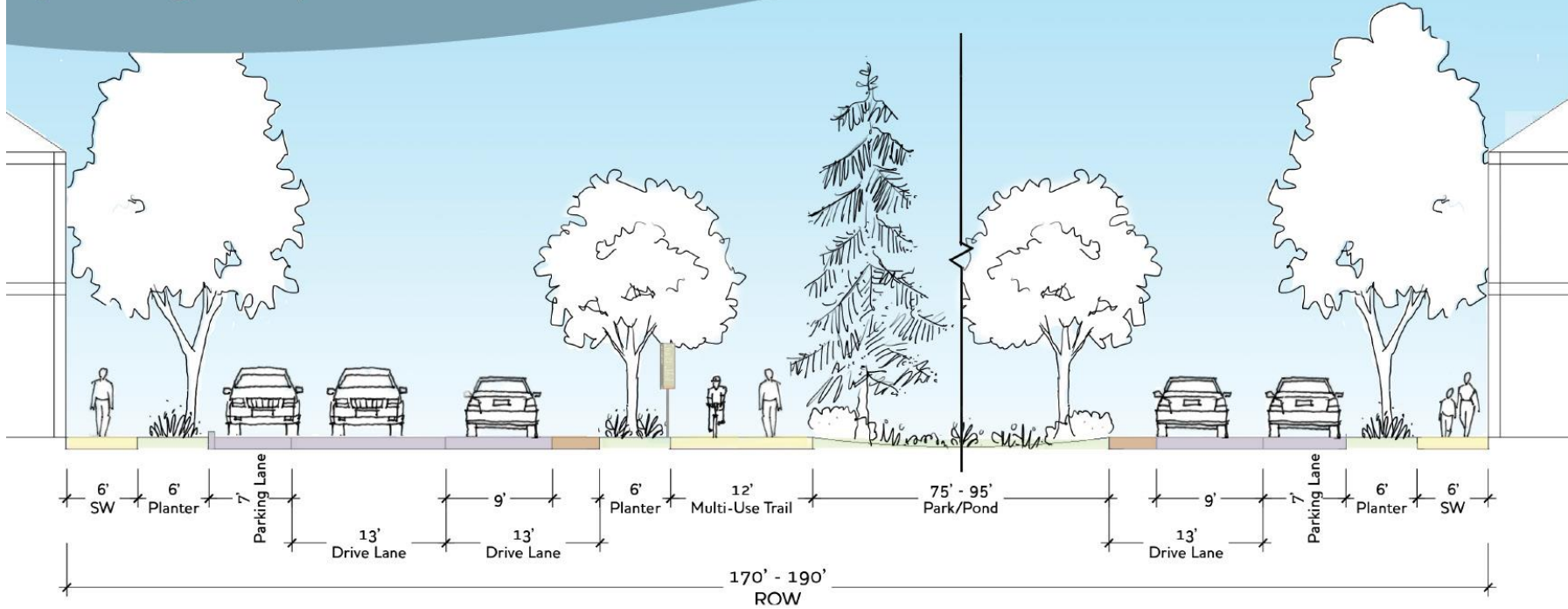
Successes:

- Looks good / makes sense / seems safe.
- This section is the best.
- Multi-use trail and sidewalk are great.
- Bioswales seem adequate for snow storage.

Comments/Concerns:

- Right of way is too narrow.
- Right of way is too wide.
- Don't waste space – high density housing is needed.
- Do not include trees or landscaping in snow storage areas.
- More greenery should be provided.

170'-190' Right of Way – Park Streets (looking west)



Unique Features

- Streets border central neighborhood parks
- Multi-use path on north side of central park
- Sidewalks on all outside edges of streets
- One-way street on north side of park
- Curbless street condition on north side of park to allow for events to take place in street when closed to traffic

Standard Features

- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction on north side



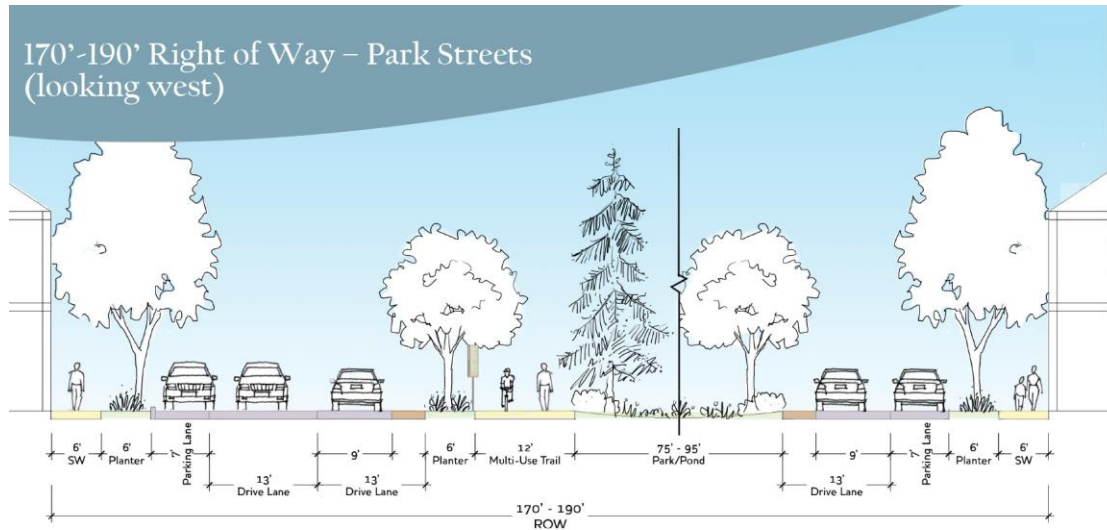
Purple lines indicate where this design is included within the overall street framework plan.

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occasional parking demand.

Street Sections

Do you have any comments about the 170' – 190' Right of Way – “Park Streets” (looking west) design?

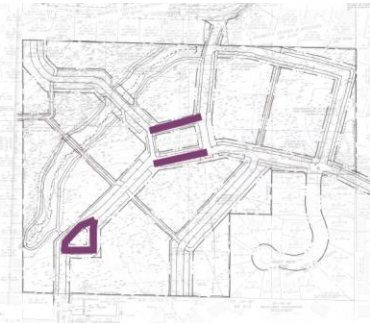


Unique Features

- Streets border central neighborhood parks
- Multi-use path on north side of central park
- Sidewalks on all outside edges of streets
- One-way street on north side of park
- Curbless street condition on north side of park to allow for events to take place in street when closed to traffic

Standard Features

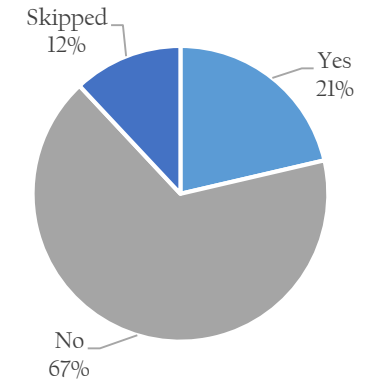
- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction on north side



Purple lines indicate where this design is included within the overall street framework plan.

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occasional parking demand.



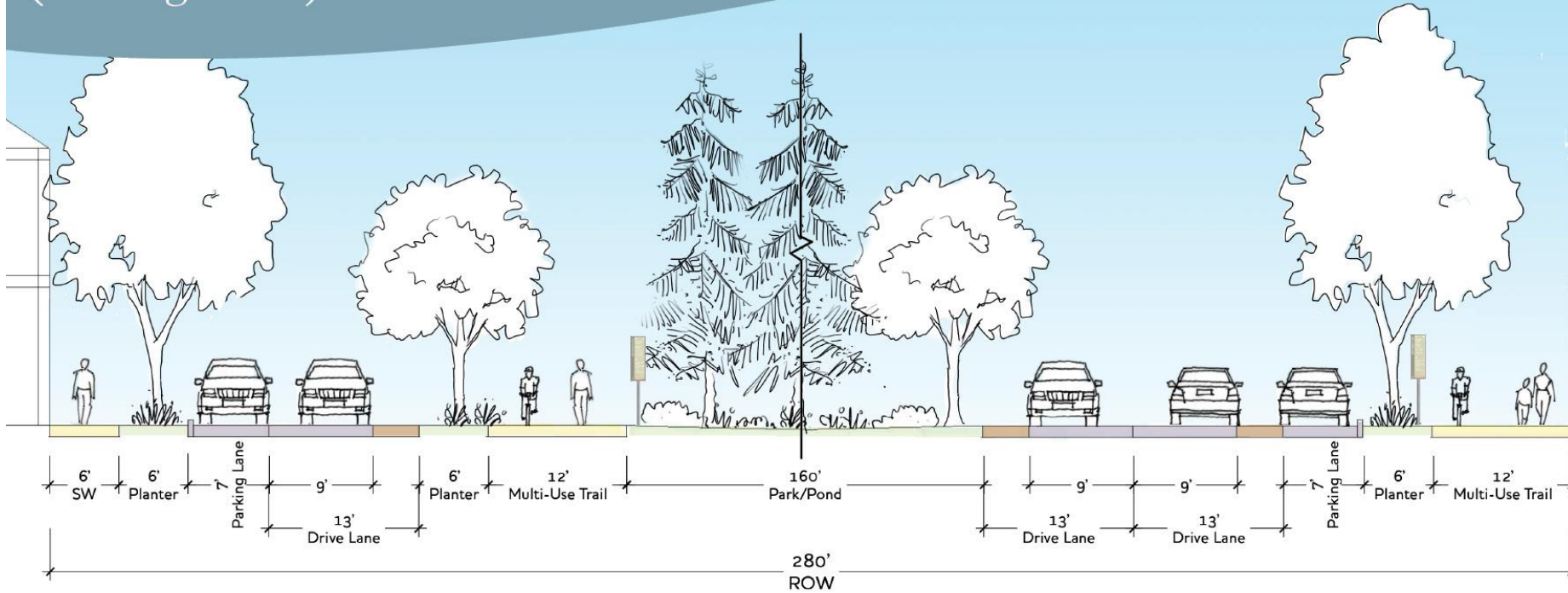
Successes:

- Looks good.
- Love the idea of curbless streets to provide space for events.

Comments/Concerns:

- Right of way is too wide.
- Don't waste space.
- Make drive lanes narrower.
- Traffic forecast would not require this much space.
- More greenery should be provided.
- Need more distance between sidewalks and buildings.
- Do not allow on-street parking.

170'-190' Right of Way – Park Streets (looking north)



Purple lines indicate where this design is included within the overall street framework plan.

Unique Features

- Streets border central neighborhood park
- Multi-use path on west side of central park and outside edge of street lining the east side of the park
- Sidewalks on outside edge of western street
- One-way street on west side of park
- On-street parking on east and west streets

