ATTACHMENT 2

Mammoth Lakes Housing Element 2014-2019 dated June 18, 2014
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Town of Mammoth Lakes

Housing Element 2014-2019

June 18, 2014







Table of Contents

1 Introduction 1-1
1.1 Housing Element Purpose and Content 1-1
1.2 Community Context 1-1
1.3 Consistency with State Planning Law 1-2
1.4 General Plan Consistency 1-3
1.5 Data Sources and Agencies Consulted 1-4
1.6 Public Participation 1-4
1.7 Summary of Key Findings and Housing Program 1-6
2 Housing Needs Assessment 2-1
2.1 Regional Population and Economic Context 2-1
2.2 Population Characteristics 2-2
2.3 Household Characteristics 2-15
2.4 Special Needs Groups 2-18
2.5 Housing Stock characteristics 2-30
2.6 Housing Costs and Affordability 2-36
2.7 Analysis of Assisted Housing Projects at Risk 2-52
2.8 Regional Housing Needs 2-53
3 Housing Constraints 3-1
3.1 Market Constraints 3-1
3.2 Governmental Opportunities and Constraints 3-5

4 Housing Resources 4-1
4.1 Regional Growth Needs 2014-2019 4-1
4.2 Available Land to Accommodate Housing 4-2
4.3 Land Inventory 4-2
4.4 Financial and Administrative Resources 4-21
4.5 Energy Conservation Opportunities 4-25
5 Housing Program 5-1
5.1 Evaluation of Achievements (2007-2014) 5-1
5.2 Housing Policies and Programs 5-9
5.3 Quantified Objectives 5-25

APPENDICES

Appendix A Relevant General Plan Policies
Appendix B Agencies and Sources Consulted
Appendix C Housing Ordinance
Appendix D Interim Housing Policy

List of Figures

Figure 3-1 Town Boundaries 3-20
Figure 4-1 Housing Sites 4-4
Figure 4-2 Vacant Residential land 4-17

List of Charts

Chart 2-1 Mono County Seasonal Employment: Leisure and Hospitality, 2012 2-12
Chart 2-2 Mammoth Lakes Seasonal Employment: Other Private Industries, 2012 2-13
Chart 2-3 Mammoth Lakes Employment and Unemployment, 2012 2-14
Chart 2-4 Percent Housing Units by Year Built 2-37
Chart 3-1 Development Review Process flow Chart 3-31

List of Tables

Table 2-1 Population Growth: 2000-2013 2-3
Table 2-2 Projected Population Growth: 2010-2019 2-3
Table 2-3 Median Age: Town of Mammoth Lakes and Mono County, 2011 2-4
Table 2-4 Age Distribution: Town of Mammoth Lakes and Mono County, 2011 2-5
Table 2-5 Age Distribution: Town of Mammoth Lakes and Mono County, 2000 - 2011 2-6
Table 2-6 Educational Attainment (Population 25 years and over), 2011 2-6
Table 2-7 Occupations of Mammoth Lakes Residents and Unincorporated Mono County, 2011 2-8
Table 2-8 Employment Growth by Industry in Mono County, 1992-2012 2-9
Table 2-9 Mono County Employment by Industry by Month, 2012 2-11

Table 2-10 Household Characteristics: Mammoth Lakes and Unincorporated Mono County, 2011 2-16
Table 2-11 Median Household Income: 1999 & 2011 (2011 dollars) 2-16
Table 2-12 Household Income Distribution by Income Category, 2013 Estimates 2-18
Table 2-13 State-identified Special Needs Groups, 2011 2-19
Table 2-14 Household Size, 2011 2-22
Table 2-15 Bedroom Mix by Tenure, 2011 2-23
Table 2-16 Disabled Persons by Age Group and Employment Status, 2000[1] 2-24
Table 2-17 Disabilities by Age Group, Status and Type, 2000[1] 2-25
Table 2-18 Developmentally Disabled by Age Group, Mammoth Lakes (93546) 2-27
Table 2-19 Housing Stock, 2013 2-31
Table 2-20 Total Vacant Housing Units, 2010 2-32
Table 2-21 Tenure, 2010 (Occupied Housing Units) 2-33
Table 2-22 Housing Estimates, 2000 and 2010 2-34
Table 2-23 Housing Units by Tenure and Age, 2011 2-36
Table 2-24 Town of Mammoth Lakes Sale Prices, November 2012 - October 2013 2-38
Table 2-25 Median Home Sale Prices August 2013 – October 2013 2-39
Table 2-26 Mammoth Lakes Homes Currently Facing Foreclosure, 2014 2-40
Table 2-27 Town of Mammoth Lakes Rental Prices, January 2013 - January2014 2-41
Table 2-28 City of Bishop Rental Prices, January 2014 2-41
Table 2-29 Mono County Utility Allowance, 2013 2-42
Table 2-30 Mammoth Lakes Affordable Home Prices and Rental Rates, 2013 2-44
Table 2-31 Median Home and Rental Cost "Gap" Summary 2013 2-49
Table 2-32 Tenure by Occupants per Room, 2011 2-51
Table 2-33 Housing Problems by Income Classification and Household Type for Mammoth Lakes 2-52
Table 2-34 Assisted Affordable Housing Developments 2-53
Table 2-35 Mammoth Lakes Regional Housing Need Allocation by Income Group 2-54

Table 3-36 Residential Development Costs Summary for Typical Home 3-3
Table 3-37 Residential Development Standards 3-10
Table 3-38 Existing Residential Development Density by Zone 3-11
Table 3-39 Employee Generation by Type 3-16
Table 3-40 Housing Types By Zones 3-23
Table 3-41 Development Review Timeframes 3-30
Table 3-42 Planning and Development Fees 3-37
Table 3-43 Estimate of Planning and Development Fees and Costs (Based on 2013-2014 Development and Housing Fee Policies) 3-39
Table 4-44 Regional Housing Need Allocation (RHNA) Plan (January 2014 - June 2019) 4-1
Table 4-45 Housing Sites Subject to Approved Permits, Plans, or Affordable Housing Overlay Zoning 4-5
Table 4-46 Summary of Projected Housing Units 2014-2019, By Category[1] 4-6
Table 4-47 Residential Development Capacity Analysis, Large Sites in RMF-1 Zone 4-15
Table 4-48 Inventory of Vacant Residential Land 4-19
Table 4-49 Summary of Projected Housing Units 2014-2019, by Category 4-20
Table 5-50 Summary of Progress Towards 2010 Housing Element Goals 5-4
Table 5-51 Housing Program Summary 5-22
Table 5-52 Quantified Objectives 2014-2019 5-26

ACKNOWLEGEMENTS

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1 INTRODUCTION

1.1 HOUSING ELEMENT PURPOSE AND CONTENT

The Housing Element of the Town of Mammoth Lakes General Plan establishes the Town's policy relative to the maintenance and development of safe, decent, and affordable housing to meet the needs of existing and future residents. It addresses the planning period 2014-2019, and meets the two purposes identified by State law, including assessment of current and future housing needs and constraints in meeting those needs; and providing a strategy that establishes housing goals, policies and programs. The Housing Element addresses the statewide housing goal of "attaining decent housing and a suitable living environment for every California family."

The Housing Element has been structured to meet the needs of State Housing Element law, and includes the following major components:

- An analysis of housing needs, including a community and housing profile (demographics, housing characteristics, and affordable housing needs analysis).
- An inventory of resources and constraints that are relevant to meeting the identified housing needs, including analysis of governmental and non-governmental constraints, units "at risk" of conversion, and an inventory of land zoned for residential uses.
- A statement of the Housing Plan, including goals, policies and a schedule of actions the Town is undertaking or intending to take to implement those goals and policies.

1.2 COMMUNITY CONTEXT

The Town of Mammoth Lakes is a resort community with a permanent population of approximately 8,307, located in Mono County in California's Eastern Sierra region. The Town incorporated in 1984 to become Mono County's only incorporated community. Mammoth Lakes contains over half (approximately 57 percent) of the County's resident population, and is the County's primary employment and service center. The Town's boundaries encompass approximately 24 square miles; of

this, all but approximately four square miles, defined by an Urban Growth Boundary, are public lands administered by the US Forest Service. The local economy is driven by recreation-based tourism, with visitors drawn to the area's spectacular natural setting and summer and winter outdoor recreation opportunities, including Mammoth Mountain Ski Area (MMSA), a major California ski resort and local employer.

Mammoth Lakes has a total housing stock of around 9,600 units. Based on the 2010 Census, an estimated 51.7 percent of the entire housing stock is dedicated to seasonal, recreational or occasional use, reflecting the popularity of the Town as a location for second-home ownership. This trend also has an impact on housing affordability, since housing prices are driven by relatively affluent second-home buyers; the rental market is also affected by the higher prices commanded for seasonal and nightly rentals of homes and condominiums. Meanwhile, many local residents work in the service sector, creating a considerable gap between housing affordability and housing costs. In addition, Mammoth Lakes has a large seasonal workforce of winter employees who service the ski area and associated influx of visitors, and summer construction labor.

This context creates a number of housing issues that must be addressed through the Housing Element period, including:

- Meeting demands for housing by ensuring adequate sites are available.
- Allowing for a range of housing types at a variety of affordability levels, particularly housing for the local workforce and seasonal employees.
- Preserving existing affordable housing units and improving the condition of other units.
- Removing governmental and other constraints to affordable housing.
- Promoting fair and equal housing opportunities.

1.3 CONSISTENCY WITH STATE PLANNING LAW

The State of California has mandated that all cities and counties prepare a housing element, intended to support the statewide housing goals of "attaining decent housing and a suitable living environment

for every California family." The housing element is one of the seven State-mandated elements of the General Plan, with specific direction on its content set forth in Government Code Section 65583.

One of the most specific requirements of the Government Code is the clear responsibility it places on local jurisdictions to accommodate a fair share of the regional housing need, as identified in the Regional Housing Need Allocation (RHNA). The State Department of Housing and Community Development provided the RHNA for Mono County and Mammoth Lakes; the county's only incorporated community. The RHNA is for the period January 1, 2014 to June 30, 2019.

1.4 GENERAL PLAN CONSISTENCY

The Town of Mammoth Lakes General Plan, which was updated in 2007, includes eleven elements that guide conservation, growth, and development within the Town. The elements of the General Plan encompass the seven elements required by State law, as well as optional elements adopted by the Town to address issues of local importance and concern. The eleven elements of the Town's General Plan are:

- Economy
- Arts, Culture, Heritage and Natural History
- Community Design
- Neighborhood and District Character
- Land Use
- Mobility
- Parks, Open Space and Recreation
- Resource Management and Conservation
- Public Health and Safety
- Noise
- Housing

As one of these eleven elements, and as required by State law, the Housing Element's goals, policies and programs relate directly to, and are consistent with all other elements of the Town of Mammoth Lakes General Plan. To ensure consistency, the Town will review all General Plan elements during the Annual Planning Report process. The provision of an adequate supply of affordable, livable housing within the Town of Mammoth Lakes further supports the community's overall economic, social, and environmental goals by maintaining a local population that patronizes local businesses, promoting family stability and security, and reducing carbon dioxide (CO_2) emissions through reduction of long-distance home to work commutes. Appendix A summarizes policies from other General Plan Elements that are related to housing issues. At this time, the Housing Element does not propose to modify other elements of the General Plan.

1.5 DATA SOURCES AND AGENCIES CONSULTED

The Town consulted with various agencies during the preparation of this Housing Element, including, Mammoth Lakes Housing, Inc. and Inyo Mono Advocates for Community Action. A number of data sources were used in preparing this Housing Element. Specific sources are referenced throughout the document.

1.6 PUBLIC PARTICIPATION

The Town of Mammoth Lakes encouraged participation from all sectors of the community in the preparation of the Housing Element Update. Public participation activities included a public workshop and questionnaire for residents and stakeholder agencies. The questionnaire was available in English and Spanish and was accessible through the Town's website. The questionnaire was also available in public places throughout the Town, including the Police Station, the Latin Market, the Public Library, and at the offices of Mammoth Lakes Housing, Inc. and the Town. It was also delivered to stakeholder groups upon request, and was available at the Public Workshop of the Planning and Economic Development Commission, held on April 9, 2014.

The questionnaire consisted of 16 questions designed to gain a deeper understanding of resident housing needs. A total of 145 individuals submitted a completed questionnaire. Participants submitted 109 questionnaires in English and 44 in Spanish. The vast majority of participants live (80%) and

work (84%) in Mammoth Lakes. Approximately a third of the respondents (38%) felt that the cost of housing limits their ability to live closer to work. The majority of respondents (53%) stated that they drive or carpool to work, 31 percent walk or bike, and 16 percent take public transit.

Housing issues that questionnaire respondents are facing, in order of response frequency, include affordability of housing (32%), home or apartment in need of repair (26%), availability of housing (21%), housing size (16%), and ADA accessibility (5%). Weatherization or energy efficiency programs (33%) and home and apartment repairs (32%), followed closely by homeownership programs (27%) are the housing related programs of most interest to respondents. The housing related services of most interest to the questionnaire participants are amenities (grocery store, etc.) and affordable child care. A large majority of respondents (74%) don't think there are ample available and affordable units for households of all sizes.

Respondents were fairly evenly split on the type of housing that is most lacking, between apartments (34%), efficiency units (29%), and larger homes (29%). As Mammoth Lakes grows, participants feel that the housing types that will be most important to provide are affordable housing (34%), apartments (25%), efficiency units (19%), and larger homes (14%). Two-thirds (67%) of respondents feel that the cost of utilities impacts the ability to afford quality housing. According to respondents, the priority for housing programs in Mammoth Lakes should include reducing cost of rent or mortgages (45%), weatherization or energy efficiency programs (18%), homeownership programs (17%), and reducing the cost of utilities (12%).

Questionnaire participants also had the opportunity to provide additional comments. The major themes from additional comments included: rent costs are too high and there should be financial assistance programs to offset high rent costs, lack of rental and homeownership properties targeted toward middle class families, and not enough small- or medium-sized single family homes available to rent or purchase.

A public workshop was held on April 9, 2014 at the Planning and Economic Development Commission. The workshop addressed the Housing Element Update and its relationship to the overall General Plan update process, identified special housing populations with acute housing needs, presented the housing needs analysis, and reviewed the progress made from the prior Housing Element. During the group discussion portion of the public workshop, housing needs and housing strategy priorities were discussed. The Planning and Economic Development Commissioners

expressed the need for additional larger homes, affordable housing, efficiency apartments, and a need to repair and update the existing housing stock. In terms of housing strategy priorities, the Commissioners said that there needs to be a variety of strategies to meet all of the needs and conveyed that while there are many residents who want to purchase homes and become invested in the community, many could not afford to purchase a home in Mammoth Lakes. One public comment was provided, which stressed the need for providing affordable housing in a variety of locations, but that there also needs to be a balance of affordable and market rate housing.