Standard Features

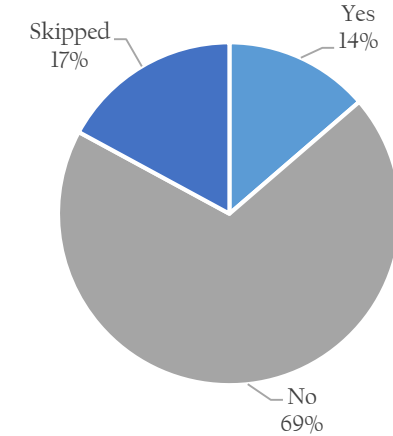
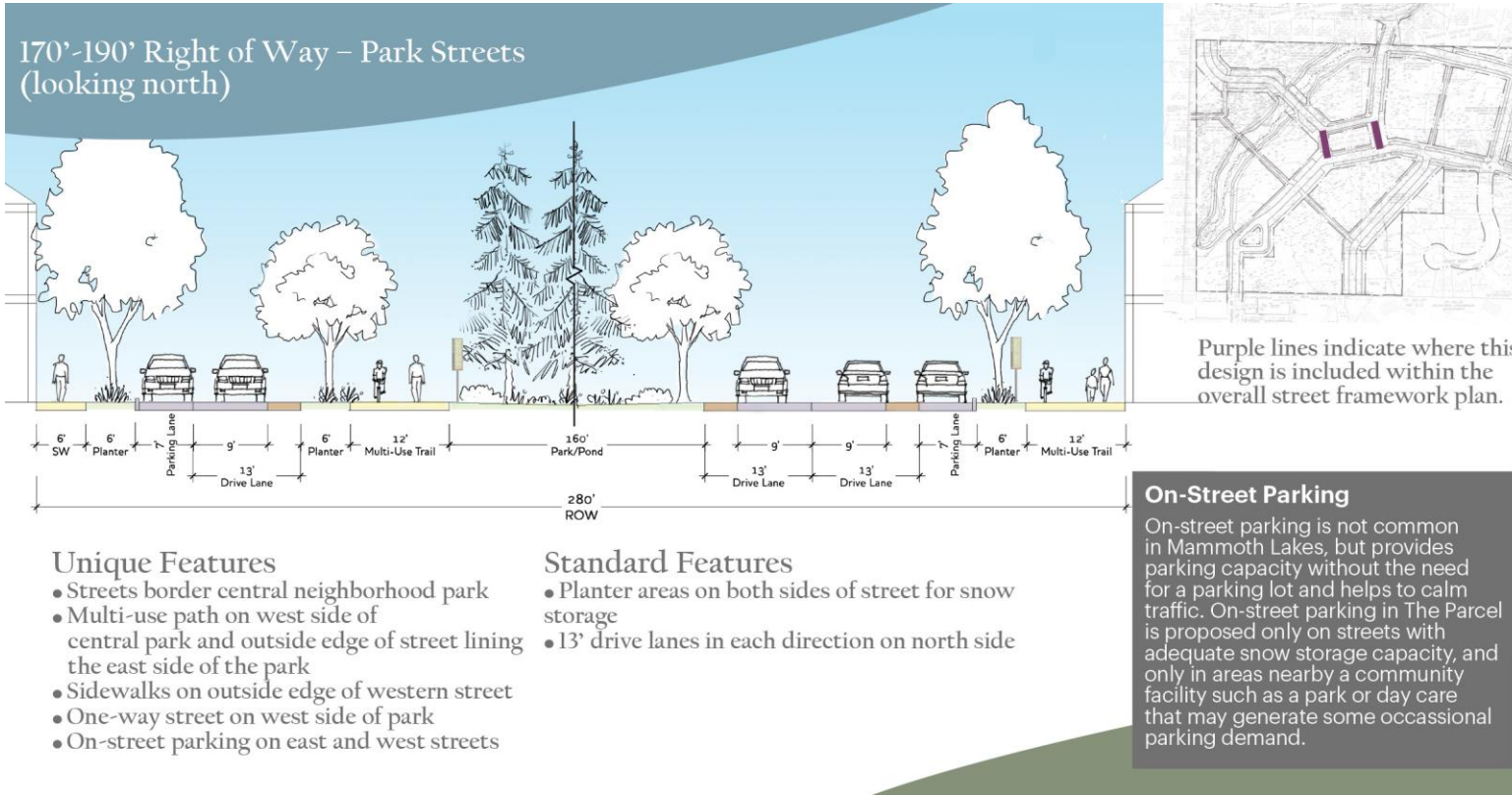
- Planter areas on both sides of street for snow storage
- 13' drive lanes in each direction on north side

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occasional parking demand.

Street Sections

Do you have any comments about the 170' – 190' Right of Way – “Park Streets” (looking north) design?



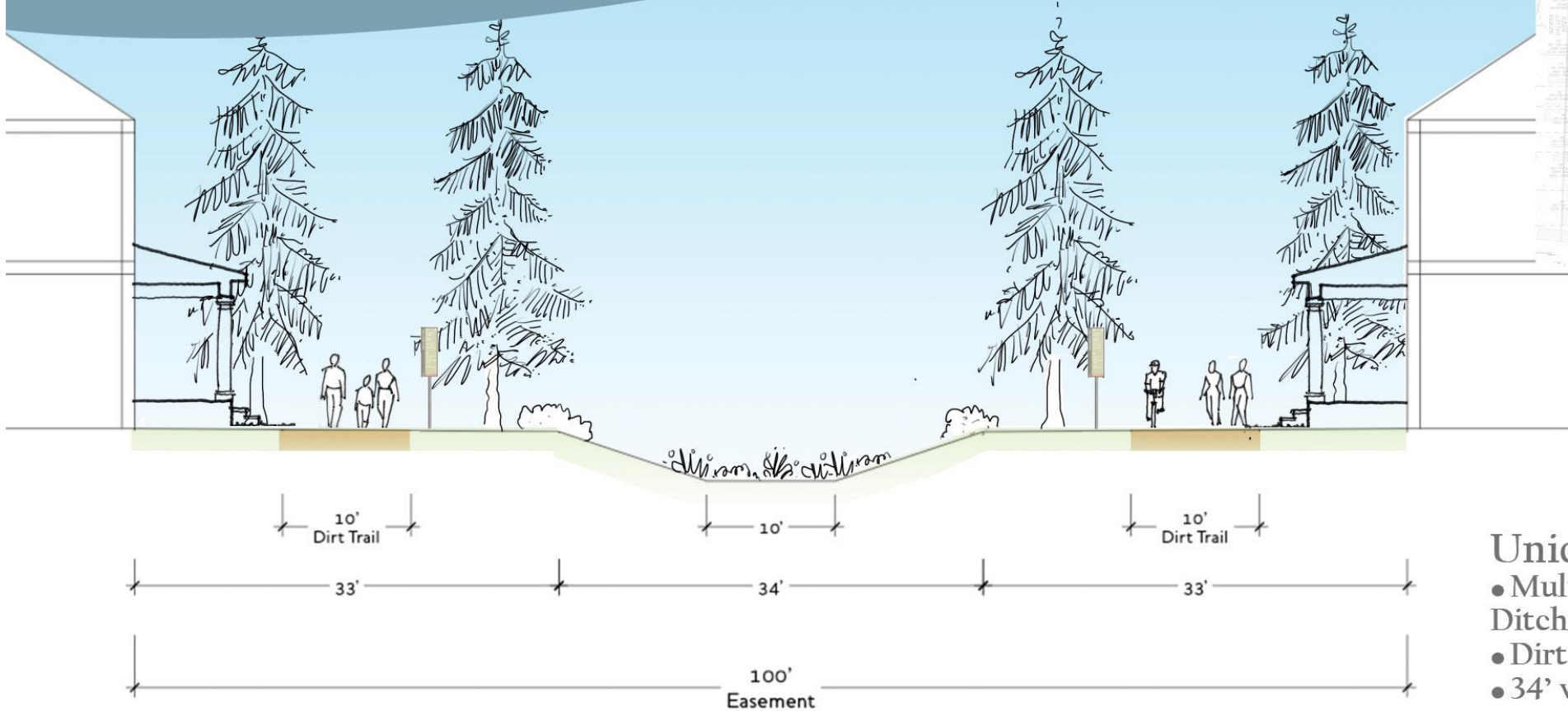
Successes:

- Looks good.
- Support maintaining on-street parking.

Comments/Concerns:

- One multi-use trail is enough.
- Right of way is too wide.
- Don't waste space.
- Too much traffic access.
- More greenery should be provided.
- Do not allow on-street parking.

100' Easement – Mill Ditch path



Yellow lines indicate where this design is included within the overall street framework plan.

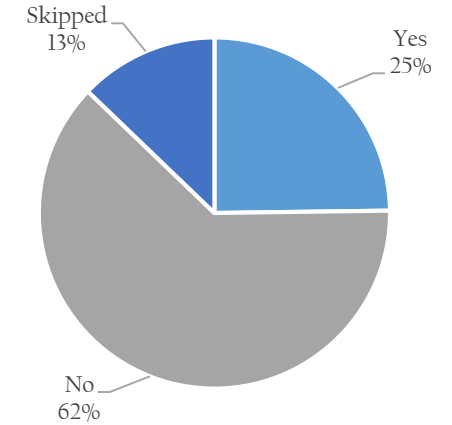
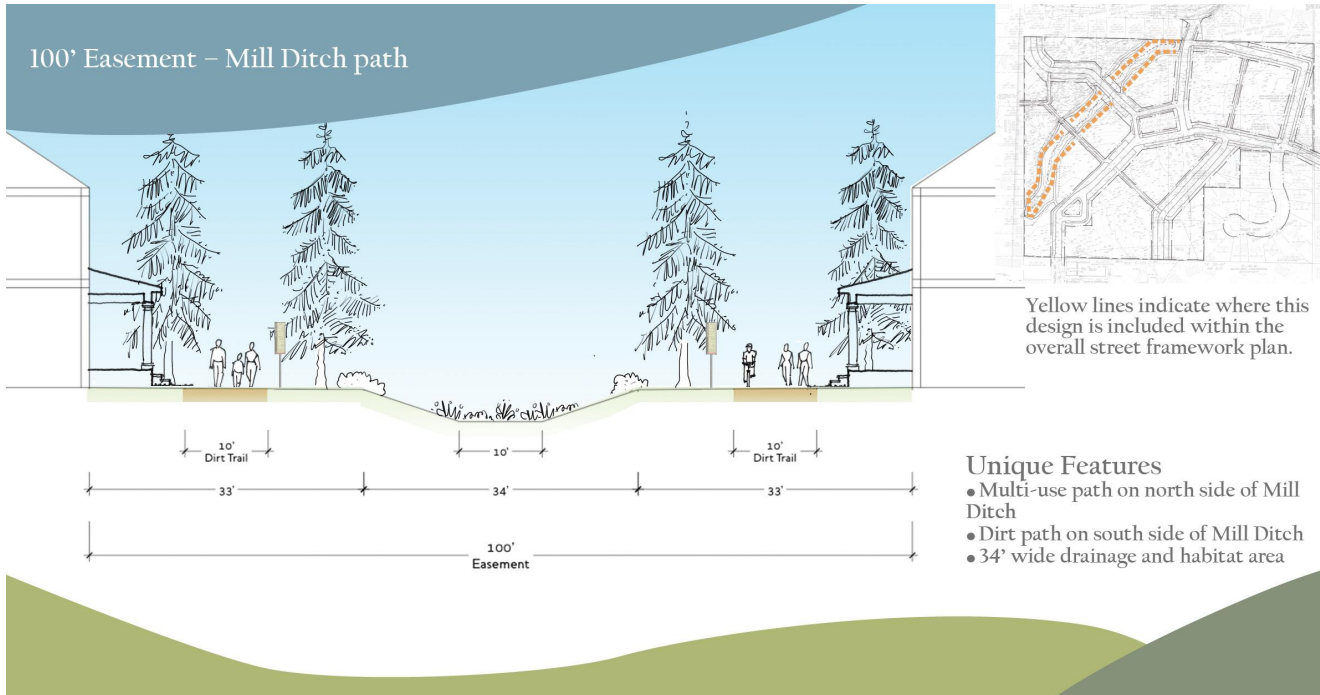
Unique Features

- Multi-use path on north side of Mill Ditch
- Dirt path on south side of Mill Ditch
- 34' wide drainage and habitat area



Street Sections

Do you have any comments about the 100' Easement – “Mill Ditch” path design?



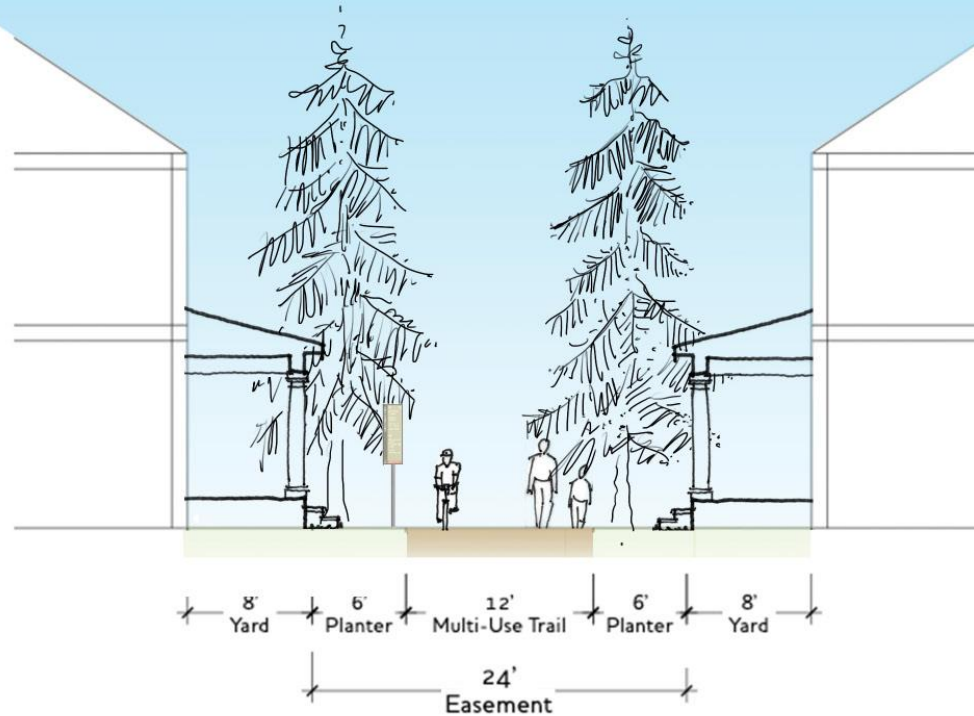
Successes:

- Love this / great feature.
- Support keeping it as natural as possible.

Comments/Concerns:

- Cover it and use it for development.
- Don't waste space.
- The easement could be even larger.

24' Easement – Multi-Use Path



Yellow lines indicate where this design is included within the overall street framework plan.

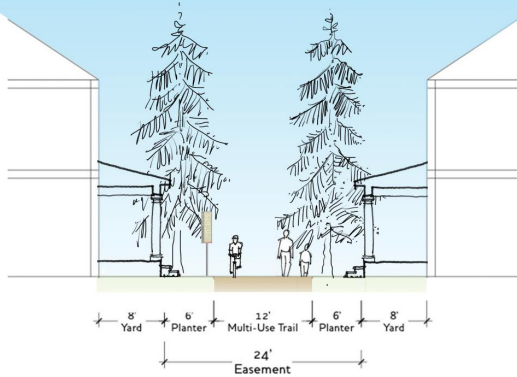
Unique Features

- Multi-use trail, buffered by planting areas

Street Sections

Do you have any comments about the 24' Easement – Multi-Use Path design?

24' Easement – Multi-Use Path

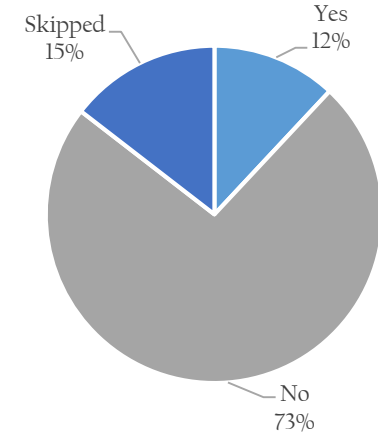


Unique Features

- Multi-use trail, buffered by planting areas



Yellow lines indicate where this design is included within the overall street framework plan.



Successes:

- Love this / great feature.

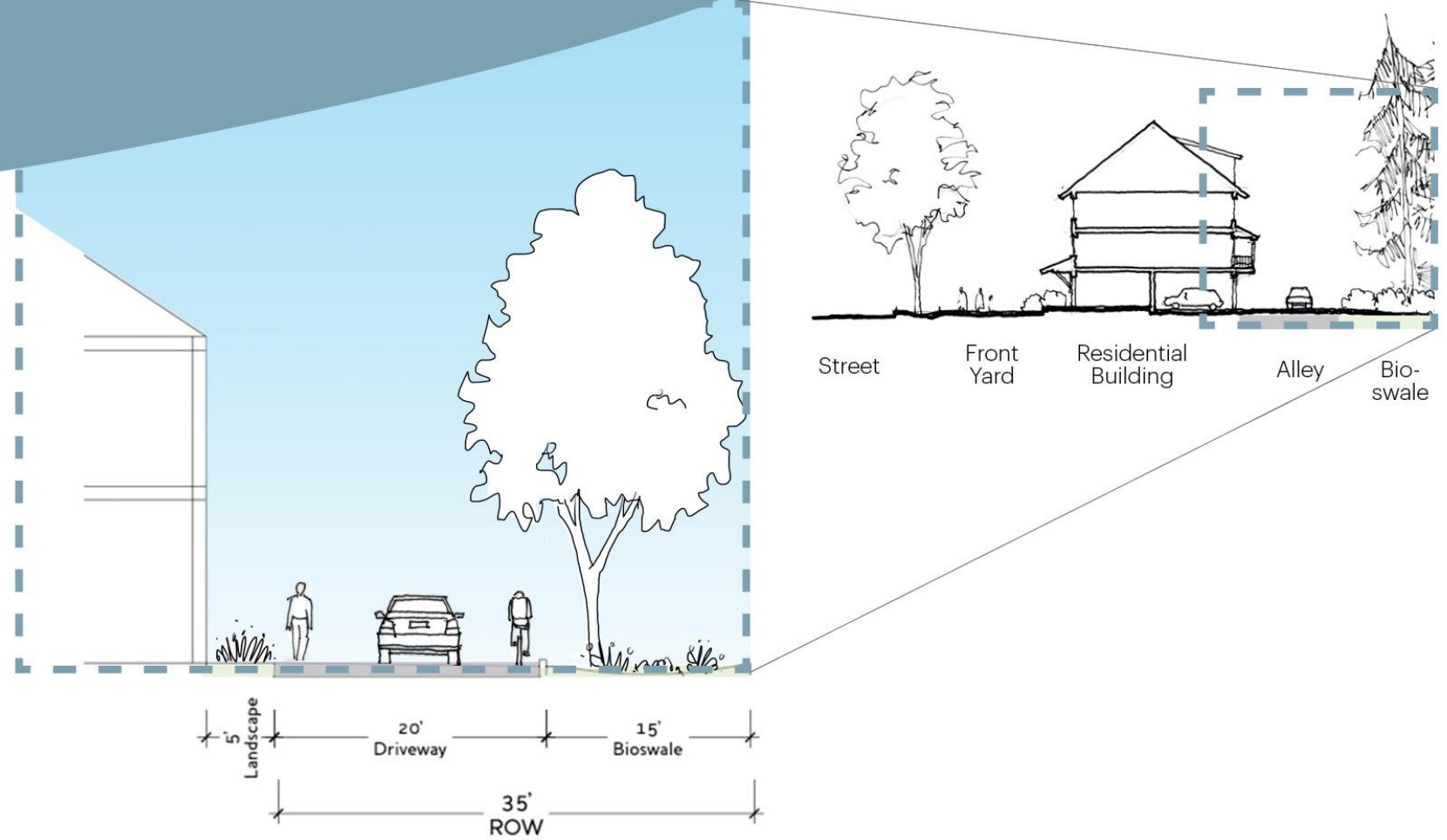
Comments/Concerns:

- Too wide.
- Too narrow.
- Doesn't seem like adequate snow storage is provided.

35' Right of Way – Alley

Unique Features

- Driveway to access rear-loaded parking and service areas
- Bioswale for drainage and snow storage



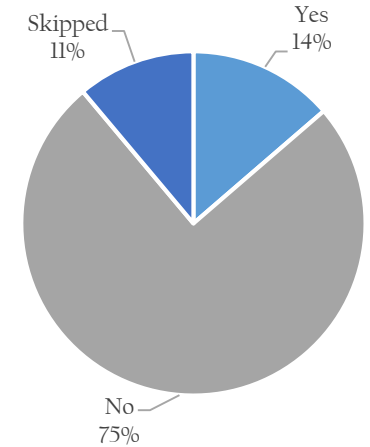
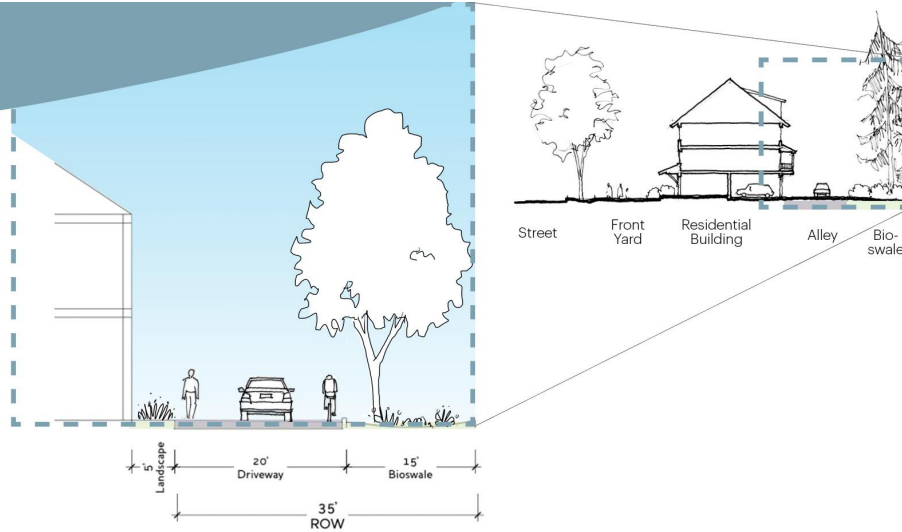
Street Sections

Do you have any comments about the 35' Right of Way – “Alley” design?

35' Right of Way – Alley

Unique Features

- Driveway to access rear-loaded parking and service areas
- Bioswale for drainage and snow storage



Successes:

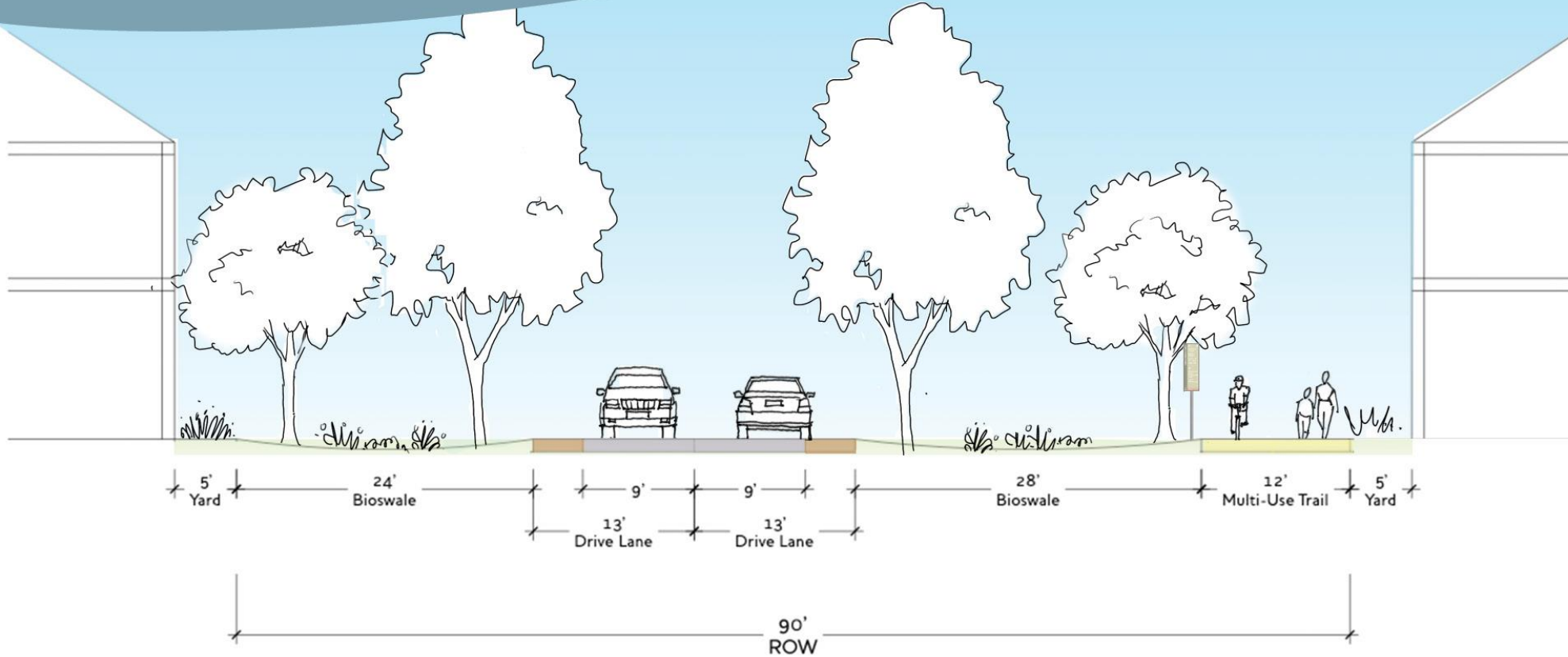
- Looks functional / good use of space.

Comments/Concerns:

- Alley will be misused for parking and storage.
- Concerned about snow storage.

90' Right of Way – “Green Street” no sidewalk

* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.