1.7 SUMMARY OF KEY FINDINGS AND HOUSING PROGRAM

This section summarizes the key issues and findings related to the availability and maintenance of housing adequate to meet the needs of all sectors of the Mammoth Lakes population. The issues listed below are discussed in greater depth in the various chapters of this Housing Element.

- Housing Affordability
- Housing Production to Meet Regional Need Allocation
- Housing Rehabilitation and Conservation
- Governmental Constraints to Affordable Housing
- Energy Conservation

HOUSING AFFORDABILITY

The housing market in Mammoth Lakes is substantially driven by demand for vacation units and second homes from Southern California buyers, with close to 52 percent of the housing stock as seasonal or occasional use units. Although the 2008 Recession has resulted in a significant decline in home prices, housing in Mammoth Lakes is typically significantly more expensive than in neighboring communities such as Bishop. Utility costs are also high, related to the need to heat homes in Mammoth's cold winter climate and exacerbated by an increase in the number of older, outdated and less energy efficient housing stock.

Based on 2007-2011 data, more than half of Mammoth Lakes' households are in the extremely-low, very-low, and low-income categories, and cannot afford market rate rental or owner-occupied housing in the town. Many moderate income households (80% to 120% of AMI) also have fewer options of affordable owner-occupied homes. Fifty-six percent of renters and those owning homes in Mammoth Lakes experience some degree of cost burden related to housing; these impacts are more severe in families of five or more. Although the downturn in the housing market has made some units more affordable, this trend has been accompanied by other effects of the economic recession, such as an increase in the unemployment rate and associated reduction in income that may counter these positive effects. Unpredictable weather conditions in Mammoth Lakes can also impact seasonal employment contributing to fewer hours and fewer jobs which further exacerbate home affordability. Mammoth and June Mountain are experiencing a third consecutive year of drought. According to Mammoth Mountain Ski Area (MMSA), a major California ski resort and local employer, skier visits are down 37 percent and revenue is down $17 million due to the current drought.[1] Housing affordability is expected to be an ongoing issue in the Town of Mammoth Lakes through this Housing Element Update period.

To address this issue, the Housing Element Update includes a number of policies and programs to facilitate the production and preservation of affordable housing. In particular, programs include:

- Through updates to the Town's Zoning Code and Housing Ordinance, policies and regulations will be enacted to guide the development of housing to serve extremely low-income and special needs populations, including seniors, the disabled, homeless, at-risk youth, seasonal employees, and female-headed households.
- Updating the Town's workforce housing mitigation requirement for new development to ensure it appropriately meets the demand it generates for workforce housing.
- Continuing funding (including dedication of Transient Occupancy Tax monies), partnership, and support for the work of Mammoth Lakes Housing, Inc. who have successfully built, rehabilitated, or preserved several dozen income-restricted housing units in the past several years, and other housing organizations (e.g., IMACA).

[1] http://www.sierrawave.net/28477/responds-to-drought/

HOUSING PRODUCTION

The Town's adopted Urban Growth Boundary, reflecting the extensive public lands immediately surrounding its urbanized area, limits Mammoth Lakes' ability to expand geographically. Thus, dedicating sufficient land within the UGB for residential uses at appropriate densities, and encouraging efficient use of land resources will remain critical over the housing element period. In addition, the Town has a number of properties that are planned for affordable and workforce housing; ensuring that these sites develop appropriately will be important to meeting Mammoth Lakes' fair share of the regional housing need. Programs to ensure that sufficient sites are available for housing include:

- Continuing the use of State and Town density bonuses for affordable housing, as well as studying ways housing production can be facilitated.
- Ensuring that large new development provides on-site workforce housing in conjunction with market rate units, through implementation of the Town's Housing Ordinance.
- Encouraging the renovation and conversion of existing non-workforce units, such as condominiums currently used as second homes, to become part of the workforce housing supply.
- Reducing governmental constraints to housing production and affordability through the periodic review of fees, codes, and ordinances
- Allowing housing development as part of infill and mixed-use development within commercial zoning districts.

HOUSING REHABILITATION AND CONSERVATION

Compared to many California communities, Mammoth Lakes' housing stock is relatively new, with 85 percent of the Town's housing stock having been built since 1970. However, there are an increasing number of older units, which will require continued investment, repair and upgrade to remain in good condition. Housing units may also not be well-maintained due to absentee landlords or homeowners. As noted below, improving energy efficiency of older housing units is an important component of reducing housing costs in Mammoth's climate. Some of the community's most

affordable units are older rental apartments, mobile homes, and condominiums, and preserving these units is an important goal of this Housing Element. Policies and programs that support this goal include:

- Investigating opportunities to acquire, rehabilitate, and dedicate existing housing units as affordable housing.
- Monitoring construction and rehabilitation of housing to meet the needs of the extremely low-income (ELI) population.
- Continuing code enforcement efforts, and encouraging local homeowners and owners/managers of rental housing properties to upgrade and improve older units, particularly those that do not meet current standards and codes.
- Continued application of Municipal Code standards that preserve the existing housing supply of non-transient rental housing units.
- Improved quality and enforcement of deed restrictions to avoid conversion of existing deed-restriction units to market rate units.

GOVERNMENTAL CONSTRAINTS

The Town's property development standards, fee programs, and other regulations and requirements regulate new development are intended to ensure it meets standards for public safety and welfare; to uphold neighborhood and community character; and to ensure that development pays its fair share of costs to mitigate demands on infrastructure and services. Although some development standards, such as those for on-site parking, lot coverage, and setbacks may be more stringent than in other communities, they are appropriate in the Town's local context, particularly the need to deal with large amounts of winter snowfall.

The analysis of governmental constraints found that the Town's permitting, development review processes and fees represent actual staff costs and time to process applications, and are not unduly restrictive to new residential development. Recently, the Town undertook a review of its development impact fees, including housing mitigation in lieu fees, and, as a result, lowered fees substantially in 2009. One area where improvements are underway is the Zoning Code, which had not been updated

since adoption of the General Plan update in 2007; which may have added potential complexity to the interpretation of policies and standards. The Zoning Code Update will be effective on May 2, 2014, prior to the adoption of the Housing Element Update. The Zoning Code Update will help to reduce regulatory constraints to housing development by ensuring that the Zoning Code is consistent with the General Plan, reducing ambiguity and making for a more efficient review process. Programs identified to reduce governmental constraints to housing production include:

- Conducting regular reviews and updates to the Zoning Code to incorporate mandates and other appropriate revisions.
- Periodically review and update permit and development fees to ensure that they appropriately reflect the cost of processing applications and providing services to new development, without unduly increasing costs to build housing.
- Continuing to allow secondary housing units by right in Rural Residential and Residential Single Family zones.

ENERGY CONSERVATION

Energy efficiency is a significant contributor to lowering housing costs, particularly in Mammoth Lakes with its extreme winter climate. The Housing Element identifies programs to support additional energy conservation including:

- Working with local non-profits that offer low-cost retrofits to improve program participation among qualified homeowners.
- Reviewing all projects for energy efficiency in site design and planning, and for conformance with State and Town building codes.
- Encouraging residential development that promotes energy-efficient and sustainable building practices, including the use of alternate energy sources such as geothermal and solar. Encourage energy efficient programs such as Property Assessed Clean Energy (PACE) and others.

2 HOUSING NEEDS ASSESSMENT

The Housing Needs Assessment serves as the foundation for developing the Town of Mammoth Lakes' housing goals, policies, and programs outlined in *Chapter 5*, *Housing Program*, of this Housing Element. This chapter analyzes relevant population and housing aspects to determine the specific housing needs of Mammoth Lakes' residents. Important characteristics include: demographics, household characteristics, special housing need populations, and housing characteristics. Housing includes single family homes, condominiums, townhomes, apartments, and other livable unit types. The information provided in this chapter covers the breadth of analysis suggested by HCD in its Housing Element guidelines; additional information or detail has been provided in some areas to reflect Mammoth Lakes' local characteristics and housing needs.

In order to examine population and housing characteristics, this chapter references the most recently updated official government data and private market data. The U.S. Decennial Census and the American Community Survey 2007-2011 are the primary sources for the majority of the data collected. Other data sources were cited where appropriate, such as the California Department of Housing and Community Development (HCD), California Department of Finance (DOF) for 2013 population household estimates, and the California Employment Development Department (EDD) for local employment trends. Most of the data in this chapter were compiled by AECOM, the consultant firm retained by the Town to assist with preparation of the Housing Element.

2.1 REGIONAL POPULATION AND ECONOMIC CONTEXT

The Town of Mammoth Lakes is a resort-oriented community and experiences large seasonal fluctuations in population. During the peak ski season, the Town estimates that on any given weekend the influx of visitors to Mammoth Lakes can result in a total "Population at One Time" (PAOT)[2] that is up to five times the year-round resident population. This fluctuation in population also results in

[2] Although the Town is now implementing Population Impact Evaluation Criteria (PIEC) to precisely evaluate population impacts, PAOT is used here since the number of people in town directly impacts the availability of housing units.

significant seasonal variation in employment and housing demand, leading to unique housing pressures.

In 2007-2011, approximately 4,932 people were employed within the town. Services and visitor-oriented businesses related to the Mammoth Mountain Ski Area (MMSA) employ the most persons annually, but this employment demand varies seasonally, with the peak occurring during the winter ski season. Furthermore, wages in Mammoth Lakes' primary employment sector, hospitality and leisure, tend to be fairly low. Despite low local wages, many high income persons own homes (often seasonal vacation homes) and recreate in Mammoth Lakes. Of the over 9,600 homes in Mammoth, approximately 52 percent are vacation homes that are not made available for permanent residents to rent. This results in an inflated housing market that is not tied to local incomes and employment.

2.2 POPULATION CHARACTERISTICS

The town's population characteristics help to inform the nature and extent of its housing needs. Be it age distribution, population growth, employment, or education, these factors indicate the type and amount of housing needed as well as residents' ability to pay. This section describes the most recent population characteristics available from the California Department of Finance (DOF 2013), U.S. Census (Census 2000 and 2010), American Community Survey data which uses data from 2007 through 2011 (ACS 2011), and the California Employment Development Department (EDD). Where possible, the Town has used data provided by the California Department of Housing and Community (HCD).

POPULATION TRENDS

Mammoth Lakes, a town of roughly 8,307 full-time residents, is the only incorporated area in Mono County and makes up a significant share (roughly 57 percent) of the County's population. As previously discussed, the Town of Mammoth Lakes experiences large fluctuations in its population, with the peak occurring in the winter ski season. During this time, the population of Mammoth Lakes on any given weekend is known to quintuple, reaching an estimated peak of around 35,000 to 40,000 people.

As shown in Table 2-1, from 2000 to 2010, the Town of Mammoth Lakes grew more than four times as fast as Unincorporated Mono County annually. In comparison, between 2010 and 2013 the population of Mammoth Lakes increased at approximately only one-third the average annual rate of Unincorporated Mono County, decreasing from 1.61% to .30% annually. California Department of Finance projected population growth is not available for the Town of Mammoth Lakes. However, the Department of Finance anticipates Mono County to grow at an average annual growth rate of .54 percent, reaching a total population of approximately 14,913 people by the end of this Housing Element planning period in 2019 (Table 2-2). If Mammoth Lakes grows by its Regional Housing Need Allocation (RHNA) of 74 units, or 185 people (at an average household size of 2.5), its average annual growth rate will be .37 percent during the planning period, slightly less than the growth rate predicted for Mono County by the California Department of Finance.

Table 2-1 Population Growth: 2000-2013

	2000	*2010*	*Average Annual Growth Rate, 2000-2010*	*2013*	*Average Annual Growth Rate, 2010 - 2013*
Town of Mammoth Lakes	7,093	8,234	1.61%	8,307	0.30%
Unincorporated Mono County	5,760	5,968	.36%	6,186	1.22%
Total - Mono County[1]	12,853	14,202	1.05%	14,493	0.68%

[1] Includes the Town of Mammoth Lakes and Unincorporated Mono County

Source: HCD Table 1(Census 2010); Census 2000; DOF 2013

Table 2-2 Projected Population Growth: 2010-2019

	2010	***2019***	***Average Annual Growth Rate, 2010 - 2019***
Mono County[1]	14,202	14,913	0.54%

[1]Includes the Town of Mammoth Lakes

Source: Census 2010; DOF 2013

AGE

Housing needs are also impacted by the population's age characteristics since needs and preferences change as people age. Different age groups also have housing needs dependent on a variety of factors, including family type and size, income, and housing preference. Understanding these characteristics is essential in determining Mammoth Lakes' appropriate housing needs.

Evident by Mammoth Lakes' median age (Table 2-3), the town has a younger population than the County overall and a slightly younger population than California as a whole; the median age of California residents was approximately 35 years of age in 2007-2011.

Table 2-3 Median Age: Town of Mammoth Lakes and Mono County, 2011

	2011
Mammoth Lakes	33.3
Mono County[1]	36.5
California	35.1

[1]Includes the Town of Mammoth Lakes
Source: ACS 2011

As shown in Table 2-4, a large proportion of Mammoth Lakes' and Mono County's population are children; approximately 23.5 percent of Mammoth Lakes' residents and 21.1 percent of Mono County residents are under the age of 18. Both the Town's and Mono County's largest age group is 25 to 34. However, the Town's slightly larger percentage of persons aged 25 to 34 is likely influenced by the presence of the Mammoth Mountain Ski Area, which employs younger adults during the ski season. The town's active outdoor environment is also attractive to younger adults. Mono County has a larger proportion (9%) of persons age 65 and older than Mammoth Lakes (6.8%), perhaps attributable to the fact that the town's climate, with heavy annual snowfall, is less attractive to seniors than other communities in the county.