Unique Features

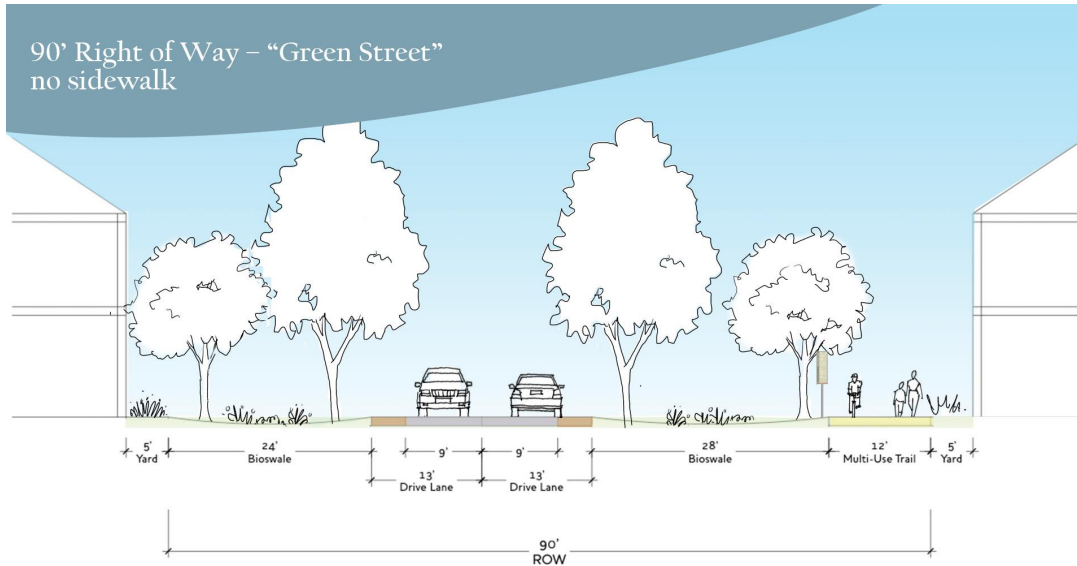
- Multi-use path on north side of street

Standard Features

- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction

Street Sections

Do you have any comments about the 90' Right of Way – “Green Street” with no sidewalks design?



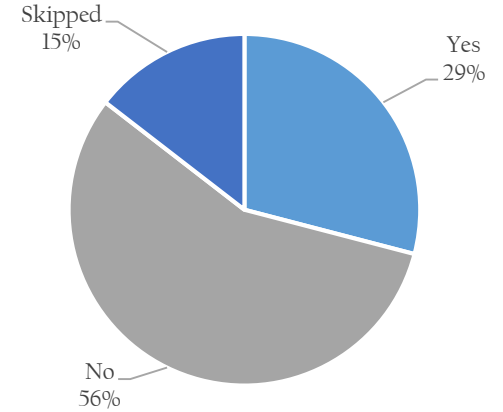
* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.

Unique Features

- Multi-use path on north side of street

Standard Features

- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction



Successes:

- This fits Mammoth's existing style.

Comments/Concerns:

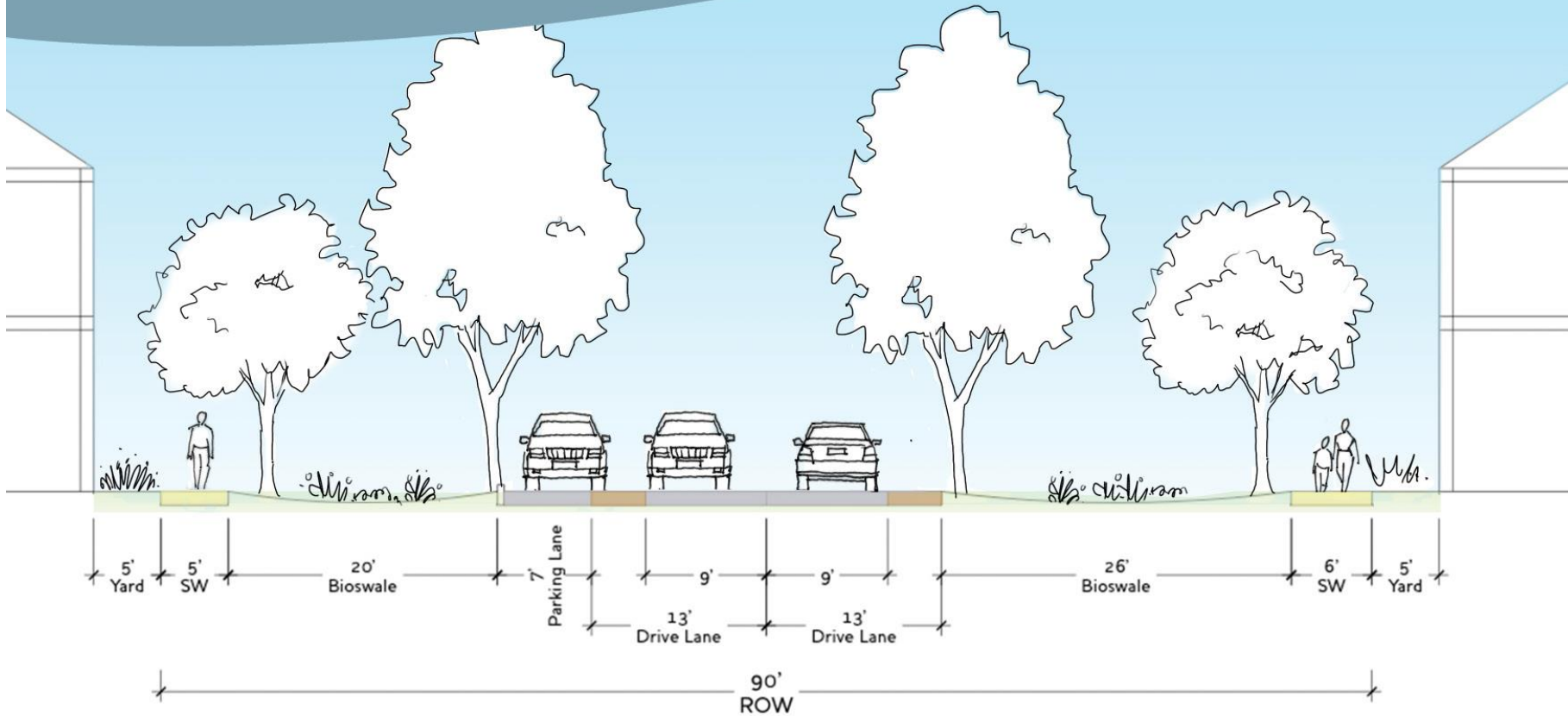
- Don't eliminate sidewalks.
- If sidewalks are removed, include more on-street parking.
- More greenery should be provided.
- Need bike lanes on the street.

90' Right of Way – “Green Street” with on-street parking

* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occasional parking demand.



Unique Features

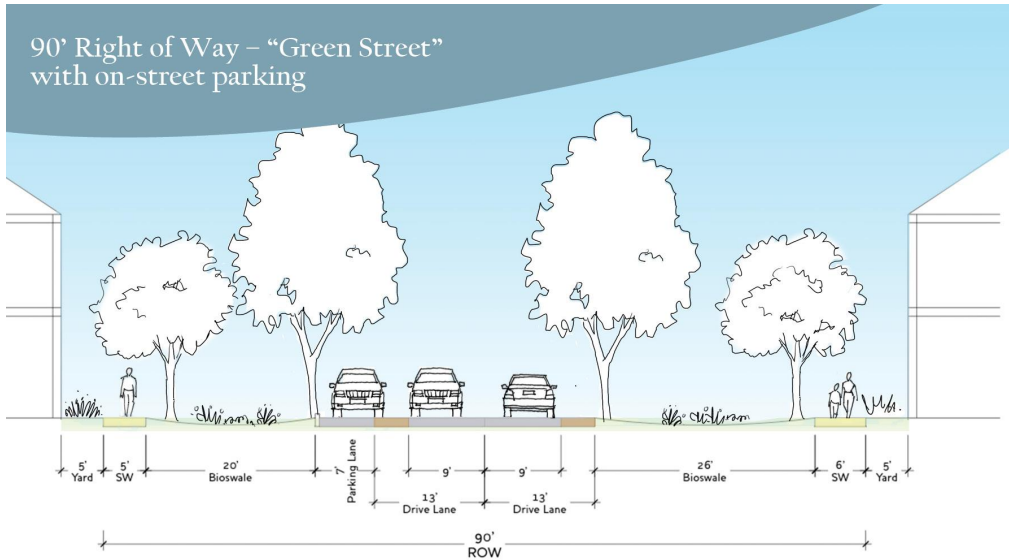
- Sidewalk on south side of street
- On-street parking on south side of street

Standard Features

- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction

Street Sections

Do you have any comments about the 90' Right of Way – “Green Street” with on-street parking design?



Unique Features

- Sidewalk on south side of street
- On-street parking on south side of street

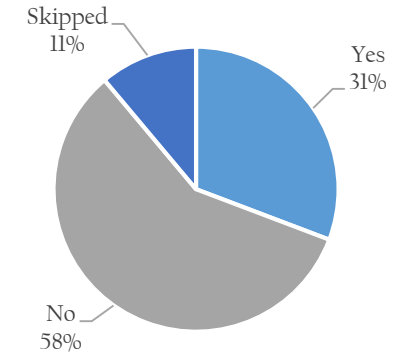
Standard Features

- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction

* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.

On-Street Parking

On-street parking is not common in Mammoth Lakes, but provides parking capacity without the need for a parking lot and helps to calm traffic. On-street parking in The Parcel is proposed only on streets with adequate snow storage capacity, and only in areas nearby a community facility such as a park or day care that may generate some occasional parking demand.



Successes:

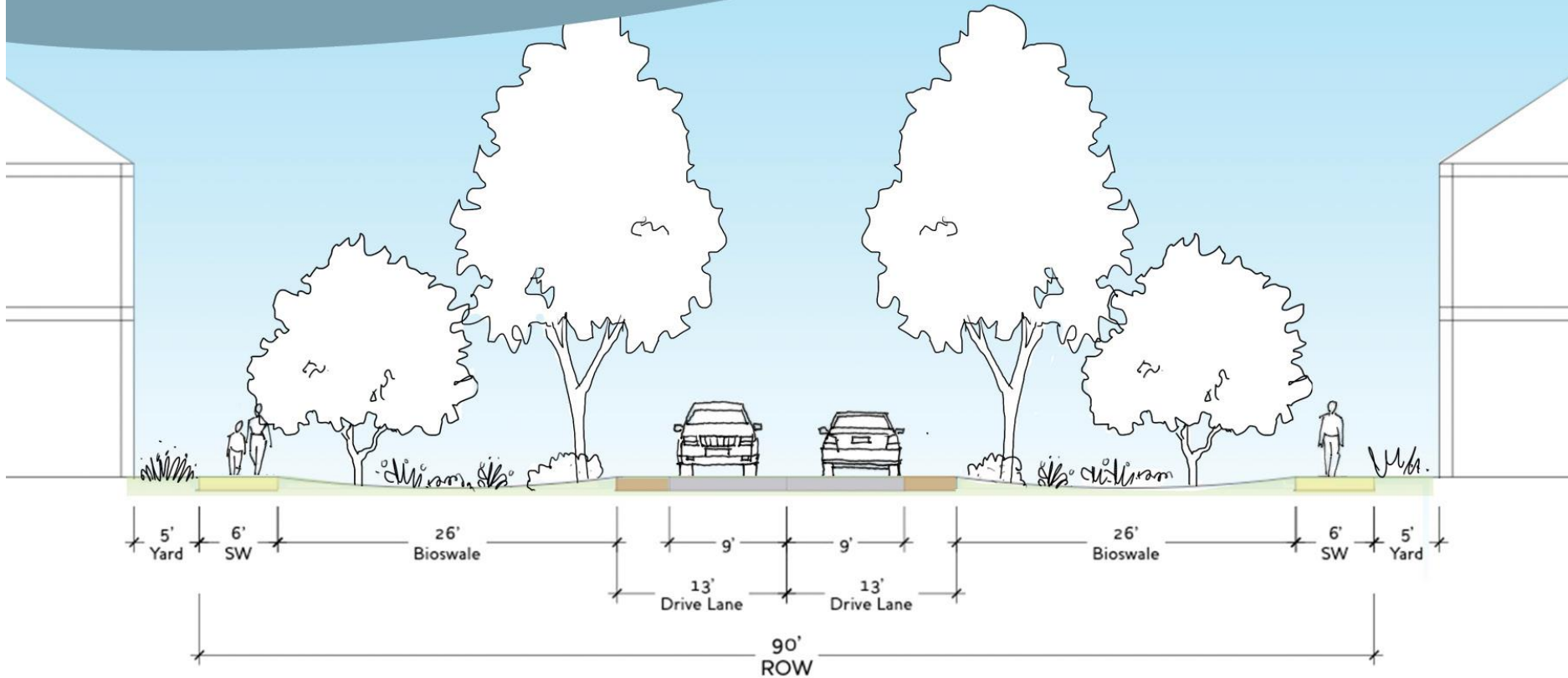
- Love this section.
- Support maintaining sidewalks.
- Good option to consider – on-street parking may be more useful than two multi-use paths.