Table 2-4 Age Distribution: Town of Mammoth Lakes and Mono County, 2011

	Mammoth Lakes		*Mono County*[1]	
Age Group	*Number*	*Percent*	*Number*	*Percent*
Under 5	536	6.6%	902	6.4%
5-17	1,365	16.9%	2,061	14.7%
18-24	1,075	13.3%	1,487	10.6%
25-34	1,394	17.3%	2,222	15.9%
35-44	1,013	12.5%	2,025	14.5%
45-54	1,150	14.2%	2,136	15.2%
55-64	1,002	12.4%	1,921	13.7%
65+	546	6.8%	1,262	9.0%
Total	**8,081**	**100%**	**14,016**	**100%**

[1]Includes the Town of Mammoth Lakes

Source: ACS 2011

As seen in Table 2-5, the most significant population increases in Mammoth Lakes and Mono County between 2000 and 2011 occurred in residents aged 55 years and above. In Mammoth Lakes, this age group comprised 11.5 percent of the town's population in 2000, but rose significantly, reaching 19.2 percent in 2011. A likely explanation for this increase lies in Mammoth Lakes' relatively close proximity to the greater Los Angeles metropolitan area, and the increasing number of aging baby-boomers choosing the town for retirement.

EDUCATION

Educational attainment is often positively correlated with type of employment and level of income earned and, therefore, the type of housing residents are able to afford. In 2011, 13.7 percent of Mono County residents and 19.1 percent of Mammoth Lakes' residents had less than a high school degree, a slightly higher proportion than that of California as a whole (Table 2-6). At the upper end of the educational attainment spectrum, over one-third of the population of Mammoth Lakes and just over 30 percent of Mono County has a bachelor's or graduate degree; this proportion is similar to that of California (30.3%).

Table 2-5 Age Distribution: Town of Mammoth Lakes and Mono County, 2000 - 2011

	Mammoth Lakes					*Mono County*[1]				
	2000		*2011*		*2000 - 2011*	*2000*		*2011*		*2000 - 2011*
Age Group	*Number*	*Percent*	*Number*	*Percent*	*Percent Change*	*Number*	*Percent*	*Number*	*Percent*	*Percent Change*
Under 5	402	5.7%	536	6.6%	33.3%	727	5.7%	902	6.4%	24.1%
5-17	1,192	16.8%	1,365	16.9%	14.5%	2,226	17.3%	2,061	14.7%	-7.4%
18-24	943	13.3%	1,075	13.3%	14%	1,330	10.3%	1,487	10.6%	11.8%
25-34	1,332	18.8%	1,394	17.3%	4.7%	1,932	15.0%	2,222	15.9%	15%
35-44	1,389	19.6%	1,013	12.5%	-27.1%	2,366	18.4%	2,025	14.5%	-14.4%
45-54	1,020	14.4%	1,150	14.2%	12.75%	2,064	16.1%	2,136	15.2%	3.5%
55-64	508	7.2%	1,002	12.4%	97.2%	1,232	9.6%	1,921	13.7%	55.9%
65+	307	4.3%	546	6.8%	77.9%	976	7.6%	1,262	9.0%	29.3%
Total	**7,093**	**100.0%**	**8,081**	100%	**13.9%**	**12,853**	**100.0%**	14,016	100%	**9.0%**

[1]Includes the Town of Mammoth Lakes
Source: Census 2000; ACS 2011

Table 2-6 Educational Attainment (Population 25 years and over), 2011

	Mammoth Lakes		*Mono County*[1]		*California*	
Education Level	*Estimate*	*Percent*	*Estimate*	*Percent*	*Estimate*	*Percent*
Less than High School	977	19.1%	1,307	13.7%	4,622,091	18.9%
High school graduate	930	18.2%	2,122	22.2%	5,150,994	21.1%
Some college	859	16.8%	2,237	23.4%	5,392,030	22.1%
Associate's degree	625	12.2%	1,000	10.5%	1,872,437	7.7%
Bachelor's degree	891	17.5%	1,834	19.2%	4,697,422	19.2%
Graduate degree	823	16.1%	1,066	11.1%	2,708,898	11.1%
Total	**5,105**	**100%**	**9,566**	**100%**		

[1] Includes the Town of Mammoth Lakes
Source: ACS 2011

Residents with the uppermost levels of educational attainment are likely to receive the highest wages in the town. It is important to keep in mind that these percentages address the resident population of Mammoth Lakes and do not take into account the seasonal workers that were not in Mammoth Lakes, or did not respond to the U.S. Census or American Community Surveys.

EMPLOYMENT

According to the American Communities Survey, 2007 through 2011 (ACS 2011), there are 4,932 Mammoth Lakes' residents in the workforce. However, the size of the total workforce (including non-residents) fluctuates with seasonal demand (seasonal employment is discussed in more detail on page 27). As shown in Table 2-7, arts, recreation, and hospitality service occupations employ the largest proportion of Mammoth Lakes' residents at 34 percent, compared to Unincorporated Mono County at 18.2 percent. Office services and management/professional occupations are the second and third largest employment sectors in Mammoth Lakes. These sectors likely employ a substantial portion of Mammoth Lakes' and Mono County's college graduates.

EMPLOYMENT GROWTH

Unlike the above section which discusses the type of employment held by town residents, this section discusses the type of employment available within Mammoth Lakes. The California Employment Development Department (EDD) provides data on labor markets. However, it does not report data for the Town of Mammoth Lakes separately from the rest of Mono County. Therefore, data for the County were used as a proxy for the industrial make-up and employment growth trends for the town. While not all industry groupings are identical to those provided by the U.S. Census for occupations held by residents, it is still a good indicator of employment growth trends within the area within certain types of industry.

As seen in Table 2-8, the majority of jobs in Mono County are found in the Leisure and Hospitality sector, primarily due to the large employment needs generated by the Mammoth Mountain Ski Area and other jobs that service the town and county's recreation and tourism-based economy. According to data from EDD, leisure and hospitality accounts for roughly 45 percent of employment in Mono County. Other major employment generators in the County are government (24%), retail trade (9%), professional and business services (6%), and financial activities (5%).

Table 2-7 Occupations of Mammoth Lakes Residents and Unincorporated Mono County, 2011

	Mammoth Lakes		*Unincorporated Mono County*[1]	
Occupation	*Persons*	*Percent*	*Persons*	*Percent*
Agricultural, Forestry, Fishing, Hunting and Mining	207	4.2%	106	3.5%
Arts, Recreation and Hospitality Services	1679	34.0%	558	18.2%
Construction, Manufacturing and Wholesale	400	8.1%	452	14.7%
Educational, Health Care and Social Assistance	459	9.3%	768	25.0%
Management, Professional, Scientific and Information	623	12.6%	141	4.6%
Public Administration	168	3.4%	328	10.7%
Finance, Insurance, Real Estate Office and Other Services	851	17.3%	191	6.2%
Retail Trade	490	9.9%	361	11.8%
Transportation, Warehousing, and Utilities	55	1.1%	164	5.3%
Total	**4,932**	**100%**	**3,069**	**100%**

[1] Mono County excluding the Town of Mammoth Lakes

Source: HCD Table 2 (ACS 2011)

Over the last twenty years, the Leisure & Hospitality sector has remained the largest employment sector with a 1.4 percent average annual growth rate. Though much smaller sectors comparatively, Transportation, Warehousing and Utilities, Professional & Business Services and Government sectors have seen the greatest amount of growth at 5.5 percent, 2.5 percent and 1.9 percent, respectively. The average annual growth rate in both the Financial Activities and Retail Trade sectors, while both seeing job growth between 1992 and 2002, have remained fairly flat over the last twenty years.

With the exception of education and health services, all identified industries listed in Table 2-8 have either remained stable or have seen positive annual growth rates between 1992 and 2012. Despite its more modest growth rate, what is significant is that the leisure and hospitality sector added 700 jobs to the County between 1992 and 2012; that's the same number of jobs added in, Warehousing, and Utilities, Professional and Business Services, and Government sectors combined. Government also added a significant number of jobs (500) during the same period.

Table 2-8 Employment Growth by Industry in Mono County, 1992-2012

	1992		2002		2012		1992-2012
Industry	*Number*	*Percent*	*Number*	*Percent*	*Number*	*Percent*	*Average Annual Growth Rate*
Retail Trade	570	11.0%	740	11%	570	8.8%	0%
Financial Activities	310	6.0%	440	6.5%	300	4.6%	-.16%
Professional and Business Services	220	4.2%	330	4.9%	360	5.6%	2.5%
Leisure and Hospitality	2,190	42.2%	2,790	41.5%	2,890	44.7%	1.4%
Government	1,060	20.4%	1,470	21.9%	1,560	24.1%	1.9%
Transportation, Warehousing and Utilities	30	.58%	30	.45%	90	1.4%	5.5%
Education and Health Services	150	2.9%	90	1.3%	60	0.9%	-4.6%
Manufacturing	50	0.9%	80	1.2%	60	0.9%	0.9%
Other	610	11.8%	750	11.2%	580	9.0%	-.25%
Mono County Total[1]	**5,190**		**6,720**		**6,470**		**1.1%**

[1]Includes the Town of Mammoth Lakes

Source: California EDD, 2012

Transportation, Warehousing, and Utilities has expanded the fastest, at an average rate of 5.5 percent per annum, but still makes up less than 2 percent of total employment.

As the economy continues to recover from the 2008 recession, employment levels are expected to have improved since 2012. Looking at the unemployment rate over the last 10 years, Mono County's annual unemployment rate was approximately 5 percent in 2002 but plateaued around 10 percent between 2010 and 2012. In comparison, while Mammoth Lakes' annual unemployment rate was also approximately 5 percent in 2002, it has hovered around 7 percent between 2010 and 2012. While unemployment numbers are still preliminary for the month of December, the 2013 annual unemployment rate for the Town of Mammoth Lakes is estimated to have dropped to 5.5 percent.

JOBS AND EMPLOYED RESIDENTS

Mammoth Lakes' employment dynamics are unique in contrast with most cities in California, as there is a predominance of leisure and hospitality jobs. There are a large number of seasonal and part-time jobs in the town that can necessitate residents taking multiple jobs over a year. As a result, a more balanced recreation community would likely have a higher ratio of jobs per employed residents to counteract the effect of part-time and seasonal labor. According to the Mammoth Lakes Housing Needs Assessment released in September of 2011, there are approximately 1.28 jobs per employed person in Mammoth Lakes, depending on the season. Based on the most recent data available, the inverse is true for Unincorporated Mono County overall, estimated to have approximately 0.84 jobs per employed resident. This ratio implies that the County exports a portion of its employed residents to surrounding communities and neighboring counties.

SEASONAL EMPLOYMENT

The employment opportunities in Mammoth Lakes vary significantly by season with employment demand peaking during the snow season (Table 2-9).

As shown in Table 2-9 and Chart 2-1, the largest seasonal employment fluctuations occur in the Leisure and Hospitality Services Industry, dipping to approximately 2,400 jobs in the off-season and increasing to almost 3,400 jobs at its peak.

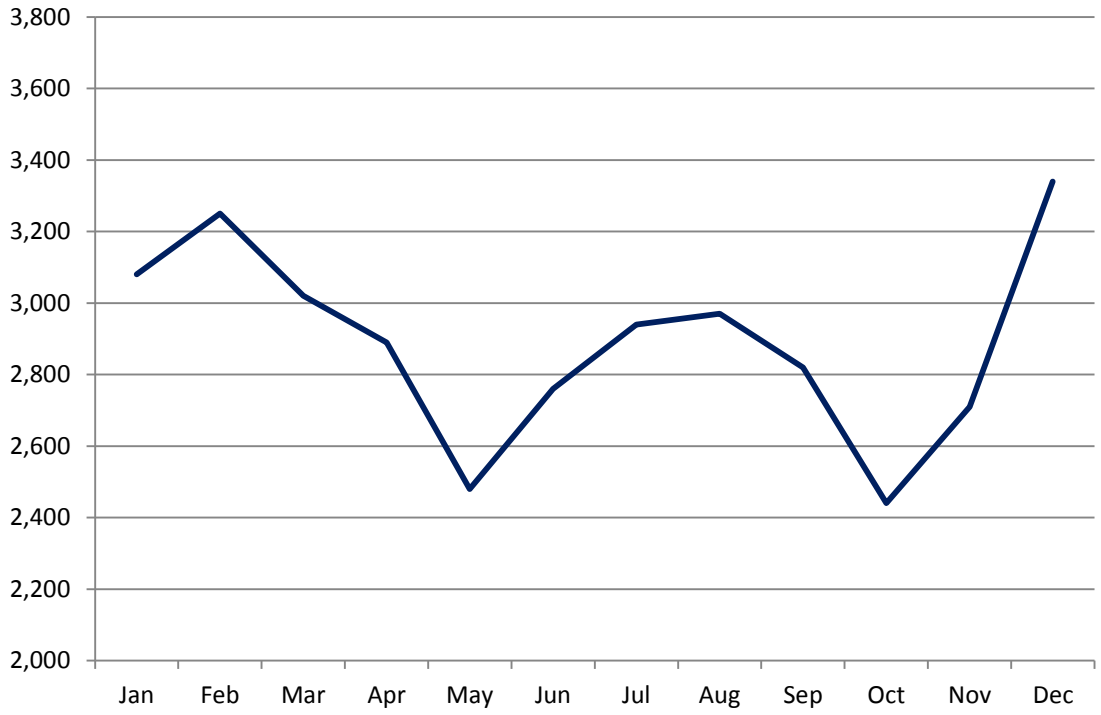
Retail trade and professional and business employment also fluctuates slightly (Chart 2-2). Real estate, rental and leasing activity likely falls within the category of Professional and Business Services and is tied to visitors and temporary workers arriving at various times of the year, peaking just prior to the winter ski season. Retail employment follows a similar pattern to leisure and hospitality employment, but its fluctuations are less severe. Financial activities and manufacturing jobs remain fairly stable. Overall, employment fluctuated from a high of 6,990 in December to a low of 5,980 in May, 2012 (Table 2-9). Although more than half the population of Mono County resides in Mammoth Lakes, due to the town's large resort-oriented industry, seasonal variations are likely more profound, especially in leisure and hospitality, when separated out from the rest of the County.

Table 2-9 Mono County Employment by Industry by Month, 2012

	Employment												
Industry	*Jan*	*Feb*	*Mar*	*Apr*	*May*	*Jun*	*Jul*	*Aug*	*Sep*	*Oct*	*Nov*	*Dec*	*Annual Average Employment*
Retail Trade	610	610	580	580	540	570	600	590	550	530	540	590	574
Financial Activities	300	310	300	310	280	290	310	320	310	300	300	310	303
Professional and Business Services	360	360	320	330	330	340	370	380	380	390	350	350	355
Leisure and Hospitality	3,080	3,250	3,020	2,890	2,480	2,760	2,940	2,970	2,820	2,440	2,710	3,340	2,892
Government	1,520	1,530	1,540	1,560	1,600	1,630	1,460	1,530	1,610	1,590	1,580	1,560	1,559
Education and Health Services	60	60	60	60	60	60	60	60	60	60	70	70	62
Manufacturing	60	60	60	50	50	60	70	70	60	60	60	60	60
Other	580	610	610	620	640	650	690	710	690	710	730	710	663
Total	**6,570**	**6,790**	**6,490**	**6,400**	**5,980**	**6,360**	**6,500**	**6,630**	**6,480**	**6,080**	**6,340**	**6,990**	**6,468**

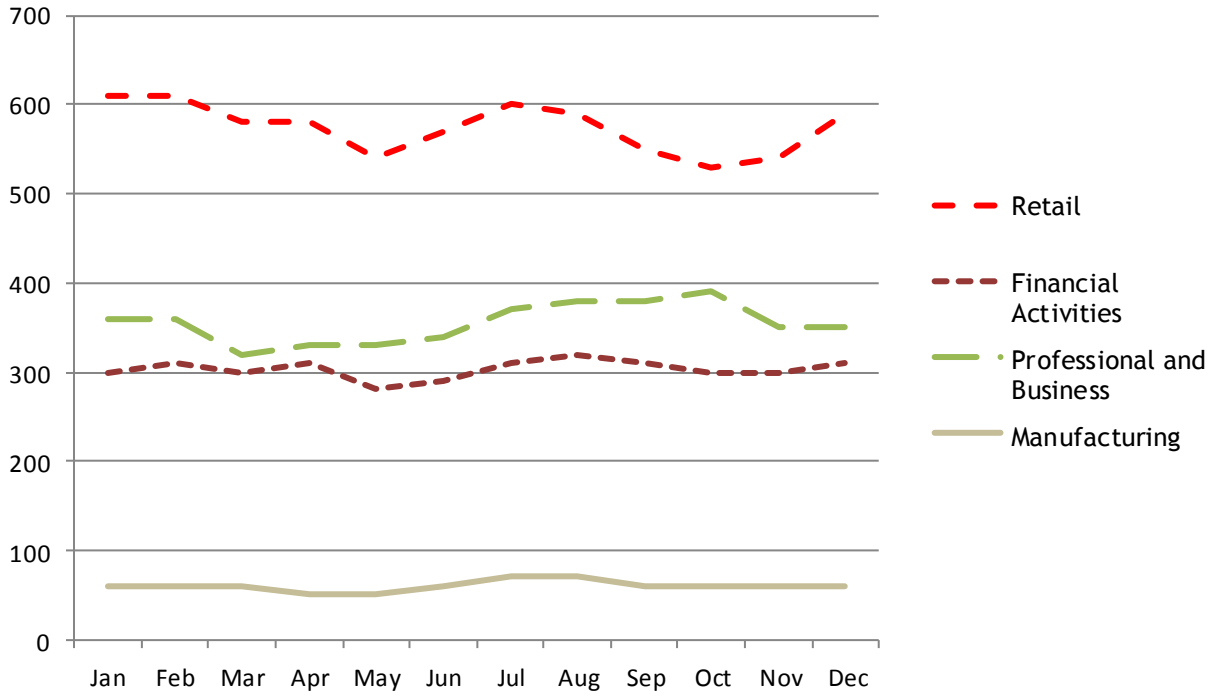
Source: California EDD 2012

Chart 2-1 Mono County Seasonal Employment: Leisure and Hospitality, 2012



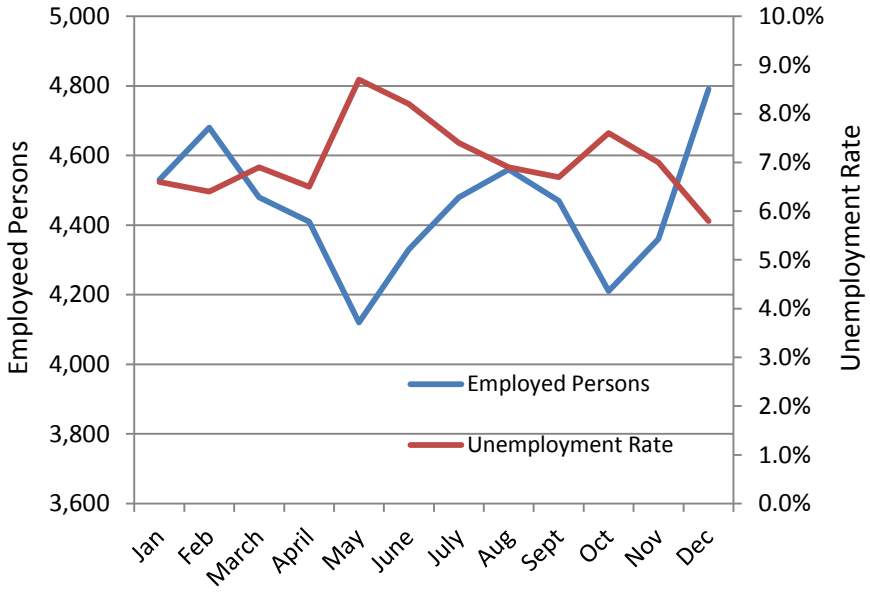
Source: California EDD 2012

Chart 2-2 Mammoth Lakes Seasonal Employment: Other Private Industries, 2012



Source: California EDD 2012; AECOM 2014

Chart 2-3 Mammoth Lakes Employment and Unemployment, 2012



Source: California EDD 2012; AECOM 2014

The unemployment rate in Mammoth Lakes is inversely related to seasonal employment fluctuations, as shown in Chart 2-3. According to the California Employment Development Department (EDD), the average annual unemployment rate for Mammoth Lakes was 7 percent in 2012, with a high of 8.7 percent in May of that year. However, the unemployment rate does not include the number of underemployed (people who would like to work full-time and / or year-round) or those who have given up looking for work and are no longer counted as part of the labor force. Therefore, the official unemployment rate understates the extent of underemployment within the potential labor pool (individuals age 16 to 64).

2.3 HOUSEHOLD CHARACTERISTICS

Household characteristics, including household type and size, income levels, as well as other characteristics, determine the type of housing needed and desired by Mammoth Lakes' residents. For example, family households, particularly those with children, have less flexibility in their housing needs and typically require larger units. This section describes prevailing household characteristics in Mammoth Lakes and how those characteristics impact housing needs.

HOUSEHOLD TYPE

According to data from the American Community Survey (ACS 2011), the Town of Mammoth Lakes has an estimated 2,807 households. As shown in Table 2-10, Mammoth Lakes has a lower percentage of family households (59.5%), compared to Unincorporated Mono County (63.6%). In comparison, in California as a whole, family households make up 68.6 percent of all households. Data from the 2010 U.S. Census also indicates the average household size in Mammoth Lakes is 2.5 and in Unincorporated Mono County, 2. 3. Mammoth Lakes' larger share of non-family households and larger household size is likely a result of the large number of younger recreation employees either living alone or in shared housing.

Table 2-10 Household Characteristics: Mammoth Lakes and Unincorporated Mono County, 2011

	Mammoth Lakes		*Unincorporated Mono County*[1]	
Household Type	*Estimate*	*Percent of Total*	*Estimate*	*Percent of Total*
Family households:				
Married-couples	*1,195*	*71.5%*	*1387*	*83.6%*
Male householder, no wife present	*249*	*14.9%*	*127*	*7.7%*
Female householder, no husband present	*227*	*13.6%*	*145*	*8.7%*
Total Family households	**1,671**	**59.5%**	**1,659**	**63.6%**
Nonfamily households:				
Living Alone	*806*	*71%*	*736*	*77.5%*
Other	*330*	*29%*	*214*	*22.5%*
Total Nonfamily households	**1,136**	**40.5%**	**950**	**36.4%**
Total all Households	**2,807**	**100.0%**	**2,609**	**100.0%**

[1] Mono County excluding the Town of Mammoth Lakes

Source: ACS 2011

Table 2-11 Median Household Income: 1999 & 2011 (2011 dollars)

	1999	*2011*[1]
Mammoth Lakes	$60,177	$56,521
Mono County[2]	$60,653	$60,469
California	$64,124	$61,632

[1] 2007 – 2011 American Community Survey Estimate

[2] Includes the Town of Mammoth Lakes

Source: Census 2000; ACS 2011

HOUSEHOLD INCOME

Income is a critical characteristic in determining residents' housing opportunities and affordability. Income affects a household's decision when it comes to tenure, type, and location of housing.

According to data from the U.S. Census and the American Communities Survey (ACS 2011), Mono County and California have a higher median household income than the town of Mammoth Lakes (Table 2-11). Furthermore, adjusting for inflation, median household incomes have declined, a likely result of recent economic conditions. This indicates that incomes have not kept pace with the cost of living.

HOUSEHOLD INCOME DISTRIBUTION BY INCOME CATEGORY

The State requires each jurisdiction to address its housing needs by the following income categories:

- Extremely low-income, defined as annual household incomes of 30 percent or less of Area Median Income (AMI).
- Very low-income, defined as annual household incomes of 31 to 50 percent or lower of AMI.
- Low-income, defined as annual household incomes 51 to 80 percent of AMI.
- Moderate-income, defined as annual household incomes 81 to 120 percent of AMI.
- Above moderate-income, defined as annual household incomes above 120 percent of AMI.

Certain housing subsidies and housing policies use these categories to set income limits or to qualify certain segments of the population, adjusting for household size. It is also used to allocate housing needs to local jurisdictions as part of the housing element update process.

As Mammoth Lakes' home prices tend to exceed the affordability of above moderate-income households, this Needs Assessment also evaluates middle and upper income categories, which are defined specifically for evaluating their ability to afford housing in Mammoth Lakes. For the purposes of this Housing Element, "middle" income households are those households with incomes between 121 and 150 percent of AMI, and "upper" income households are those households with incomes greater than 150 percent of AMI.

Table 2-12 displays the household income distribution for the Town of Mammoth Lakes and Mono County consistent with the California Department of Housing and Community Development (HCD) income categories and the Town-defined categories. Mammoth Lakes has a slightly higher proportion of households in the lower income categories; 57 percent of Mammoth Lakes households and 49 percent of Unincorporated Mono County households have incomes in either the extremely low, very low, or low income categories, while 43 percent of Mammoth Lakes residents and 51 percent of Unincorporated Mono County households have incomes in either the moderate or above moderate income categories. As will be discussed later in the chapter, lower-income households often have difficulty finding decent and affordable housing within Mammoth Lakes.

Table 2-12 Household Income Distribution by Income Category, 2013 Estimates

			Percentage Households by Approximate Income Threshold	
Income Group	*Percent of Area Median Income*	*HUD Income Threshold (4-Person Household)*	*Mammoth Lakes*	*Unincorporated Mono County*[1]
Extremely Low	<30%	$23,500	17%	17%
Very Low	31-50%	$39,150	19%	14%
Low	51-80%	$62,650	21%	18%
Moderate	81% -120%	$95,500	11%	8%
Middle	120%-150%	$119,400	8%	34%
Upper	>150%	$152,400	24%	9%
Total			**100%**	**100%**

1 Mono County excluding the Town of Mammoth Lakes

Source: HCD Income Limits 2013; AECOM 2014

2.4 SPECIAL NEEDS GROUPS

Special need populations often have unique housing needs beyond affordability. Their specific condition can require on-site services, specific housing design, or both to meet their day to day household needs. For example, disabled persons often require accessible ground floor units, and

seniors sometimes need on-site care. Homeless persons often require transitional housing and may require treatment services before placement in more stable permanent housing.

State Housing Element Law defines "special needs" groups to include the following: senior households, female-headed households, large households, persons with disabilities (including developmental disabilities), homeless persons, and agricultural workers. This section describes the housing needs of each of these groups in Mammoth Lakes. Table 2-13 summarizes the estimated number of special needs households in Mammoth Lakes.

Table 2-13 State-identified Special Needs Groups, 2011

	Mammoth Lakes		*Mono County*[1]	
Special Needs Groups	*Number*	*Percent*	*Number*	*Percent*
Seniors (65 years and older)[2]	546 residents	6.8%	1,262 residents	9%
Female Householder	227 households	8.1%	372 households	6.7%
Large Households (5+ person)	385 households	13.7%	635 households	11.7%
Disabled[3]	433 residents	6.5%	1,057 residents	8.9%
Homeless[4]	5-10 residents	--	20-30 residents	--
Agricultural Workers[5]	0 employees	0%	40 employees	0.6%

[1] Includes the Town of Mammoth Lakes

[2] ACS 2011

[3] Census (2000) is most recent data

[4] Homeless population is an estimate only, since more precise data is unavailable

[5] California EDD 2011, annual labor force

Source: California EDD 2011; ACS 2011; HCD Table 7, 8, 11 (Census 2000; ACS 2011)

SENIOR HOUSEHOLDS

Senior households are defined as households with one or more persons over the age of 65 years. The special needs of senior households are due to three primary concerns: seniors generally live on a fixed income, have higher health care costs, and are more likely to have some form of disability. According to the American Community Survey (ACS 2011), 6.8 percent of Mammoth Lake's residents were

seniors. Approximately 43 percent of Mono County's senior residents live within Mammoth Lakes. Mammoth Lakes contains a lower proportion of seniors compared to the State overall, which had approximately 11 percent of its population 65 years and older. This is likely due to the harsher weather conditions in Mammoth Lakes.

The "frail elderly," defined as persons over age 75, are a particularly important group of seniors to assess, as older seniors are more likely to face mobility issues and higher medical costs than their younger counterparts. Mammoth Lakes has a small percentage (2%) of frail elderly, in contrast with Mono County (2.9%) and the state of California (5.3%).

There are special concerns for senior citizens that need to be considered during project design review. The most significant concerns include:

- Senior citizens are less mobile than younger age groups; consideration for accessibility should be given a high priority.
- Senior citizens generally prefer to be autonomous and maintain independent living lifestyles. In order to support this lifestyle choice, seniors need convenient and close access to services, including shopping and health care facilities, social service and activity centers, and public transportation.
- Senior citizens generally prefer to be a part of a community.
- Senior citizens are concerned about physical and psychological security, more so than younger age groups.
- Senior citizens are often on fixed incomes and require stable housing arrangements without the risk of significant increases in rent.

According to the American Community Survey (ACS 2011), there are no households in Mammoth Lakes with a 65 year old or older householder with a household income below the poverty level. Poverty is defined as an individual or household lacking a socially acceptable amount of money or material possessions to take care of basic needs. Currently in California, the poverty threshold for a single-person household is $11,173, and $14,081 for a two-person household without children, where

the householder is 65 years of age or older.[3] However, of the 267 households with a householder 65 years of age or older, approximately 112 (42%) of these are low income (between $25,000 and $44,999 per year). Severely cost-burdened senior households are most at risk of being displaced from their housing and often have to make tough decisions on whether to pay for rent and utilities or essential needs like food and medical care.