Comments/Concerns:

- Right of way is too narrow.
- Multi-use paths should be provided.
- Do not allow on-street parking.
- Do not include trees or landscaping in bioswales.
- More greenery should be provided.
- Don't waste space – high density housing is needed.

90' Right of Way – “Green Street” without on-street parking

* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.

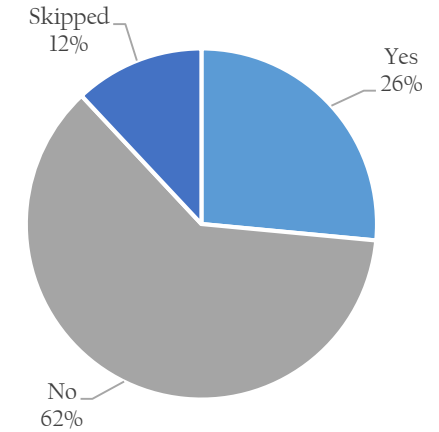
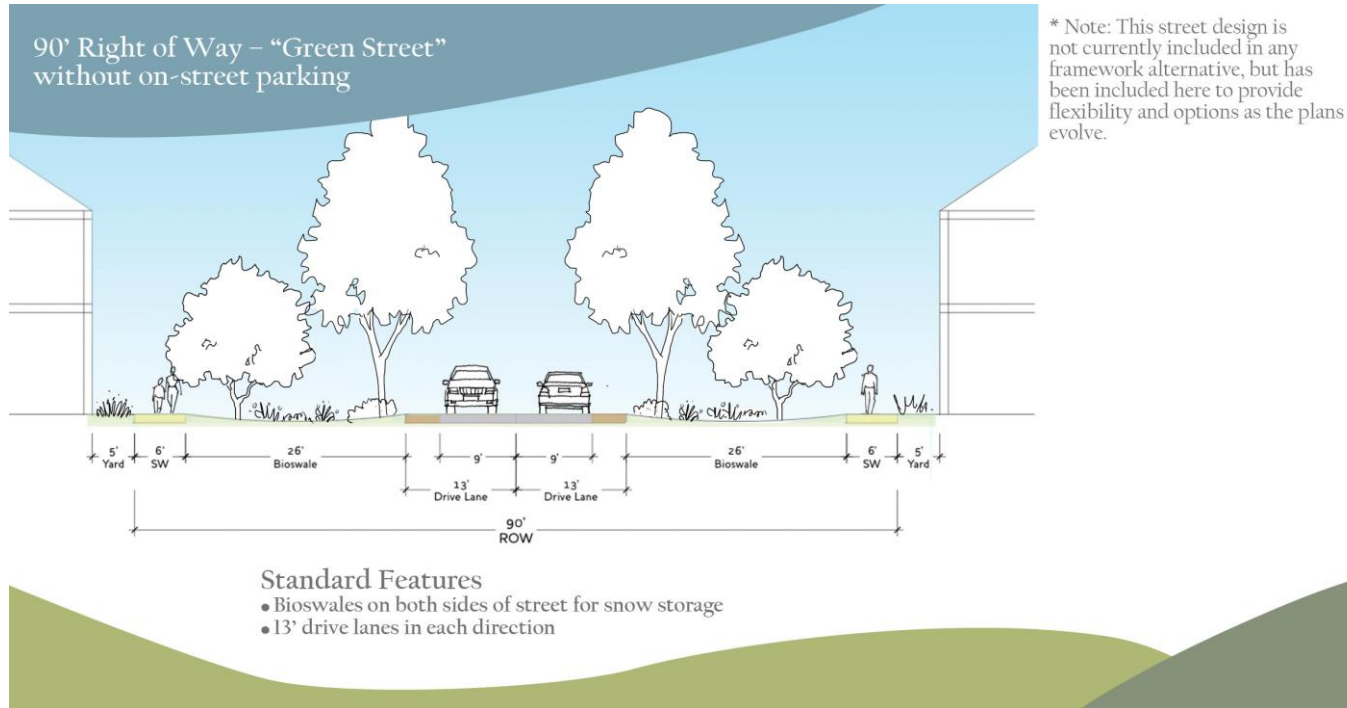


Standard Features

- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction

Street Sections

Do you have any comments about the 90' Right of Way – “Green Street” without on-street parking design?



Successes:

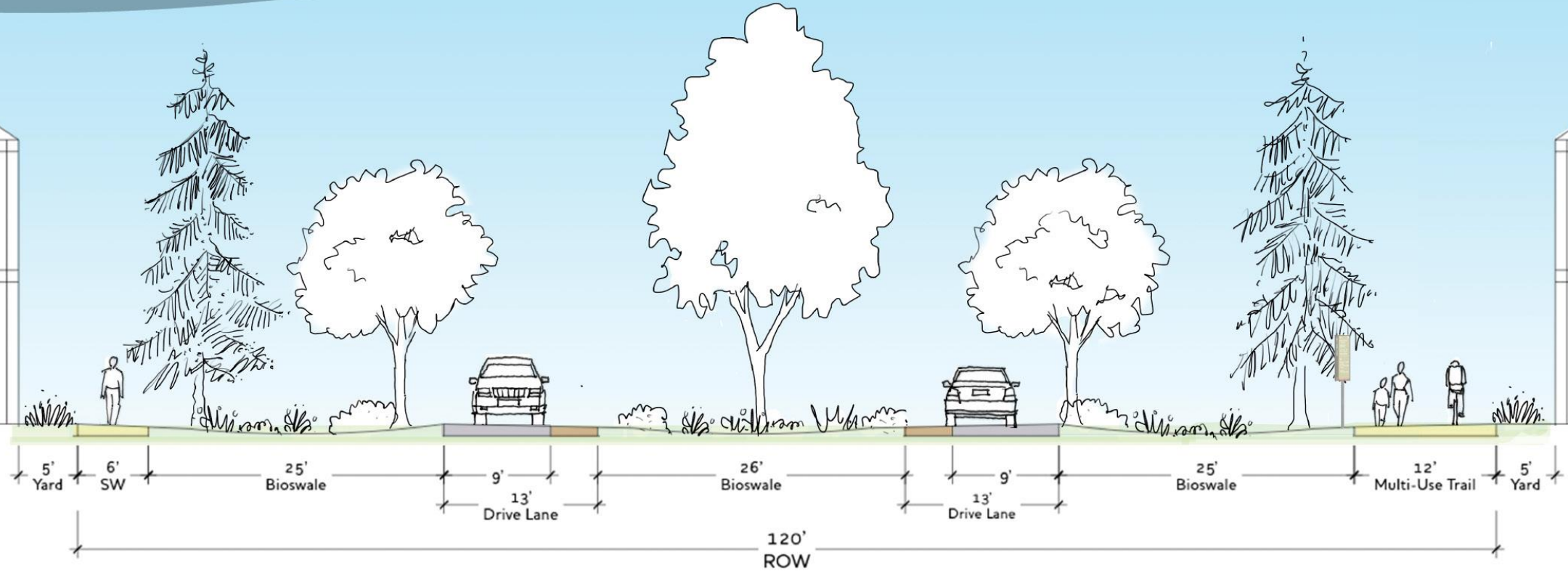
- Looks great.
- This section shows the best option for adequate snow storage.

Comments/Concerns:

- Prefer sidewalk on one side and multi-use path on the other.
- Need on-street parking.
- Need bike lanes on the street.
- Don't waste space – high density housing is needed.

120' Right of Way – “Green Avenue”

* Note: This street design is not currently included in any framework alternative, but has been included here to provide flexibility and options as the plans evolve.



Unique Features

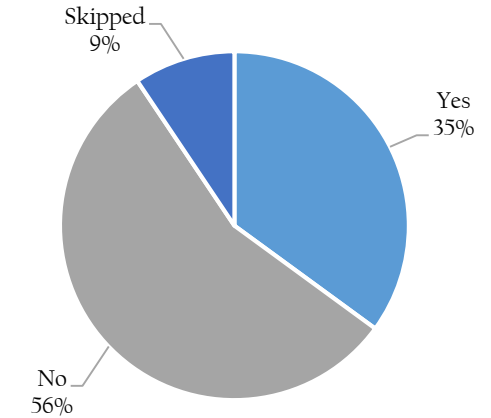
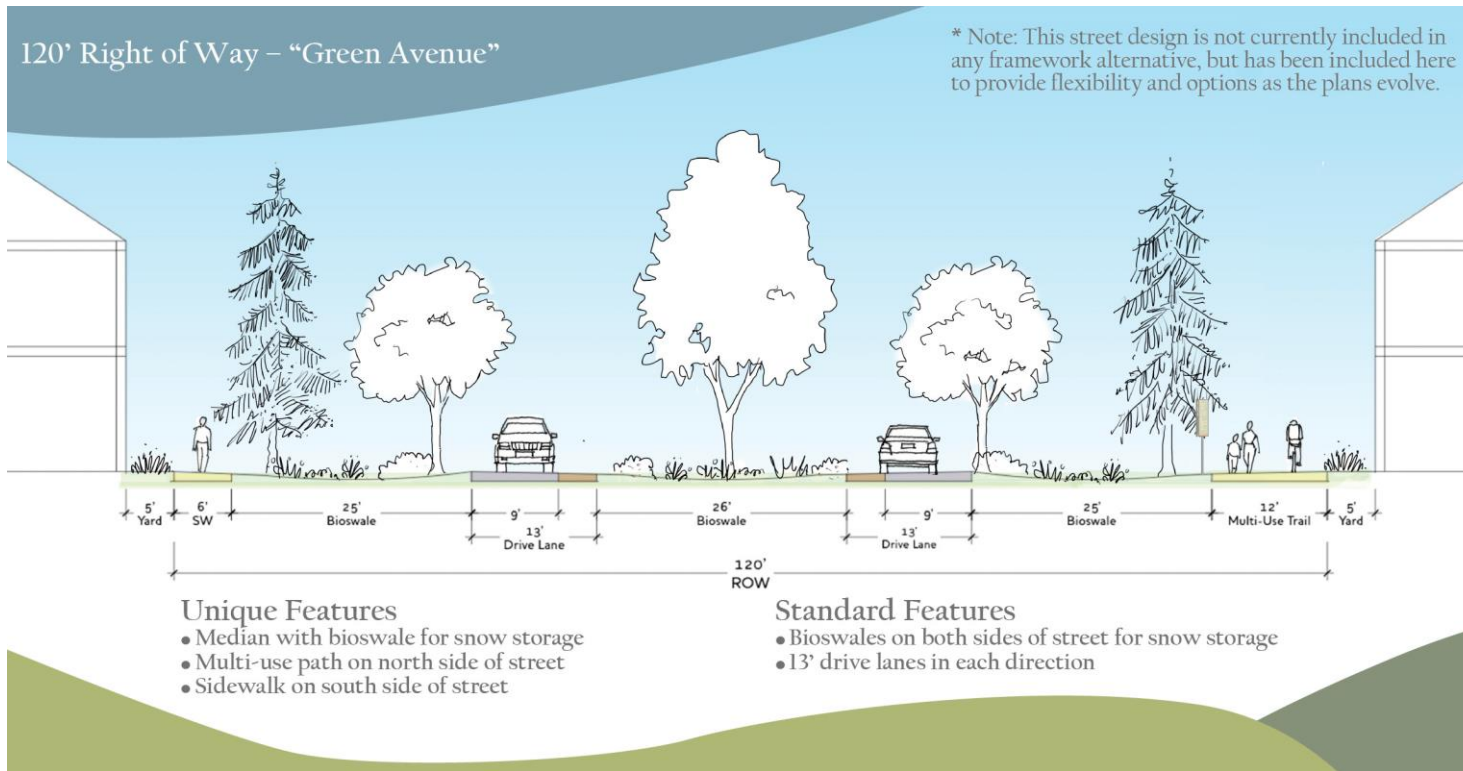
- Median with bioswale for snow storage
- Multi-use path on north side of street
- Sidewalk on south side of street

Standard Features

- Bioswales on both sides of street for snow storage
- 13' drive lanes in each direction

Street Sections

Do you have any comments about the 120' Right of Way – “Green Avenue” design?