FEMALE-HEADED HOUSEHOLDS

Female-headed households need special consideration and assistance to accommodate their housing needs. Female-headed households are those households with no male adult present and contain multiple related persons. National statistics indicate that female-headed households are significantly more likely than the population overall to be in poverty. These households often struggle with balancing full-time employment while providing quality care for their children. As such, their needs often include affordable housing and accessible day care.

Based on the American Community Survey (ACS 2011) data, there are 227 female-headed households in Mammoth Lakes, 8 percent of all households, and of those female-headed households, more than half (183) were households with children. These families with children are most likely to require on-site affordable child care, thereby reducing barriers to full-time employment. According to the ACS 2011, there are no female-headed households living in poverty in Mammoth Lakes.

LARGE HOUSEHOLDS

Large households are family households with five or more people. Large households are considered a special needs group for housing because there is typically a limited supply of adequate and appropriately sized housing that is also affordable. Large households on a limited budget may be more at risk of overcrowding in the home. These households may choose a smaller home in an effort to save money to pay for other necessities including transportation, food, and clothing. According to the American Community Survey (ACS 2011) data, there are 385 large households in Mammoth Lakes, approximately 13.7 percent of all households (Table 2-14). This is more than in Unincorporated Mono County with 9.6 percent of all households considered large.

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[3] U.S. Census, 2013, http://www.census.gov/hhes/www/poverty/data/threshld/

Table 2-14 Household Size, 2011

	Mammoth Lakes		*Unincorporated Mono County*[1]	
Household	*Estimate*	*Percent of Total*	*Estimate*	*Percent of Total*
1-2 Person Households	1,598	56.9%	1,766	67.7%
3-4 Person Households	824	29.4%	593	22.7%
5+ Person Household	385	13.7%	250	9.6%
Total Households	**2,807**	**100.0%**	**2,609**	**100.0%**

[1] Mono County excluding the Town of Mammoth Lakes

Source: HCD Table 7 (ACS 2011)

Again, Mammoth Lakes' has fewer family households proportionally than Unincorporated Mono County but also has a larger average household size. Mammoth Lakes' large number of younger recreation employees likely contributes to a higher percentage of non-family members living in shared housing. HUD and the U.S. Census define overcrowding as having more than one person per room, excluding kitchens, bathrooms, garages, and hallways. Thus, a large five-person household would require at least a three-bedroom unit if it also had a dining room and a living room. According to the American Community Survey (ACS 2011), approximately 40 percent of Mammoth Lakes' total housing units (both owned and rental) have three or more bedrooms, significantly less than Unincorporated Mono County's portion of large units (56%) (Table 2-15). Of this 40 percent, less than half of these larger units (42% or 330 units) were rental, indicating that some large families that rent may have difficulty finding an appropriately sized unit. Furthermore, single family homes offered for rent can be sold, and the new owner may choose to no longer rent the unit. As single family homes typically have more bedrooms than apartment units and other multi-family housing options, the number of large rental units has the potential to be reduced even further.

Table 2-15 Bedroom Mix by Tenure, 2011

	Mammoth Lakes				*Unincorporated Mono County*[1]			
Bedrooms	*Owned Units*	***Rental Units***	*Total Units by Bedroom*	*Percent of Total*	*Owned Units*	*Rental Units*	*Total Units by Bedroom*	*Percent of Total*
0-1	248	542	790	28.1%	63	264	327	12.5%
2	359	541	900	32.1%	564	250	814	31.2%
3	407	266	673	24%	824	341	1,165	44.7%
4+	380	64	444	15.8%	251	52	303	11.6%
Total	**1,394**	**1,413**	**2,807**	**100.0%**	**1,702**	**907**	**2,609**	**100.0%**

[1] Mono County excluding the Town of Mammoth Lakes
Source: ACS 2011

DISABLED PERSONS

Disabled persons may have special housing needs for several reasons, such as living on a fixed income, lack of housing choices that are both affordable and accessible, and higher health care costs. There are primarily five different types of disability:

- **Sensory and Physical Limitation**: Difficulty seeing, difficulty hearing, or difficulty walking (even with glasses and hearing aids)
- **Mental Disability**: Difficulty in learning, remembering, or concentrating
- **Going Outside Home Limitation**: Difficulty going outside the home alone to shop or visit a doctor's office
- **Employment Limitation**: Difficulty working at a job or a business
- **Self-Care Limitation**: Difficulty dressing, bathing, or getting around inside the home

According to the 2000 Census (because the ACS has replaced the decennial long-form as a source for small area statistics, there is no disability data in the 2010 Census), approximately 6.5 percent (433 residents) of the population of Mammoth Lakes and 12 percent (624 residents) of the population of Unincorporated Mono County (1,057 residents or 8.9% in Mono County overall) classified themselves

as disabled. Examining both Mammoth Lakes' and Unincorporated Mono County's disabled persons by age group and employment status reveals there is a higher percentage of disabled persons who are employed in Mammoth Lakes than in Unincorporated Mono County, while the percentage of working aged disabled persons who are not employed or 65 years of age or older in Unincorporated Mono County is greater than in Mammoth Lakes (Table 2-16).

Table 2-16 Disabled Persons by Age Group and Employment Status, 2000[1]

	Mammoth Lakes		*Unincorporated Mono County*[2]	
Age Group	*Number*	*Percent*	*Number*	*Percent*
Age 16-64, Employed Person with a Disability	330	76.2%	385	61.7%
Age 16-64, Not Employed Persons with a Disability	68	15.7%	113	18.1%
People 65 years and over with a Disability	35	8.1%	126	20.2%
Total Person with a Disability	**433**	**100%**	**624**	**100%**
% of Total Population (Civilian Non-institutional)		**6.5%**		**12.0%**

[1] The 2010 Census does not provide updated information on persons with disabilities, beyond the data provided in 2000.
[2] Mono County excluding the Town of Mammoth Lakes

Source: HCD Table 11 (Census 2000)

There is a broad range of conditions that are considered a disability, and housing needs can vary by disability type. According to the 2000 Census, 433 persons in Mammoth Lakes had a disability. The Census classifies the disability as, sensory (blindness, deafness), physical (condition that substantially limits one or more basic physical activities), or mental (difficulty with learning, remembering or concentrating).The Census also tracks if the person had a disability that could limit self-care (dressing, bathing, getting around the home), going outside the home (shop or doctor visits), and employment. Table 2-17 below shows information derived from the 2000 Census for the Town of Mammoth Lakes with regard to age group, disability status and type of disability. Note that individuals may have indicated more than one type of disability.

Table 2-17 Disabilities by Age Group, Status and Type, 2000[1]

Age	*5 to 15 years*		*16 to 64 years*		*65 years and over*		*Total*
Disability	*Number*	*Percent*	*Number*	*Percent*	*Number*	*Percent*	*Number*
Sensory disability	6	.48%	86	6.81%	35	2.77%	127
Physical disability	7	.55%	199	15.76%	35	2.77%	241
Mental disability	6	.48%	131	10.37%	26	2.06%	163
Self-care disability	0	.00%	12	0.95%	18	1.43%	30
Go-outside-home disability	(x)	(x)	215	17.02%	25	1.98%	240
Employment disability	(x)	(x)	462	36.58%	(x)	(x)	462
Total Disabilities Tallied	**19**	**1.5%**	**1,105**	**87.49%**	**139**	**11.01%**	**1,263**

[1] The 2010 Census does not provide updated information on persons with disabilities, beyond the data provided in 2000.

Source: HCD Table 12 (Census, 2000)

The Inyo-Mono Association for the Handicapped (IMAH) operates an adult daycare in Bishop and provides other services for the handicapped including independent living assistance. Additionally, the Inyo-Mono Advocates for Community Action (IMACA) has a senior housing complex, Valley Apartments located in Bishop, which also services those with disabilities. As of January 14, 2014, Mammoth Lakes Housing, Inc. has one permanently disabled person on its waitlist and has had conversations with parents who would like to find housing for their disabled children. Otherwise, neither this agency nor the Mono County Department of Social Services is aware of any other handicapped persons in Mammoth Lakes currently in need of housing assistance.

The Town of Mammoth Lakes adopted a Reasonable Accommodations ordinance to help facilitate the construction of special facilities for persons with disabilities. In order to ensure accessibility by all persons, the Town of Mammoth Lakes requires that all new developments and rehabilitations of housing units meet the requirements of Title 24 of the California Code of Regulations (Building Code). The Zoning Code Update, codified in 2014, allows large residential care and assisted living facilities in the Old Mammoth Road and Mixed Lodging/Residential districts with a ministerial or administrative permit. The Zoning Code Update also permits small (six or fewer residents) residential care facilities as it would any similar residential use.

DEVELOPMENTAL DISABILITIES

According to Section 4512 of the Welfare and Institutions Code a "developmental disability" is defined as a disability that originates before an individual attains age 18 years, continues, or can be expected to continue, indefinitely, and constitutes a substantial disability for that individual which includes mental retardation, cerebral palsy, epilepsy, and autism. This term shall also include disabling conditions found to be closely related to mental retardation or to require treatment similar to that required for individuals with mental retardation, but shall not include other handicapping conditions that are solely physical in nature.

Many developmentally disabled persons can live and work independently within a conventional housing environment. More severely disabled individuals require a group living environment where supervision is provided. The most severely affected individuals may require an institutional environment where medical attention and physical therapy are provided. Because developmental disabilities exist before adulthood, the first issue in supportive housing for the developmentally disabled is the transition from the person's living situation as a child to an appropriate level of independence as an adult.

The State Department of Developmental Services (DDS) currently provides community based services to persons with developmental disabilities (cognitive disability, cerebral palsy, epilepsy, autism, etc.) and their families through a statewide system of 21 regional centers. The Kern Regional Center (KRC) is one of those 21 regional centers in the State of California that provides a point of entry to services. A private, non-profit community agency, the Center contracts with local businesses to offer a wide range of services to individuals with developmental disabilities and their families. KRC serves about 6,300 people in the Kern, Inyo, and Mono Counties. In the zip code serving Mammoth Lakes (93546), KRC provides services for 20 residents (Table 2-18).

The number of people with developmental disabilities is increasing in California, the population is getting younger, and the number of people desiring to live in their own home in the community is increasing. According to the Regional Center Agencies, housing needs for persons with developmental disabilities include universal design concepts; individual rooms for each tenant in community care homes; a range of housing types, size, and locations; and the open opportunity for tenants of a residential facility to obtain services from other, unrelated providers.

Table 2-18 Developmentally Disabled by Age Group, Mammoth Lakes (93546)

Age	*0 to 13 years*		*15 to 21 years*		*22 to 51 years*		*52 years and older*		*Total*
Housing	*Number*	*Percent*	*Number*	*Percent*	*Number*	*Percent*	*Number*	*Percent*	*Number*
Home with Parent/Guardian	9	45.0%	6	30.0%	4	20.0%	0	0.0%	19
Independent Living	(x)	(x)	0	0.0%	1	5.0%	0	0.0%	1
Total	**9**	**45.0%**	**6**	**30.0%**	**5**	**25.0%**	**0**	0.0%	**20**

Source: HCD Table 14 (Department of Developmental Services)

In order to assist in the housing needs for persons with disabilities, the Town will implement programs to coordinate housing activities and outreach with the Kern Regional Center and continue providing disabled individuals reasonable accommodations pursuant to Chapter 17.80 (Reasonable Accommodation) of the Municipal Code.

HOMELESS

The State of California's 2010-2015 Consolidated Plan and 2010-2011 Annual Plan states that the 2008 Annual Homeless Report to Congress reported approximately 157,277 homeless individuals living in California (.43 percent of the population) – meaning one out of every 230 people in California is homeless. Approximately one-quarter of the homeless are families. In the 2008-2009 school year, nearly 150,000 school-aged children experienced homelessness. The exact number of homeless individuals in Mammoth Lakes is unknown, but is estimated at 5 to 10 individuals. Due to the harsh winter conditions, very few, if any, homeless persons stay in Mammoth Lakes year-round, yet it can be assumed that a small portion of California's homeless (and potentially the nearby state of Nevada's homeless) live in Mammoth Lakes at some point during the year. The Mammoth Lakes Police Department and Fire Protection District have reported instances of individuals illegally occupying vacant buildings. However, the majority of those without permanent shelter are transients who (legally or illegally) camp during the summer but then relocate to a warmer climate during the winter months. Because camping is popular, even within Mammoth Lakes, it is difficult to determine who is in need of emergency shelter and who is camping for recreation. However, a Continuum of Care is just now being formed for Inyo, Mono, and Alpine Counties and in the future will be required to perform an annual homeless count.

At this time, development of an Emergency Shelter is not a priority and alternate resources can be accessed in the community if a family or an individual needs help with temporary shelter. Wild Iris, a community-based non-profit agency, runs an Emergency Shelter for individuals who are leaving an abusive situation. Inyo Mono Advocates for Community Action (IMACA), located in Bishop, also provides emergency food and shelter services for Mono and Inyo Counties. IMACA's hotel/motel voucher program, created in partnership with the Salvation Army, pays for individuals without shelter to stay in a local hotel or motel for a few nights. This program is used by between 60 and 100 individuals each year. IMACA was also recently awarded a $100,000 grant for a Homeless Prevention Program.

Farm Labor

Farm workers are considered by the State to have special housing needs due to their limited income, restricted housing choices, seasonal nature of employment, and an increased likelihood of housing problems such as overcrowding and substandard housing conditions. The Town of Mammoth Lakes has no farm employment, though farm workers may reside in Mammoth Lakes and work elsewhere in the region. With that said, farm employment for the mountain region is also negligible. According to the California Employment Development Department (EDD), Mono County had approximately 40 persons working in the industry in 2012, or less than one percent of the County's labor force.

Seasonal Workers

Due to the unique fluctuations in employment needs within Mammoth Lakes, seasonal workers are a special needs population in the town, though not a state-identified special needs group. The California Employment Development Department (EDD) provides data on labor markets. However, it does not report data for the Town of Mammoth Lakes separately from the rest of Mono County. Therefore, data for the County were used as a proxy for employment trends for the Town of Mammoth Lakes. As seen in Table 2-9, in Mono County employment peaked in December 2012 at approximately 6,990 workers and dropped to a low of 5,980 employees in May. The difference is approximately 1,000 jobs from peak employment to low employment months. Assuming 2.0 jobs per household, housing need fluctuates by approximately 500 housing units, representing approximately 5.2 percent of the total housing stock. Qualitative information from the Town indicates that many workers live in overcrowded conditions during the peak employment season due to the high costs and lack of

available housing. Compounding the seasonal housing need is that the peak months of employment coincide with higher vacation rental occupancy, which means vacation homes are normally not available for seasonal workers.