Successes:

- Looks great.
- Provides effective buffers.
- Best section.

Comments/Concerns:

- Right of way is too wide / amenities are unnecessary.
- Do not include trees or landscaping in bioswales.
- Need on-street parking.
- Don't waste space – high density housing is needed.

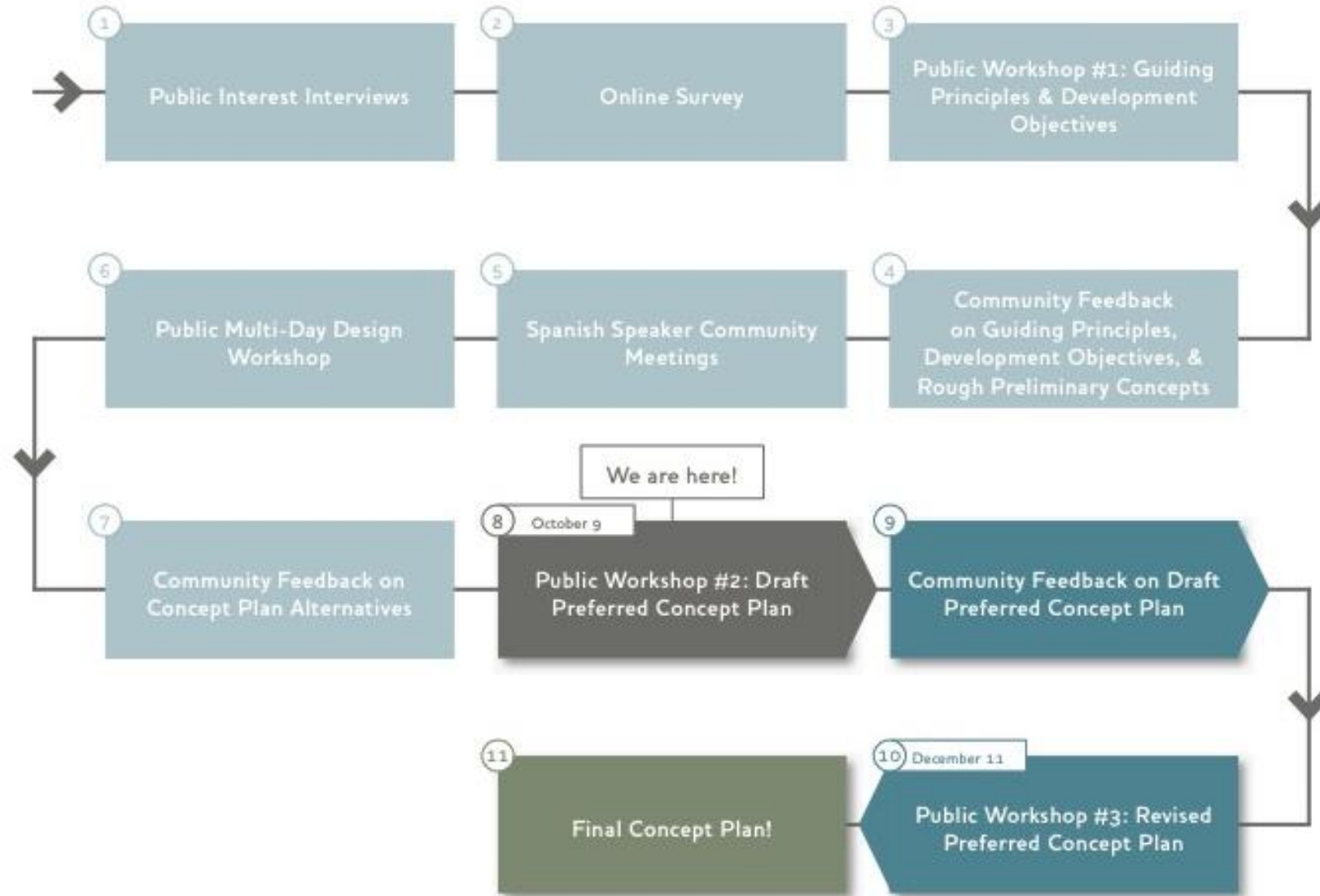
Other Comments

Do you have anything else to add?

- Make sure affordable housing remains the priority.
- Child care facilities would be a useful/necessary resource.
- Ensure the mountain town character is maintained.
- Lean toward more urban environment with “feet first” mentality to meet our community’s long-term housing needs.
- Preserve open space and as many trees as possible.
- Consider additional snow storage areas.
- Ensure this is a community-oriented neighborhood.
- Need more information on drainage and its adequacy in special weather events (e.g., rain on snow).
- Need more information on the funding gaps.
- Need more information on street sections and options.
- Good job! Excited about the future!

What's Next?

What's Next?



Stay Informed!

Find out more: www.theparcelmammothlakes.com.

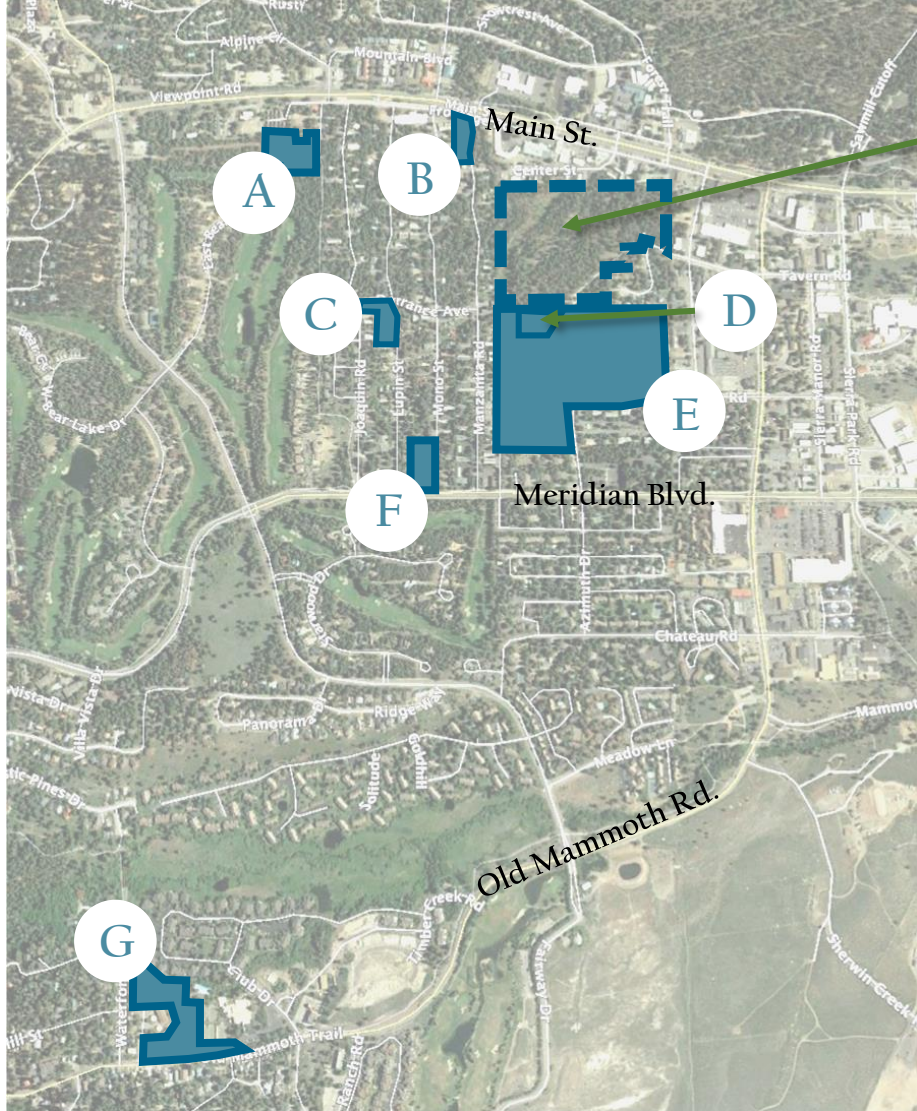
“Like” The Parcel Facebook page

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Sign up to participate online: EngageMammothLakes.com

End

Density Comparisons



The Parcel (25 acres)

- Low Alternative – 350-400 units – 14-16 du/ac
- Medium Alternative – 400-450 units – 16-18 du/ac
- High Alternative – 450-550 units – 18-22 du/ac

A	San Joaquin Villas	16.13 du/ac
B	Manzanita Apartments	14.1 du/ac
C	Jeffrey's Apartments	18.39 du/ac
D	Sherwin View Park Apt.	13.59 du/ac
E	25 Acres south of Parcel	13.04 du/ac
F	Meridian Court	25 du/ac
G	Aspen Village	15.77 du/ac

Density Comparisons

The Parcel (25 acres)

Low: 350-400 units, 14-16 du/ac

Med: 400-450 units, 16-18 du/ac

High: 450-550 units, 18-22 du/ac

San Joaquin Villas

- 2.48 acres
- 40 units
- 16.13 du/ac

Manzanita Apartments

- 0.99 acres
- 14 units
- 14.1 du/ac

Jeffrey's Apartments

- 0.87 acres
- 16 units
- 18.39 du/ac

Sherwin View Park Apts.

- 2.06 acres
- 28 units
- 13.59 du/ac

25 acres south of The Parcel

- 25 acres
- 238 units
- 13.04 du/ac

Meridian Court

- 0.96 acres
- 24 units
- 25 du/ac

Aspen Village

- 3.31 acres, 52 units - affordable
- 15.71 du/ac
- 1.51 acres, 24 units - market rate
- 15.89 du/ac

Parking Rate Comparison

Alternative	Parking Required by Town Code	Parking Proposed		Difference
Low (Alt. 1)	580	Tuck-under	370	(80)
		On-street	130	
		TOTAL	500	
Medium (Alt. 2)	630	Tuck-under	320	+160
		Garage*	340	
		On-street	130	
		TOTAL	790	
High (Alt. 3)	720	Tuck-under	520	(70)
		On-street	130	
		TOTAL	650	

- Town policies to reduce car reliance (Mobility Plan/ Element; Walk, Bike, Ride; etc.)
- Funding available for projects with reduced parking
- Trends towards reduced car ownership
- Innovations for car and ride-sharing

* Garage is wrapped with apartments. Garage parking includes spaces for those apartments wrapping the garage plus ~240 spaces for The Parcel residents at large.

- State law prohibits a parking rate higher than 0.5 spaces per unit to be imposed when an affordable housing project is located within ½ mile of a major transit stop (inclusive of guest and handicap parking)
- SB 35 prohibits a parking rate of greater than 1 parking space per unit to be imposed on affordable housing projects consistent with SB 35 (prevailing wage, skilled and trained labor)

Open Space Comparison

Alternative	Common Area/Rec Space Required by Town Code	Open Space Proposed		Difference
Low (Alt. 1)	53,000 – 60,000 s.f.	Formal Open Space (Neighborhood Parks)	21,000 s.f.	+58,600 s.f.
		Mill Ditch	94,000 s.f.	
		Community Facility	3,600 s.f. *	
		TOTAL	118,600 s.f.	
Medium (Alt. 2)	60,000 – 68,000 s.f.	Formal Open Space (Neighborhood Parks)	21,000 s.f.	+50,600 s.f.
		Mill Ditch	94,000 s.f.	
		Community Facility	3,600 s.f. *	
		TOTAL	118,600 s.f.	
High (Alt. 3)	68,000 – 83,000 s.f.	Formal Open Space (Neighborhood Parks)	21,000 s.f.	(58,400 s.f.)
		Mill Ditch	0 s.f.	
		Community Facility	3,600 s.f. *	
		TOTAL	24,600 s.f.	

- Bioswale areas along streets (open space in summer/ snow storage in winter) are ~ 150,000 s.f. (additional).
- Additional common area/rec space will be provided in each phase/project.

* Building footprint can accommodate more space for a community facility, but 3,600 s.f. was assumed.

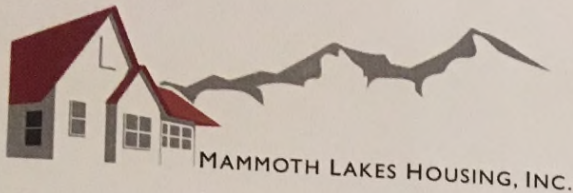


Exhibit B

TO: The Town of Mammoth Lakes Town Council and Planning & Economic Development Commission
FROM: Mammoth Lakes Housing, Inc. Board of Directors
RE: Public Comment on the Land Use Planning Effort for The Parcel
DATE: October 7, 2019

Dear Councilmembers and Commissioners,

Thank you for this opportunity to comment on the land use planning concepts for The Parcel. This project is a vital infrastructure development which will provide housing for our local community members, who support our local recreation and tourism-based economy. For that reason, it is critical that it reflects the community's needs and priorities accurately.