According to a survey carried out on behalf of Mammoth Lakes Housing, Inc., seasonal employment fluctuations in Mammoth Lakes have direct implications on housing needs[4]. The survey indicated that an extremely tight rental market, meaning few units are vacant, is offering little choice or availability for households trying to rent in town, and has resulted in employees residing in inadequate housing conditions and/or has forced employees to seek housing options located at a significantly far distance from their place of work in Mammoth Lakes. Employers also report unfilled jobs, high turnover, and unqualified applicants as frequent problems.

In 2010, the average annual income for the Leisure and Hospitality industry in Mammoth Lakes was approximately $22,360, which places most of those workers in the very low-income household income category. Consequently, seasonal employees are often heavily burdened by housing costs and must either seek more affordable accommodations outside of Mammoth Lakes or are forced to over-crowd local housing units. According to the Mammoth Lakes Housing Needs Assessment, 2011, significantly more low income households are cost-burdened by their rent payment than higher income earners. With an extremely low vacancy rate, persons with lower incomes must compete with higher income households for available rentals, forcing them into payments they cannot afford or overcrowded conditions to make their payments. Approximately 82% of renter households with incomes in the 30% to 60% AMI range are cost burdened.

As of the 2013/2014 ski season, the Mammoth Mountain Ski Area (MMSA) provides approximately 485 beds for its workforce within 175 units[5]. Housing options range from hotel-type rooms to apartments and condominiums, with rental rates (including utilities) that vary from $13 to $21 per night[6]. Employees request housing from their hiring manager and rent is deducted from the employee's paycheck. All housing is shared accommodations and most units have twin beds. The majority of units provided are dorm-style, suitable for the typically younger and single seasonal

[4] Mammoth Lakes Housing Needs Assessment, 2011
[5] The Town of Mammoth Lakes; Mammoth Lakes Housing Needs Assessment, 2011
[6] http://jobs.mammothmountain.com

workforce. All housing units are furnished, have cable TV, and units with kitchens are supplied with pots, pans, dishes and silverware. Sheets, blankets and pillows are available upon request for a $35 rental fee. MMSA owns between six and eight condominiums that they will rent to older seasonal workers and couples. While most of the units serve seasonal employees, 16 apartments have been occupied for two years by year-round families. MMSA reports an occupancy rate typically ranging between 50 to 80 percent. In the 2010/11 ski season, 425 beds were rented at the peak, for an occupancy rate of 79 percent[7].

2.5 HOUSING STOCK CHARACTERISTICS

Mammoth Lakes' housing stock contains a large number of vacation or second-home units that reduce housing opportunities for the local workforce, who often have incomes significantly lower than second-home owners. The result is inflated home prices that do not match local employment opportunities. At the same time, the large share of vacation homeowners is a main economic driver for the town, injecting external dollars into the community. Given that about half of all rental vacation units are occupied in the winter months and the typical occupancy of transient units is four persons per unit, the town's population increases by approximately 10,000 persons, more than doubling the population and likely having a greater proportional impact on local retail and recreation spending.[8] Furthermore, the Town estimates the typical winter weekend population to be approximately 35,000 to 40,000 people, almost five times the year-round resident population.

A recreation-oriented community has to balance the demands of visitors with the needs of its workforce. Ideally, a town's housing stock should align with the needs of its local and visitor population, be able to supply both small and large units, and offer housing affordable to its workforce and special needs populations, while allowing for second home purchasing opportunities. Market and political realities often result in housing supply outcomes that do not meet the needs of the local population or the part-time tourist population. This section describes housing stock characteristics in Mammoth Lakes and Unincorporated Mono County (Mono County excluding the Town of Mammoth Lakes).

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[7] Mammoth Lakes Housing Needs Assessment, 2011
[8] Occupancy information from the Town of Mammoth Lakes Department of Finance and the General Plan FEIR

HOUSING TYPE

The Town of Mammoth Lakes has a greater percentage of multifamily housing than Unincorporated Mono County (Table 2-19), primarily because of the large number of vacation condominiums present in Mammoth Lakes. The majority (71%) of the housing stock in Mammoth Lakes is comprised of multifamily housing, whereas Unincorporated Mono County's proportion of this housing type is less than 10 percent. Single family units make up 28 percent of the housing stock in Mammoth Lakes and 70 percent of the stock of Unincorporated Mono County.

Table 2-19 Housing Stock, 2013

	Town of Mammoth Lakes		*Unincorporated Mono County*[2]	
Housing Type[1]	*Units*	*Percent of Total*	*Units*	*Percent of Total*
Single Family:				
Detached	2,380	24.7%	2,895	66.9%
Attached	290	3%	115	2.7%
Single Family Total	**2,670**	**27.7%**	**3,010**	**69.6%**
Multifamily:				
Units within 2-4 Unit Buildings	2,402	24.9%	282	6.5%
Units within 5+ Unit Buildings	4,424	45.9%	123	2.8%
Multifamily Total	**6,826**	**70.8%**	**405**	**9.3%**
Mobile Homes	**147**	**1.5%**	**914**	**21.1%**
Total	**9,643**	**100.0%**	**4,329**	**100.0%**

[1] Single Family Detached - 1-unit structure detached from any other house, with open space on all four sides.
Single Family Attached - 1-unit structure that has one or more walls separating it from adjoining structures.
Multifamily - structures containing 2 or more housing units.

[2] Mono County excluding the Town of Mammoth Lakes

Source: California DOF 2013

OCCUPANCY

Due to Mammoth Lakes' resort-oriented economy, approximately 52 percent of all housing units in Mammoth Lakes were categorized as being for recreational, temporary or occasional use in 2010 (Table 2-20). Additionally, these units accounted for nearly 78 percent of the town's vacant housing units. Accounting for approximately 4,980 units of Mammoth Lakes' total housing supply, vacation homes exceed those occupied by full-time residents. Mammoth Lakes also had a larger share of vacation units compared to the Unincorporated County, accounting for 52 percent of Mammoth Lakes' housing supply versus 33 percent for the Unincorporated County overall. As mentioned earlier, the disproportionate number of second homes for non-residents and vacation rentals has a large impact on Mammoth Lakes' home affordability, as vacationers increase the demand for housing in Mammoth Lakes beyond what would be typical for a non-resort-oriented town of its size and income levels.

Table 2-20 Total Vacant Housing Units, 2010

	Town of Mammoth Lakes		*Unincorporated Mono County*[1]	
Type	*Number*	*Percent*	*Number*	*Percent*
Occupied	3,229	33.5%	2,539	59.2%
Vacant				
For Rent	1,016	10.6%	109	2.6%
For Sale	54	0.60%	64	1.5%
Unoccupied (Rented or Sold)	289	3%	20	.50%
Seasonal, Recreational, Occasional Use	4,981	51.7%	1,402	32.7%
Other Vacant	57	.60%	152	3.5%
Total	**9,626**	**100%**	**4,286**	**100%**

[1] Mono County excluding the Town of Mammoth Lakes

Source: U.S. Census, 2010

TENURE

As shown in Table 2-21, approximately 47 percent of full-time Mammoth Lakes' households own their property while 54 percent rent. The proportion of owner-occupied homes is significantly higher among Unincorporated Mono County full-time households, representing 68 percent of total occupied dwellings. The higher proportion of renter households in Mammoth Lakes is likely a reflection of its seasonal workforce, which may not desire to or cannot afford to purchase a home in the town, and the high proportion of second homeowner units, whose owners may choose to rent to longer-term tenants.

Table 2-21 Tenure, 2010 (Occupied Housing Units)

	Mammoth Lakes		*Unincorporated Mono County*[1]	
Housing Units	*Estimate*	*Percent*	*Estimate*	*Percent*
Owner-occupied housing units	*1,502*	*46.5%*	*1,726*	*68%*
Renter-occupied housing units	*1,727*	*53.5%*	*813*	*32%*
Occupied housing units	**3,229**	***100%***	**2,539**	**100%**

[1] Mono County excluding the Town of Mammoth Lakes

Source: HCD Table 10 (Census 2010); Census 2010

HOUSING GROWTH

According to data provided by the Department of Finance, there were approximately 2,155 additional housing units added in Mono County from 2000 to 2010. Approximately 77 percent of these units (1,666 units) were in Mammoth Lakes. These units consist of a variety of housing types, including visitor-oriented condominiums, townhomes, and apartments. This is an average of approximately 167 units per year and increasing Mammoth Lakes' total housing supply by 21 percent. While data is not available for the proportion of additional homes that were occupied by permanent residents, based on the population increase between 2000 to 2010 (Table 2-1) and an average household size of 2.5, approximately 457 new homes (27 percent of all new units) are occupied by full-time residents. This underlines the trend of second homes constructed from 2000 to 2010; housing constructed was predominantly in second homes during this time period, with an estimated ratio of nearly three second

homes for every one primary residence compared to a 2000 estimated ratio of approximately two second homes for every one primary residence.

In Mono County, 98 percent of all multi-family units built were in Mammoth Lakes increasing the number of multi-family units by 46 percent. Just two percent of all multi-family units built were in Unincorporated Mono County. In Unincorporated Mono County, the number of single family homes increased by 11 percent. In comparison, Mammoth Lakes lost 433 single family and 46 mobile homes, decreasing the number of these units by 14 percent and 23.8 percent, respectively. This is likely more an indication of the availability and price of land, as there are few single-family parcels available in Mammoth Lakes and land prices remain high compared to the County overall. Table 2-22 compares housing production for the Town of Mammoth Lakes and Unincorporated Mono County.

Table 2-22 Housing Estimates, 2000 and 2010

	Date	*Total*	*Single*	*Multiple*	*Mobile Homes*
Town of Mammoth Lakes	4/1/2000	7,960	3,088	4,679	193
	4/1/2010	9,626	2,655	6,824	147
	10-year Change	20.9%	-14.0%	45.8%	-23.8%
Unincorporated County	4/1/2000	3,797	2,684	370	743
	4/1/2010	4,286	2,969	405	912
	10-year Change	12.9%	10.6%	9.5%	22.7%
County Total	4/1/2000	11,757	5,772	5,049	936
	4/1/2010	13,912	5,624	7,229	1,059
	10-year Change	18.3%	-2.6%	43.2%	13.1%

Source: HCD Table 1.a (DOF)

HOUSING AGE AND CONDITIONS

Housing age is often an indicator of housing conditions in a given community, particularly in communities with a high percentage of lower-income households and / or older rental housing. As units age, they require maintenance and modernization. Without proper maintenance, homes will deteriorate and in certain cases, negatively impact the values of surrounding properties. A general rule of thumb in the housing industry is that structures older than 30 years begin to show signs of deterioration and require reinvestment to maintain the initial quality. Homes older than 50 years often require major renovations to keep the home in good working order unless they have been properly maintained. Further compounding housing conditions are severe weather conditions, which help to speed the need for housing rehabilitation.

As shown in Table 2-23, approximately 4.3 percent of the housing stock in Mammoth Lakes was built before 1960 (and now at least 51 years of age) and over half (61.1%) was built before 1980 (and now at least 31 years of age). Unincorporated Mono County's housing stock is similar to Mammoth Lakes', with approximately 58.7 percent of its housing stock built before 1980, but with a significantly higher concentration of units built prior to 1960 (23%).

Those homes constructed prior to 1980 represent the maximum potential housing population in need of rehabilitation. While considering high land values and equally high home prices likely means many homes have been renovated and/or are consistently maintained; however, with the severe weather conditions and low inventory and high demand giving less incentive to update units, as well as the recent recession, many may only be in average to poor condition.

In 2005 and 2006, the Town undertook a visual survey of property conditions in Mammoth Lakes focusing on neighborhoods with a higher concentration of older properties, including the Old Mammoth area, Sierra Valley Sites, Main Street and Shady Rest Tract area. Based on the survey of exterior conditions, an average of five to seven percent of properties was identified as dilapidated or deteriorated. If applied community-wide, this would indicate that 500 to 600 homes in Mammoth may be in need of some degree of rehabilitation. However, since the visual inspection is not all inclusive, this number may be higher.

Table 2-23 Housing Units by Tenure and Age, 2011

	Mammoth Lakes		*Unincorporated Mono County*[1]	
	Number	*Percent*	*Number*	*Percent*
Built 2005 or later	307	3.3%	211	4.6%
Built 2000 to 2004	384	4.3%	291	6.3%
Built 1990 to 1999	1,318	14.3%	625	13.5%
Built 1980 to 1989	1,586	17.3%	788	17%
Built 1970 to 1979	4,194	45.4%	1,101	23.7%
Built 1960 to 1969	1,051	11.4%	560	12.1%
Built 1950 to 1959	96	1.0%	479	10.3%
Built 1940 to 1949	53	0.6%	102	2.2%
Built 1939 or earlier	247	2.7%	483	10.4%
Total	**9,236**	**100%**	**4,640**	**100%**

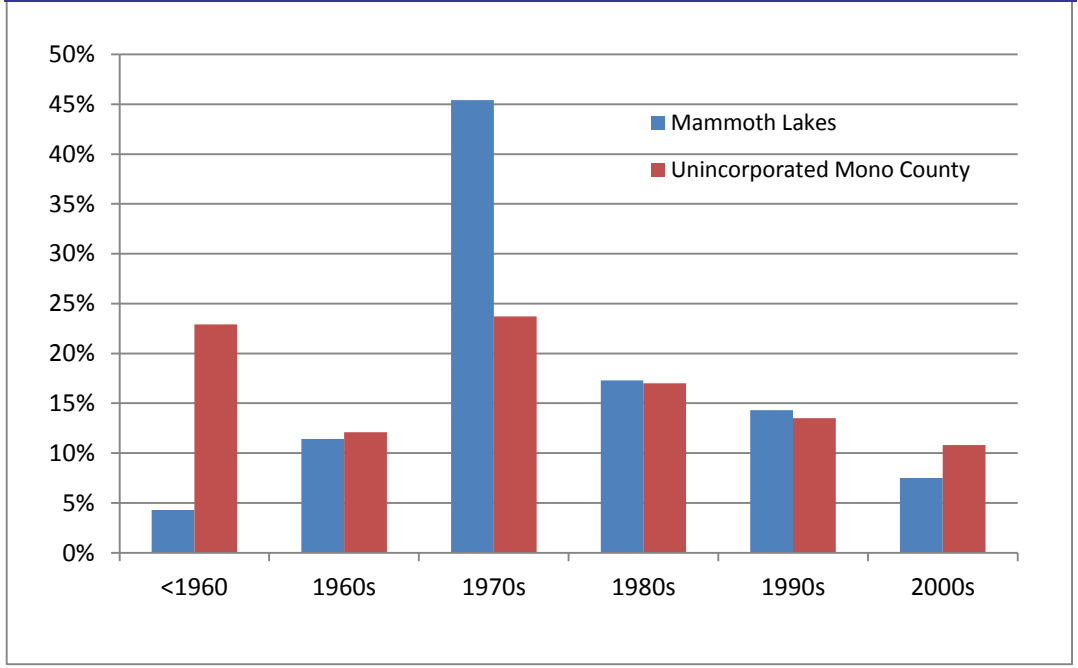
[1] Mono County excluding the Town of Mammoth Lakes

Source: ACS, 2011

2.6 HOUSING COSTS AND AFFORDABILITY

The cost of housing relative to the income of residents in a given area serves as an indicator of the extent of housing problems in a given community. For example, if housing costs are high relative to median household income, there tends to be a prevalence of excessive cost burden and overcrowding. As mentioned earlier, the town struggles to find a balance with accommodating second homeowners and vacation homeowners while meeting the needs of its workforce. Natural market forces have placed significant cost burdens on local residents, limiting opportunities to both rent and own in Mammoth Lakes. This section summarizes the costs and affordability of the housing stock to Mammoth Lakes' residents.

Chart 2-4 Percent Housing Units by Year Built



Source: AECOM, 2014

Home Sales Trends

Table 2-24 indicates home sales price in Mammoth Lakes for one year (November 2012 to October 2013) and Table 2-25 compares the median home sales price in Mammoth Lakes to Bishop for the last three months of that same period (August 2013 to October 2013). Median home sales prices were determined from sales data available on www.zillow.com. This sales data was also consistent with the data available on the Multiple Listing Service for Mammoth Lakes. During the one year period, the median price for homes sold within Mammoth Lakes containing 1-, 2-, 3- and 4-bedrooms was $160,000, $250,000, $412,000 and $555,000, respectively. The median price for all homes sold in

Mammoth Lakes during this one year period was $300,000. To compare the median sales price in Mammoth Lakes to Bishop, Table 2-25 shows the median sales price in Mammoth was $320,000 during August 2013 to October 2013. The median sales price for a home in Bishop, 42 miles southeast of Mammoth Lakes, was $300,000. This is $20,000 (or 6.3%) less than in the town of Mammoth Lakes. With home prices contracting during the 2008 recession in most locations throughout California, the cost difference is not as significant as in years past. With improved economic conditions since 2008, recent home sales prices have stabilized and have started to gradually increase as indicated with an increased median home sales price in Mammoth Lakes of $320,000 between August 2013 and October 2013 (compared to $300,000 over the entire year). It is likely that prices will continue to gradually rise steering some employees to live in Bishop which historically has seen significantly lower median home prices (in 2008, the median home price in Bishop was approximately 38 percent less than the median price for a home in the town of Mammoth Lakes). Many residents also commute from other nearby communities such as Crowley Lake (approximately 15 miles east of Mammoth Lakes) and June Lake (21 miles north of Mammoth Lakes), for similar reasons.

Table 2-24 Town of Mammoth Lakes Sale Prices, November 2012 - October 2013

Bedrooms	*Sales*	*Median Price*	*Average Price*	*Price Range*		
1	75	$160,000	$167,040	$83,000	to	$282,000
2	123	$250,000	$273,455	$102,500	to	$500,000
3	86	$412,000	$413,500	$153,000	to	$650,000
4	64	$555,000	$711,969	$255,000	to	$1,300,000
5 +	16	$525,000	$835,188	$340,000	to	$1,800,000
Homes Total	**364**	**$300,000**	**$613,448**	**$83,000**	**to**	**$1,800,000**

Source: Zillow, 2014

Table 2-25 Median Home Sale Prices August 2013 – October 2013

Location	*Sales*	*Median Price*
Mammoth Lakes	116	$320,000
Bishop	23	$300,000

Source: Zillow, 2014

FORECLOSURES

Subprime mortgages—granted to borrowers with weak, or subprime, credit histories— have played a major role in the over inflation of housing prices and have led to an increase in foreclosures in the United States over the last year when initial "teaser" lending terms[9] began to expire and housing prices began to decrease, or readjust. While many homebuyers and speculators were able to make mortgage payments under initial loan terms and banked on the continued appreciation of their homes to insulate them from future rate increases, many homeowners struggled to make ends meet when their mortgage payments doubled or tripled and the housing market began to slow. As a result, many homeowners found themselves unable to pay rising mortgage payments and were forced to begin the foreclosure process, flooding the market with homes for sale at below market rate prices. Furthermore, lenders began adjusting their lending practices, making credit less available to those with blemished credit or little down payment. Rather than being sold or rented to permanent residents, some financially strained properties, especially second homes, are being rented nightly to visitors, which puts further strain on the available housing stock for Mammoth Lakes' residents. Based on current cases, new leads and projections, a conservative estimate of 150-200 single family homes are illegally providing nightly rental (units in zones that do not permit nightly rental).

Despite these macroeconomic factors, foreclosure is currently not a major issue in Mammoth Lakes. As of January 18, 2014, there were 69 homes in zip-code 93546 (Mammoth Lakes) facing one of the three stages of foreclosure, accounting for over 63.8 percent all properties in Mono County facing foreclosure (Table 2-26) and 0.7 percent of the total number of homes in Mammoth Lakes.

[9] Some "teaser" terms included little or no down payment, and/or low interest rates. Often these low interest rates would expire and become adjustable rates, resulting in a doubling or tripling of initial mortgage payments.

Table 2-26 Mammoth Lakes Homes Currently Facing Foreclosure, 2014

Zip Code	*Pre-Foreclosure*	*Percentage of Mono County Pre-Foreclosure*	*Foreclosure*	*Percentage of Mono County Foreclosure*	*Bank Owned*	*Percentage of Mono County Bank Owned*
93546	35	77.7%	27	57.4%	7	43.7%

Data retrieved January18, 2014

Source: http://www.foreclosuredata.com

This is a relatively small number of properties in contrast with the many other communities in California. This is consistent with the foreclosure activity occurring statewide. According to the CoreLogic National Foreclosure Report from December 2013, California has foreclosure inventory of 0.7 percent. The foreclosure inventory represents the number of mortgaged homes that have been placed into the process of foreclosure by the mortgage servicer.[10]

Rental Housing Cost

Rental housing in Mammoth Lakes is also relatively more expensive than the neighboring City of Bishop. As shown in Table 2-27 and Table 2-28, a loft/studio averages $775 per month in Mammoth Lakes while a similar unit in Bishop is $688 per month. Furthermore, rents for average 1, 2 and 3-bedroom units in Mammoth Lakes are significantly higher than in Bishop, at an additional $409, $554, and $732 more, respectively.

A large portion of Mammoth Lakes' rental stock are furnished homes intended for seasonal vacation renters, significantly increasing the average rents in town for units of all sizes. Mammoth Lakes' rents also tend to vary throughout the year; rents tend to be higher in the winter months due to increased demand from seasonal employees and visitors.

[10] CoreLogic National Foreclosure Report, December 2013, http://www.corelogic.com/research/foreclosure-report/national-foreclosure-report-december-2013.pdf. Data retrieved January 31, 2014.

Table 2-27 Town of Mammoth Lakes Rental Prices, January 2013 - January2014

Category	*Average Monthly Rent*	*Median Monthly Rent*	*Rental Price Range*		
Loft/Studio	$775	$775	$650	to	$900
1 Bedroom	$1,209	$1,200	$850	to	$1,595
2 Bedrooms	$1,561	$1,400	$1,200	to	$2,400
3 Bedrooms	$2,115	$2,050	$1,300	to	$3,000
4 Bedrooms	$2,163	$2,163	$2,000	to	$2,325

Source: Mountain Housing Forum (accessed January 16, 2014); The Sheet (accessed January 16, 2014); Zillow (accessed January 16, 2014); Trulia (accessed January 16, 2014)

Table 2-28 City of Bishop Rental Prices, January 2014

Category	*Average Monthly Rent*	*Median Monthly Rent*	*Rental Price Range*		
Loft/Studio/1 Bedroom	$688	$688	$650	to	$725
1 Bedrooms	$800	$775	$795	to	$1,250
2 Bedrooms	$1,007	$900	$900	to	$1,300
3 Bedrooms	$1,383	$1,400	$950	to	$1,850
4 Bedrooms	$1,700	$1,700	$1,700	to	$1,700

Source: Zillow (accessed January 13, 2014), Trulia (accessed January 13, 2014), Coldwell Banker, January 9, 2014; mysierrahomes.com (accessed January 13, 2014)

UTILITY COSTS

Utility costs can add a substantial amount to monthly housing costs, particularly in locations with cold winter climates like Mammoth Lakes. The U.S. Department of Housing and Urban Development (HUD) provides public housing authorities with utility allowances, the amount of money necessary to cover a resident's reasonable utility costs. Table 2-29 presents the utility allowance for Mono County.

Table 2-29 Mono County Utility Allowance, 2013

		0 BR	*1 BR*	*2 BR*	*3 BR*	*4 BR*	*5 BR*
Heating	*Bottle Gas*	$56	88	123	158	190	225
	Electric	21	30	39	53	68	83
Cooking	*Bottle Gas*	$11	13	21	24	29	32
	Electric	$ 5	$7	8	10	12	14
Other Electric		19	28	37	57	73	79
Air Conditioning		3	5	8	11	14	17
Water Heating	*Bottle Gas*	$19	29	40	51	62	72
	Electric	4	14	19	24	29	34
Water		18	18	20	23	28	32
Sewer		$20	20	20	20	20	20
Trash		$28	28	28	28	28	28
Range/Microwave		12	12	12	12	12	12
Refrigerator		13	13	13	13	13	13
Monthly Electric Fee		$3	$3	$3	$3	$3	$3
All Electric		**50**	**87**	**114**	**158**	**199**	**230**

Source: HUD, 2013.

According to HUD, monthly electricity costs (assuming electricity as the source for heating, cooking, air conditioning, and water heating) in Mono County in 2013 varied from $50 for a studio to $230 for a 5-bedroom unit. Utility costs are likely even higher in Mammoth Lakes than the average utility cost in Mono County due to the severe weather conditions of Mammoth Lakes. With an aging housing stock and more extreme climate, these costs are significantly more than those in more temperate climates in California. For example, HUD's utility allowance for all electric utilities in Monterey County varied from $25 per month for a studio to $77 for a 5-bedroom unit, less than half that of Mono County. The high utility costs in Mammoth Lakes can be an enormous burden to households, particularly lower income households who may already have difficulty finding affordable housing in town.

HOUSING AFFORDABILITY

A community's housing affordability can be measured by evaluating market rate prices for homes compared to the home price residents are able to afford based on their income level. For purposes of the Housing Element and the California Department of Housing and Community Development (HCD), a home is affordable if it is suitably sized and costs the household 30 percent or less of its gross monthly income. In other words, suitable affordable housing should not result in a cost burden, requiring more than 30 percent of a household's gross monthly income, nor overcrowding (more than one person per room).[11] Housing affordability typically varies by income group, with extremely low-income households having greater challenges in accessing housing versus above moderate-income households who are able to spend significantly more on housing. This analysis evaluates housing affordability by HCD income group (extremely low-, very low-, low-, moderate-income), as well the Town-defined income groups (middle, upper, and above upper-income).

Family median household income levels are estimated annually by HCD, based on HUD updates to its Section 8 Housing Choice Voucher Program, to provide updated income limits which are then used to set rents and qualify households for income-restricted housing. From the median household income estimates, HCD calculates income limits for very low-, low-, and moderate-income households. These income limits form the basis for evaluating housing affordability by income group.

To evaluate the affordability of the housing stock in Mammoth Lakes, housing costs information collected from November 2012 to October 2013 (described in the previous section) was compared to household income limits in 2013. Table 2-30 presents the maximum amount that a household can pay for housing each month (e.g., rent, mortgage and utilities) without exceeding the 30 percent income-housing cost threshold.[12]

[11] Rooms include living rooms, dining rooms, bedrooms, study, and other rooms, but does not include kitchens, hallways, or bathrooms.

[12] HCD and HUD defines cost burdened as paying more than 30 percent of a household's gross monthly income towards housing. The 30 percent standard is also applied to set affordable rents for income-restricted units.

Table 2-30 Mammoth Lakes Affordable Home Prices and Rental Rates, 2013

		Home Price			Rental Rate
Household Type/Size	*Minimum Unit Size*	*Income*	*Down Payment*	*Affordable Home Price*	*Affordable Rent (includes utilities)*
Extremely Low-Income - >30% of AMI					
1-Person	Studio	$16,450	$3,169	**$63,381**	**$411**
2-Persons	One-Bedroom	$18,800	$3,362	**$67,243**	**$470**
3-Persons	Two-Bedroom	$21,150	$3,643	**$72,861**	**$529**
4-Persons	Three-Bedroom	$23,500	$3,775	**$75,495**	**$588**
Very Low-Income - 31% to 50% of AMI					
1-Person	Studio	$27,450	$5,583	**$111,663**	**$686**
2-Persons	One-Bedroom	$31,350	$6,119	**$122,373**	**$783**
3-Persons	Two-Bedroom	$35,250	$6,733	**$134,662**	**$881**
4-Persons	Three-Bedroom	$39,150	$7,198	**$143,967**	**$979**
Low-Income - 51% to 80% of AMI					
1-Person	Studio	$43,900	$9,200	**$183,998**	**$1,098**
2-Persons	One-Bedroom	$50,150	$10,245	**$204,891**	**$1,254**
3-Persons	Two-Bedroom	$56,400	$11,377	**$227,539**	**$1,410**
4-Persons	Three-Bedroom	$62,650	$12,360	**$247,203**	**$1,566**
Moderate-Income - 81% to 120% of AMI					
1-Person	Studio	$66,850	$28,496	**$284,955**	**$1,671**
2-Persons	One-Bedroom	$76,400	$32,046	**$320,465**	**$1910**
3-Persons	Two-Bedroom	$85,950	$35,773	**$357,732**	**$2,149**
4-Persons	Three-Bedroom	$95,500	$39,201	**$392,011**	**$2,388**
Middle-Income - 121% to 150% of AMI					
1-Person	Studio	$83,550	$35,843	**$358,435**	**$2,089**
2-Persons	One-Bedroom	$95,550	$40,467	**$404,668**	**$2,389**
3-Persons	Two-Bedroom	$107,475	$45,231	**$452,307**	**$2,687**
4-Persons	Three-Bedroom	$119,400	$111,816	**$559,078**	**$2,985**
Upper-Income - 151% to 200% of AMI					
1-Person	Studio	$111,400	$108,177	**$540,883**	**$2,785**
2-Persons	One-Bedroom	$127,400	$122,534	**$612,671**	**$3,185**
3-Persons	Two-Bedroom	$143,300	$137,208	**$686,042**	**$3,583**
4-Persons	Three-Bedroom	$159,200	$151,170	**$755,851**	**$3,980**

Notations:

AMI = Area Median Income

Income figures are based on the 2013 HUD area median income figure for Mono County (AMI) of $79,600 for a family of four.