Mammoth Lakes Housing, Inc. envisions that communities in the Eastern Sierra thrive because everyone has access to safe, affordable, quality housing and believes that this undertaking will alleviate some of the pressure for many of our neighbors in Mammoth Lakes who struggle to live day-to-day because of housing insecurity.

We envision that The Parcel will be a livable, safe, community where our neighbors, friends, and workforce live that provides connectivity including enhanced public transit as well as open space and recreational opportunities.

The Mammoth Lakes Housing Board of Directors would like to provide the following comments.

1. Diversity, Equity, & Inclusion

We encourage the Town to continue to expand opportunities for all community members to participate in planning processes and to acknowledge and accommodate diverse cultural perspectives.

While the Town has provided opportunities for Spanish-speakers to comment both online and during in-person sessions, it has been noted that many of the materials have not been provided in Spanish. Our local population is 37%¹ Hispanic/Latinx while the school district is 55%². These community members face distinct challenges when accessing information, attending public

¹ American Fact Finder, 2013-2017 American Community Survey 5-Year Estimates, <https://factfinder.census.gov>, Accessed June 6, 2019.

² Education Data Partnership, Mammoth Unified School District, 2017-2018, <http://www.ed-data.org/district/Mono/Mammoth-Unified>, Accessed June 6, 2019.

events, and providing feedback. We encourage the Town to continue to seek ways to engage and involve all members of our community such as including diverse members on teams working on issues, and to not only provide equality of access but equity in the decision-making processes.

Along those lines, we request that the Town seriously consider utilizing a lens of Latino Urbanism while planning The Parcel, which has the potential to increase the diversity of our community by expanding workforce housing opportunities. Latino Urbanism is a way of understanding community planning by acknowledging the distinct cultural preferences of our latinx community members. In respect to The Parcel, this could relate to how we conceptualize public spaces, internal and external unit configurations, public art, and more.

2. Income Levels Served

We agree that the current Master Plan requirement to provide housing at below 120% AMI is reasonable. We agree that market-rate products are not appropriate on this site.

The current Master Plan for the site allows units serving up to 120% of the Area Median Income. See the table below for more detailed information regarding the maximum rents and purchase prices that would serve households on The Parcel at this level. The 2017 Needs Assessment identified the largest gap between homeowner distribution and ownership opportunities at the 60-120% AMI. While a gap was also identified at the 150-200% AMI level, it was noted that “residents and the workforce searching at this price point desire single-family homes – an unlikely product to provide in Mammoth Lakes at this price. Deed restrictions would also not be acceptable at this level” (p. A-75). The largest gap for rentals is identified at below 80% AMI.

Household Size	1 person	2 people	3 people	4 people
MAX - 120% AMI	\$68,200	\$77,950	\$87,700	\$97,450
Affordable Rent*	\$1,534	\$1,753	\$1,973	\$2,192
Affordable Purchase Price**	\$190,000	\$232,000	\$300,000	\$328,000
*Includes utilities **Assumes 20% down, 4% interest, \$350 monthly HOA payment, \$400 in personal debt payments per month				

3. Mix of Tenure

We recommend a mix of both rental and ownership opportunities on The Parcel.

According to the 2017 Needs Assessment, of the 595 units needed by 2022 – 320 are rental and 275 are ownership, which reflects the current tenure distribution in the full-time community of 54% rental and 46% ownership (p. A-75). While Mammoth Lakes Housing currently has a waiting list for affordable rentals of 82 households below 80% AMI; there is a need for rental

and ownership opportunities up to 120% AMI. When households no longer qualify for low-income housing, the low vacancy rate and lack of ownership opportunities at this income group often forces long-time community members to leave the area. Additionally, the community's ability to attract and retain quality, middle-management employees has been compromised by the housing shortage for this income bracket (teachers, fire fighters, police, hospital employees, and others).

There have been some community concerns identified with deed restricted ownership opportunities, including a history of losing restrictions in the past. We would like to take this opportunity to address these concerns:

- a. *Ownership restrictions do not survive foreclosure* – Ownership restrictions do not survive foreclosure; however, a land trust model may provide more protection against foreclosure in the future.

Additionally, ensuring that there are adequate funds in the Revolving Loan Fund to preserve and steward deed restrictions in perpetuity should continue to be a priority as we move towards increasing our workforce housing ownership opportunities.

- b. *Ownership housing is more difficult to finance* – Development of ownership housing is more difficult to finance, but if this is a community need that we wish to address, then creative methods of financing will need to be researched, including local sources. Development of ownership opportunities can be funded with some current State sources including CalHome and Cap + Trade (Affordable Housing & Sustainable Communities), as well as potential future sources, and therefore, the Town should be watching ownership sources carefully. If there is an interest in cooperative housing models as a bridge to traditional home ownership, additional funding sources may be available.

4. Site Density

We recommend a total density for the site between 344 (current Master Plan with Town's density bonus) and 450 units (maximum Alternative 2 - "Medium Intensity") with varying building heights (2-3 stories), without compromising livability (snow storage, personal storage, parking, open space, etc.).

According to the 2017 Needs Assessment, 595 units are needed through 2022, some portion of which are market rate, which reduces the total number of units needed below 120% AMI.

A total density of between 344 and 450 units should adequately fit a mix of the units needed while also providing adequate parking, open space/snow storage, and livability. We request an analysis, including comparisons, of the net density of the Preferred Alternative for The Parcel in order to provide clarity to the community regarding what it will actually feel like to live in the neighborhood, once the roads and open space have been removed from the calculation.

5. Resident & Guest Parking

We recognize that parking is one of the most important issues for future tenants as well as a significant expense for construction and maintenance. We request to see what the site plan would look like under the current parking standards for multifamily development in order to see the magnitude of the reduction to a 1 space per unit ratio. In addition, the Board would like to see an analysis of what smaller structured parking scenarios dispersed throughout the site might look like and cost, in order to maximize the land available for housing. The MLH Board of Directors warns against planning for very limited parking in anticipation of a future parking structure or other solution, that may not ultimately materialize (due to funding or other reasons).

The Design Alternatives did not illustrate a parking allocation plan on a per-unit basis. Such a plan would enable the community to visualize if the parking ratio (1:1) is adequate for the household/unit sizes proposed to be served. We recognize that the parking requirements in other zoning designations within the Town are higher and raise the concern that to require our full-time community members to participate in highly reduced parking standards may be an issue of equity.

The Low-Income Housing Tax Credit projects that we have participated in have unit to parking space ratios of 1:1.5, 1:1.78, and 1:2 (these ratios include only spaces reserved for units). Tenants struggle with the 1:1.5 ratio at Aspen Village Apartments due to a lack of walkability and transit connections, but also because family households often have more than one car (2- and 3-bedroom units). Despite State requirements, including SB 35, which limit local control over parking requirements for some affordable housing developments, the community should continue to have input regarding sustainable parking ratios that make Mammoth Lakes a great community to live, work, and play in.

6. Accessibility Requirements

We recommend improving access for all community members, including those with disabilities.

As we heard during community outreach meetings that it is recommended that the units on The Parcel provide the appropriate amount of accessibility features, including adequate ADA parking and ground floor units.

7. Storage for Residents

We echo the comments made by the community that adequate indoor and outdoor storage be provided for the units, in order to allow residents a quality of life where they can live, work, and play in our community for the long-term.

8. Sun Exposure Utilization

We encourage the Town to require that the phases take into consideration the natural daily and seasonal progression of the sun in order to provide natural sunlight into the units and to promote snow melt. This should also be considered when looking at required solar energy infrastructure.

9. Tree Preservation

We encourage the preservation of evergreen trees on the site to the extent feasible but balanced with the need for adequate sun exposure. We request the use of diligent, expert research and local knowledge regarding the use of deciduous trees in the planning of each phase.

10. The Mill Ditch

We recommend a treatment for The Mill Ditch that promotes natural resource preservation, livability, and quality of life by providing animal habitat, open space, and recreational opportunities for residents.

11. Community Amenity

We recommend, based on local research and community input, that the first phase of development include the allocation of land to a purpose-built facility that meets state licensing requirements for a childcare as well as a separate, programmed community center on the site.

12. Enhanced Mobility Infrastructure

We support enhanced mobility infrastructure near public amenities, including housing, childcare, and recreational opportunities on the site. This includes increased transit headways, a variety of transit stop locations, multiuse paths, and more. Implementation and the funding required for this infrastructure, including funding gaps, should be discussed throughout the planning process of this site. We recommend that the first phase be required to include all of the multi-use paths, bike lanes, traffic calming measures, at least one transit shelter, and other mobility and vehicle-miles-travelled reduction strategies required by the Affordable Housing & Sustainable Communities program (AHSC), funded through cap + trade funds. An application for and utilization of the AHSC program should be included in the RFP for phase one.

13. MLH Role

We discussed an expanded role for our organization during our 2019 Strategic Planning process. This could include land trust stewardship, local liaison between tax credit investor and the community, or other role as appropriate. We are happy to continue these conversations with the Town and potential developers.

14. Timing / Financing

We recommend a reconciliation of the funding gap in relationship to the implementation schedule for the delivery of units. The expeditious production of units is of the utmost importance to our community. A timeline of funding opportunities will be beneficial to the

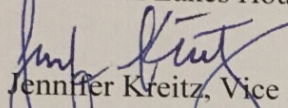
community as we move forward.

In conclusion, we are excited about the opportunities for our community members that this development will provide. Based on our staff's and diverse Board's experience and knowledge, we are confident that these recommendations will help to create a livable, safe, community where our neighbors, friends, and workforce can thrive, that provides affordable housing with personal storage, adequate parking, enhanced public transit, childcare, open space, and recreational opportunities.

Thank you again for your time. We trust that all of you will provide thoughtful insight into the planning of this neighborhood. We look forward to working with you to create new housing opportunities and improve the quality of life of our residents.

Best Regards,

Mammoth Lakes Housing, Inc. Board of Directors


Jennifer Kreitz, Vice President

Lindsay Barksdale

Stacy Corless

Zoraya Cruz

Tom Hodges

Jiselle Kenny

Richard Plaisted

Agnes Vianzon

Ayes 5 Noes 0 Abstentions 1 Absent 3

Exhibit C

Jamie Gray

From: Sandra Moberly
Sent: Monday, October 7, 2019 6:24 PM
To: Jamie Gray
Subject: FW: The Parcel Conceptual Land Use Plans

Public comment for Wednesday's Council meeting.

Thanks,

Sandra Moberly, AICP
Community & Economic Development Director
Community & Economic Development Department
P.O. Box 1609
Mammoth Lakes, CA 93546
Phone: (760) 965-3633
FAX: (760) 934-7493
Email: smoberly@townofmammothlakes.ca.gov

The Town Administrative Offices are open on Fridays by appointment only. Please call ahead to make an appointment if needed.

Disclaimer: Public documents and records are available to the public as provided under the California Public Records Act (Government Code Section 6250-6270). This e-mail may be considered subject to the Public Records Act and may be disclosed to a third-party requester.

From: russellinnkeeper@aol.com <russellinnkeeper@aol.com>
Sent: Thursday, October 3, 2019 11:24 AM
To: Sandra Moberly <smoberly@townofmammothlakes.ca.gov>
Subject: Re: The Parcel Conceptual Land Use Plans

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Sandra,
Thanks for the information.

Couple of questions
Are all the units...rentals only? No ownership? This really worries me.

I'm against any thought of removing the wet lands. I want my opinion posted and heard.

All the proposals show an area between my buildings and the proposed new construction. Is there any chance this will change?

Thanks
Russ Harrison

-----Original Message-----

From: Sandra Moberly <smoberly@townofmammothlakes.ca.gov>
To: russellinnkeeper@aol.com <russellinnkeeper@aol.com>
Sent: Wed, Oct 2, 2019 5:34 pm
Subject: The Parcel Conceptual Land Use Plans

Hi Russ,

The conceptual land use plans are available online [here](#) (it's a large file so it will take a couple minutes to download). Please let me know if you need any other information.

Thanks,

Sandra Moberly, AICP
Community & Economic Development Director
Community & Economic Development Department
P.O. Box 1609
Mammoth Lakes, CA 93546
Phone: (760) 965-3633
FAX: (760) 934-7493
Email: smoberly@townofmammothlakes.ca.gov

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Disclaimer: Public documents and records are available to the public as provided under the California Public Records Act (Government Code Section 6250-6270). This e-mail may be considered subject to the Public Records Act and may be disclosed to a third-party requester.

Exhibit D

People Helping People

**INYO
MONO
ADVOCATES for
COMMUNITY
ACTION, Inc.**

**Administration
Personnel
Community Services
Housing
Weatherization**
137 E South St.
P.O. Box 845
Bishop, CA 93515
(760) 873-8557
Fax (760) 873-8182
e-mail: info@imaca.net

**Community Connections
for Children**
625 Old Mammoth Rd.
P.O. Box 8571
Mammoth Lakes, CA 93546
(760) 934-3343
Fax (760) 934-2075

**Child Development &
Family Services**
Head Start/State Preschool
Administration Office
180 Clarke Street
Bishop, CA 93514
(760) 873-3001
Fax (760) 872-5570

**Glass Mountain
Apartments**
25 Mountain Blvd.
Mammoth Lakes, CA 93546
(760) 924-3888

Valley Apartments
156 E. Clarke St.
Bishop, CA 93514
(760) 873-8557

IMACA is a Non-Profit,
Tax-Exempt Organization
under Section 501(c)(3),
Internal Revenue Code.

Input to Parcel Plan – Childcare Needs in Mammoth Lakes

To: Town of Mammoth Lakes Planners
From: Inyo Mono Advocates for Community Action, Inc.

RE: Planning for the Parcel – Childcare Needs

Beyond the critical need for affordable housing, development of the Mammoth Parcel may be an opportunity to address another critical community need – expanding and maintaining affordable Childcare for infants, toddlers and school age children by creating a childcare facility as part of the Parcel Site.

In Mammoth, IMACA operates the Mono County Childcare Resource and Referral program which provides information on all childcare providers, assists families unable to pay the full cost of Childcare through the assisted payment program and provides center-based services through operation of the Head Start/State Preschool located at the High School. These programs provide or support ongoing childcare services to 60 families in the Mammoth area annually who need financial assistance. Other Providers such as Mammoth Mountain and the Lutheran Preschool provide 68 slots and there are many private providers.

IMACA is a partner with other agencies including Mono County First Five, the Mono County Childcare Planning Council, the Mono County Office of Education and Mammoth Mountain who have worked to expand the availability of quality childcare in the County.

According to a study published in the 2019 Mono County First Five Strategic Plan - 47% of parents have difficulty finding affordable childcare and there is an availability shortage of up to 231 slots in the Mammoth area. According to the 2017 Mono County Childcare Needs assessment based on a survey of 173 respondents in Mono County conducted by IMACA in 2017, 43% of parents had difficulties with cost, availability and quality of Childcare with many spending 1/3 of their income on childcare for a single child.

The need for childcare facilities will face an additional hurdle when IMACA will need to find a new location for the Mammoth Lakes Head Start Center in the 2022 School Year due to renovation plans at Mammoth Unified High School, the current site of the Center.

With the availability of land in the parcel and the intent to provide affordable housing for the Mammoth workforce, we believe that designing childcare facilities into the fabric of the Parcel could enhance the Mammoth Community as a whole. Centers could be multi-use, providing space for community gatherings on weekends and evenings. It may be possible to create co-operative management structures wherein parent/residents could be involved in the governance and operation of the centers. There could also be public/private partnerships in the management and operation of facilities and grant funding for the construction of facilities. Funding for these purposes has increased both at the State and Federal level in 2019.

Obviously, research and funding is needed to develop specific proposals for inclusion of a Childcare facility in the Parcel Development. If the Town is interested, we can assist with identifying planning and development resources to pursue this goal.

Thank you very much for your consideration.



Charles Broten, Inyo Mono Advocates for Community Action, Inc.

cc. Stacy Adler, Superintendent Mono County Office of Education
Molly DesBalliets, Mono First Five Commission
Mono County Childcare Planning Council members
Kelly Conboy, IMACA Community Connection for Children Coordinator
Kat Duncan, IMACA Headstart/State Preschool Director

Mono County Childcare Needs 2019

	Preschool Age				Infant and Toddler Age			Birth to 5 total	
	1. Total slots needed	2. Existing slots	3. Number of slots needed to fill the need	4. Number of needed slots eligible for State Preschool <70% of state median income	5. Total slots needed	6. Existing slots	7. Number of slots needed to fill the need	8. Slots needed to fill the need	9. Number of needed slots CDBG eligible <80% of county median income
Mammoth Area	204	99	105	74	204	78	126	231	185
Lee Vining/June Lake	22	13	9	6	22	6	16	25	20
Benton, Hamil, & Chalfant	6	10	0	0	6	0	6	6	5
Bridgeport	10	15	0	0	10	0	10	10	8
Coleville/ Walker	38	30	8	6	38	11	27	35	28
County Total	280	167	122	85	280	95	185	307	246

- Determined by the 5 Year Kinder and transitional Kindergarten average 2014-2018 multiplied by 2, to account for all 3 & 4 year olds. Assuming the need for age specific care for all 3 & 4 year olds.
- Based on the number of preschool slots in licensed and licence exempt sites.
- The difference between the existing slots and the number needed for all 3 & 4 year olds to have a preschool slot.
- The number of slots needed to fill the need multiplied by 70%, the state median income threshold to qualify for State Preschool >\$63,083 for a family of 4
- Determined by the 5 Year Kinder and transitional Kindergarten average 2014-2018 multiplied by 2.5 and divided by 80%, to account for all 6 month-1 year olds and 1 and 2 year olds with a parent in the workforce (80%, as per the California Childcare Portfolio). Assuming the need for care is for children 6 months and older with all parents in the workforce.
- Based on the number of infant and toddler slots in licensed and licence exempt sites.
- The difference between the existing slots and the number needed for 80% of 6 moth to 2 year olds to have a childcare slot.
- Combination of the remaining needed preschool and infant and toddler slots, same assumptions as for numbers 1 & 5.
- The number of slots needed to full the need multiplied by 80%, the County median income threshold to qualify for CDBG >\$62,000 for a family of 4

Exhibit E

TOWN COUNCIL STAFF REPORT

Subject: Joint Town Council Meeting with the Planning and Economic Development Commission to receive a presentation on The Parcel Conceptual Land Use Alternatives and to provide staff direction on creating a preferred single Concept: Land Use Plan Alternative

Meeting Date: October 9, 2019

Written by: Grady Dutton, Public Works Director
Sandra Moberly, Community and Economic Development Director

RECOMMENDATION:

Staff recommends Town Council and Planning and Economic Development Commission (PEDC) receive a presentation on The Parcel Conceptual Land Use Alternatives, discuss a wide range of topics related to those three alternatives, and provide comments and direction to staff leading to preparation of a single preferred Conceptual Land Use Plan.

BACKGROUND:

The conceptual land use planning process includes three joint Town Council/PEDC meetings. On June 26, the Town Council held the first of those meetings and provided input on draft goals and priorities for development of The Parcel. This joint meeting is the second planned meeting and the third is scheduled for December 11th. Since the June 26 meeting, there has been additional public engagement, highlighted by the “Plan The Parcel Multi-Day Design Workshop” held August 20-23. The August workshop resulted in the development of three conceptual land use plans. This October 9 Workshop will focus on narrowing the three concept plans down to a final preferred concept plan.

ANALYSIS/DISCUSSION:

The purpose of this joint workshop is to receive input and direction from Town Council and Commission in the preparation of a single concept land use plan for The Parcel. Staff and the consultant will present the three conceptual land use alternatives (Attachment 3) and will seek input regarding which features should be included in the Preferred Plan. The consultant has provided a framework for the Preferred Conceptual Land Use Plan document (Attachment 4) which will be finalized with information on the Preferred Plan components after the October 9 workshop. The workshop will also include information on fiscal analysis and developer solicitation (Attachment 5).

Fiscal Analysis

Staff has previously emphasized the importance of the final conceptual plan being fiscally sound. A significant part of the work underway is the fiscal analysis. As anticipated, preliminary pro formas prepared as a part of the Multi-Day Design Workshop indicated a significant estimated gap in project funding. Staff will provide information on funding and will need to update the funding model based on the final concept plan. Based on the input and direction received, staff will develop funding options and methods to meet the funding gap.

Developer Solicitation

Staff has prepared an outline of the Request for Qualifications to engage a development team to design, build, and manage The Parcel project. An outline is included as Attachment 5 and staff anticipates releasing the RFQ on October 24, 2019.

Alternatives – Key Differences

Staff has provided a brief summary of the alternatives with the key differences between the alternatives shown in **bold**.

Alternative 1

Alternative 1 represents the “Low Intensity” alternative. Features include:

- A. **350-400** Units – This alternative shows capacity for 350-400 units, including community facilities and a mix of unit types.
- B. Estimated gap of **\$170,000** per rental unit. \$170,000 per rental unit is currently estimated to be needed to cover what might not be financed by grants and other programs.
- C. Two Stories. All buildings in Alternative 1 are no more than **two stories** in height.
- D. Mill Ditch. The **Mill Ditch** is an approximately 2-acre open space lined with multi-use paths and surrounded by small-scale multi-unit buildings.
- E. Parking. An average of **1 parking space per unit** is provided in an enclosed space within the building. Up to 130 additional on street parallel parking spaces throughout The Parcel can also be used by guests. This level of parking is consistent with the Town’s “feet first” goals and Walk, Bike, Ride action strategy. The Parcel will be will connected with reliable transit, multi-use paths, trails, sidewalks, and bike lanes to provide residents with mobility options.

Alternative 2

Alternative 2 represents the “Medium Intensity” alternative. Features include:

- A. **400-450** Units – This alternative shows capacity for 400-450 units, including community facilities and a mix of unit types.
- B. Estimated gap of **\$150,000** per rental unit. \$150,000 per rental unit is currently estimated to be needed to cover what might not be financed by grants and other programs.
- C. Two to Four Stories. Most buildings in Alternative 2 are **2-3 stories** in height. A 4-story apartment building wraps the **parking structure** to help hide the garage.
- D. Mill Ditch. The **Mill Ditch** is an approximately 2-acre open space lined with multi-use paths and surrounded by small-scale multi-unit buildings and townhouses.
- E. Parking. Approximately 1.5 parking spaces are provided per unit in this alternative. An average of 1 parking space per unit is provided in an enclosed space within the building, while additional parking for residents of The Parcel is provided in a **parking structure**. Up to 130 additional on street parallel parking spaces throughout The Parcel can also be used by guests. This level of parking is consistent with the Town’s “feet first” goals and Walk, Bike, Ride action strategy. The Parcel will be will connected with reliable transit, multi-use paths, trails, sidewalks, and bike lanes to provide residents with mobility options.

Alternative 3

Alternative 3 represents the “High Intensity” alternative. Features include:

- A. **450-550** Units – This alternative shows capacity for 450-550 units, including community facilities and a mix of unit types. **Larger buildings** in the northeast corner, and **larger development blocks** in the center of The Parcel help to fit more units.

- B. Estimated gap of **\$120,000** per rental unit. \$120,000 per rental unit is currently estimated to be needed to cover what might not be financed by grants and other programs.
- C. Two to Three Stories. All buildings in Alternative 3 are **2-3 stories** in height.
- D. Larger Development Blocks: **Removal of Mill Ditch** through a mitigation process that dedicates land for natural habitat elsewhere in Mammoth Lakes can help to create larger development blocks that allow for more affordable housing in this central location.
- E. Parking. An average of **1 parking space per unit** is provided in an enclosed space within the building. Up to 130 additional on street parallel parking spaces throughout The Parcel can also be used by guests. This level of parking is consistent with the Town's "feet first" goals and Walk, Bike, Ride action strategy. The Parcel will be will connected with reliable transit, multi-use paths, trails, sidewalks, and bike lanes to provide residents with mobility options.

Next Steps

Upon direction by the Council and Commission on October 9, staff and the consultant will prepare a preferred conceptual land use plan which will be presented on December 11 for consideration. Staff will be requesting that the Council consider accepting the preferred conceptual land use plan on December 11 as it will inform the development team that will be selected through the RFQ process.

ATTACHMENTS

1. Workshop Agenda
2. Workshop PowerPoint
3. Conceptual Land Use Alternatives
4. Draft Preferred Conceptual Land Use Plan Framework
5. RFQ Outline