Calculation of affordable home sales prices based on an annual interest rate of 6.50% for a standard mortgage (10%-20% down payment) and 6.0% (5% down payment) for a low-income household mortgage, 30-year mortgage, and monthly payments that do not exceed 30% of the household monthly income.

Source: AECOM, 2014

This amount can be compared to average market prices for single-family homes, condominiums, and apartments to determine what types of housing opportunities a household can afford. As previously discussed, from November 2012 to October 2013, the median prices of 1-, 2-, 3- and 4-bedrooms were $160,000, $250,000, $412,000 and $555,000, respectively, and average rents ranged from $775 for a loft/studio to $2,115 and up for 3 or 4-bedroom.

In general, extremely low-, very low-, and low-income households cannot afford market rental or owner-occupied housing in Mammoth Lakes. With home prices contracting during and after the 2008 economic recession, many moderate-income households, as well as middle and upper income households, can now afford market rates rents and home ownership. In Mammoth Lakes, the median home price has dropped significantly while incomes have increased over the past few years, making homes more affordable to a wider range of residents.[13] Table 2-30 summarizes affordable rents and home prices by income category.

AFFORDABILITY BY HOUSEHOLD INCOME

This section describes housing affordability by income group in more detail. As previously discussed, the median sales price for a home in Mammoth Lakes was $300,000 between November 2012 and October 2013, and on average, Mammoth Lakes residents pay between $775 and $2,050 (and up) to rent. These prices are compared to affordable home prices and rents for each income segment summarized in Table 2-30. Essential to these assumptions is the ability of very low-, low- and moderate-income households' ability to secure home financing, which is still difficult given the recent recession and current financial climate. Households with poor credit histories or unsteady employment will struggle to secure home financing, regardless of whether they can afford to make payments on the home. It is assumed that financial markets will ultimately stabilize and supply reasonable home loans, akin to lending practices in the late 1990s.

Extremely Low-Income Households. Extremely low-income households in the town of Mammoth Lakes have incomes of 30 percent or less of the Area Median Income (AMI). Based on calculating the

[13] After adjusting for inflation, household median income increased from $53,216 to $59,972 between 2009 and 2012. (American Community Survey 2005-2009 and 2008-2012)

qualifying home prices with a five percent down payment and six percent interest, the maximum affordable home price for an extremely low-income household ranges from $63,381 for a one-person household to $75,495 for a four-person household. With 1-, 2-, 3- and 4-bedroom homes in Mammoth Lakes selling for median prices of $160,000, $250,000, $412,000 and $555,000, respectively, extremely low-income households cannot afford homeownership in Mammoth Lakes, regardless of household size.

In addition, market rents exceed the affordable housing payment for an extremely low-income household, which can afford to pay $411 to $588 in rent and utilities per month. In practical terms, this means that a one-person household cannot afford an average priced studio or 1-bedroom without assuming a cost burden or doubling up. The problem is exacerbated for larger extremely low-income households.

Very-Low-income households. Very low-income households in the town earn between 31 and 50 percent of the AMI. Assuming loan terms of six percent interest and a five percent down payment, the maximum qualifying home price for a very low-income household ranges from $111,663 for a one-person household to $143,967 for a four-person household. Thus, similar to extremely low-income households, market rate homes in Mammoth Lakes are not attainable for most very low-income households without a significant down payment.

A very low-income household can afford to pay $686 to $979 in rent and utilities per month, depending on the household size. With the median rents in Mammoth Lakes ranging from $775 for a studio/loft to $2,050 (and up) for a 3-bedroom (Table 2-27), the average very low-income household cannot afford to pay the average rental price for a home beyond two people in a studio. In practical terms, this means that most very-low-income households cannot afford an average market rate unit without assuming a cost burden or over-crowding.

Low-income households. Low-income households earn between 51 and 80 percent of the AMI. Based on a six percent interest rate and a five percent down payment, the maximum qualifying home price for a low-income household ranges from $183,998 for a 1-person household to $247,203 for a 4-person household. While smaller households (one to two people) may qualify for a studio or one-bedroom unit, as with extremely low- and very low-income households, these prices are below prevailing market prices in Mammoth Lakes for larger homes and households.

A low-income household can afford to pay $1,098 to $1,566 in rent (including utilities) per month, depending on the household size. With the median rents in Mammoth Lakes ranging from $775 for a studio/loft to $2,050 (and up) for a 3-bedroom, low-income households cannot afford to pay the average rental price for unit in Mammoth Lakes beyond a 2-bedroom making it challenging for households with 4 or more people. However, rental prices for apartments in Mammoth Lakes were found to range widely, with some 3-bedrooms as low as $1,300 per month, indicating that some larger low-income households can find affordable rental units in Mammoth Lakes, assuming their monthly utility costs are not excessive.

Moderate-Income Households. Moderate-income households earn between 81 and 120 percent of the AMI. Based on a down payment of 10 percent and an interest rate of 6.5 percent, the maximum qualifying home price for a moderate-income household ranges from $284,955 for a one-person household to $392,011 for a 4-person household. Thus, large (four or more persons) moderate-income households cannot afford to purchase a median priced home in Mammoth Lakes without further increasing their down payment. However, as shown in Table 2-24, home prices in Mammoth Lakes range widely, with 2-bedrooms homes found at prices as low as $102,500 and 4-bedrooms homes as low as $255,000, indicating that some larger moderate-income households may be able to find a home to purchase at the lower end of the price range.

A moderate-income household can afford to pay $1,671 to $2,388 in rent plus utilities per month, adjusting for household size. With the median rents in Mammoth Lakes ranging from $775 for a studio/loft to $2,050 (and up) for a 3-bedroom, moderate-income households are able to afford the average rental price for a home in Mammoth Lakes, as long as their utility costs are not exorbitant. However, as seen in Table 2-27, prices in Mammoth Lakes can vary widely, with larger homes ranging between $1,300 and $3,000, likely making it a challenge for some larger households to find adequate sized housing.

Middle-Income Households. Middle-income households earn between 121 and 150 percent of the AMI, based on the Town's definition of this income category. Assuming a down payment of 10 to 20 percent and an interest rate of 6.5 percent, the maximum qualifying home price for a middle-income household ranges from $358,000 for a one-person household to $559,078 for a 4-person household. With 1-, 2-, 3- and 4-bedroom homes in Mammoth Lakes selling for median prices of $160,000, $250,000, $412,000 and $555,000, respectively, many middle-income households may be able afford

to purchase a median priced a 3-bedroom home in Mammoth Lakes without further increasing their down payment, with prices ranging between $153,000 and $650,000.

A middle-income household can afford to pay $2,089 to $2,985 in rent (including utilities) per month, adjusting for household size. With the median rents in Mammoth Lakes ranging from $775 for a studio/loft to $2,050 (and up) for a 3-bedroom, middle-income households are able to afford the average rental price for a home in Mammoth Lakes, as long as the utility costs for large households are not exorbitant.

Upper-Income Households. Upper-income households earn between 151 and 200 percent of the AMI, based on the Town's definition of this income category. Assuming a down payment of 20 percent and an interest rate of 6.5 percent, the maximum qualifying home price for an upper-income household ranges from $540,883 for a one-person household to $755,851 for a 4-person household. With 1-, 2-, 3- and 4-bedroom homes in Mammoth Lakes selling for median prices of $160,000, $250,000, $412,000 and $555,000, respectively, all upper-income households can afford to purchase a median priced 3 or 4-bedroom home in Mammoth Lakes without further increasing their down payment. An upper-income household can afford to pay $2,785 to $3,980 in rent plus utilities per month, adjusting for household size. With the median rents in Mammoth Lakes ranging from $775 for a studio/loft to $2,050 (and up) for a 3-bedroom, upper-income households are able to afford the average rental price for a home in Mammoth Lakes.

Table 2-31 provides a representative summary of the gap between actual median home purchase prices and median rental costs, based on 2013 data. Because this table shows median values which represent a range of actual costs, as discussed above it may be possible for households in certain

income categories to afford to purchase or rent homes that are available below the median costs. Furthermore, as discussed elsewhere in this chapter prices of single family homes and condominiums have dropped with the significantly since 2008, likely making a larger number of units more affordable to local households.

Table 2-31 Median Home and Rental Cost "Gap" Summary 2013

Household Type/Size	*Minimum Unit Size*	*Affordable Home Price*	*Median Single Family Price1*	*Gap*	*Affordable Rent (incl. utilities)*	*Median Rent (Apartment) 2*	*Gap*
Extremely Low-Income - >30% of AMI							
2-Persons	One-Bedroom	$67,243	$160, 000	($92,757)	$470	$1,200	($730)
3-Persons	Two-Bedroom	$72,861	$250,000	($177,139)	$529	$1,400	($871)
4-Persons	Three-Bedroom	$75,495	$412,000	($336,505)	$588	$2,050	($1,462)
Very Low-Income - 31% to 50% of AMI							
2-Persons	One-Bedroom	$122,373	$160, 000	($37,627)	$783	$1,200	($417)
3-Persons	Two-Bedroom	$134,662	$250,000	($115,338)	$881	$1,400	($519)
4-Persons	Three-Bedroom	$143,967	$412,000	($268,033)	$979	$2,050	($1,071)
Low-Income - 51% to 80% of AMI							
2-Persons	One-Bedroom	$204,891	$160, 000	($44,891)	$1,254	$1,200	None
3-Persons	Two-Bedroom	$227,539	$250,000	($22,461)	$1,410	$1,400	None
4-Persons	Three-Bedroom	$247,539	$412,000	($164,461)	$1,566	$2,050	($484)
Moderate-Income - 81% to 120% of AMI							
2-Persons	One-Bedroom	$320,465	$160, 000	None	$1,910	$1,200	None
3-Persons	Two-Bedroom	$357,732	$250,000	None	$2,149	$1,400	None
4-Persons	Three-Bedroom	$392,011	$412,000	($19,989)	$2,388	$2,050	None
Middle-Income - 121% to 150% of AMI							
2-Persons	One-Bedroom	$404,668	$160, 000	None	$2,389	$1,200	None
3-Persons	Two-Bedroom	$452,307	$250,000	None	$2,687	$1,400	None
4-Persons	Three-Bedroom	$559,078	$412,000	None	$2,985	$2,050	None
Upper-Income - 151% to 200% of AMI							
2-Persons	One-Bedroom	$612,671	$160, 000	None	$3,185	$1,200	None
3-Persons	Two-Bedroom	$686,042	$250,000	None	$3,583	$1,400	None
4-Persons	Three-Bedroom	$755,851	$412,000	None	$3,980	$2,050	None

[1] See Table 2-24
[2] See Table 2-27

Source: AECOM, 2014

OVERCROWDING

A limited supply of affordable housing affects lower-income households as they attempt to double-up or find smaller units to reduce their housing costs. Overcrowding can result in unhealthy living conditions, accelerated housing deterioration, and greater pressures placed on infrastructure sized for smaller households. Overcrowding varies with income, size and type of household, but large families and lower-income households usually have the highest incidence of overcrowding.

The California Department of Housing and Community Development defines overcrowding as more than 1.01 occupants per room, and severe overcrowding as more than 1.5 occupants per room. Perhaps due to the fact that there are fewer rental housing units available for large households, overcrowding appears to be less of a problem in owner-occupied households in Mammoth Lakes, as 100 percent of those households had at most one occupant per room. In renter-occupied households, 82 percent had at most one occupant per room and eight percent of households had 1.01 to 1.5 occupants per room (Table 2-32). There is also a high incidence of severe overcrowding among renter-occupied households in Mammoth Lakes, as 10 percent of all renter households had more than 1.51 occupants per room.

The town of Mammoth Lakes has a larger percentage of severely overcrowded renter-occupied households (10%) than Unincorporated Mono County (2%). However, two percent of Unincorporated Mono County's owner-occupied households have 1.01 to 1.5 occupants per room, while none of the owner-occupied households in Mammoth Lakes experience severe overcrowding. It is also important to note that the incidence of overcrowding reported by the American Communities Survey, 2007-2011 does not take into account the seasonal workforce that were not in Mammoth Lakes during the time of the monthly surveys, particularly during the winter season. Furthermore, the Town expects higher rates of overcrowding than reported here because the Hispanic population often does not provide survey data and typically have larger families in one unit. The incidence of overcrowding in Mammoth Lakes is likely more prevalent than presented in Table 2-32.

Table 2-32 Tenure by Occupants per Room, 2011

	Mammoth Lakes		*Unincorporated Mono County*[1]	
	Estimate	*Percent*	*Estimate*	*Percent*
Owner occupied:	**1,394**	**49.6%**	**1,702**	**65.2%**
1.00 or Less Occupants per Room	1,394	*100%*	*1,675*	*98.4%*
1.01 to 1.50 occupants per room	0	*0%*	*27*	*1.6%*
> 1.51 Occupants per Room	0	*0%*	*0*	*0%*
Renter occupied:	**1,413**	**50.4%**	**907**	**34.8%**
1.00 or Less Occupants per Room	1,161	82.2%	*887*	*97.7%*
1.01 to 1.50 occupants per room	115	8.1%	*0*	*0%*
> 1.51 Occupants per Room	137	9.7%	*20*	*2.3%*

[1] Mono County excluding the Town of Mammoth Lakes

Source: HCD Table 3(ACS 2011)

COST BURDEN

Though housing affordability by household income has already been discussed, another way to evaluate housing needs in Mammoth Lakes is reviewing the incidence of cost burden. Housing cost burden is defined as a household paying more than 30 percent of their gross monthly income towards housing, including utilities. Further, severely cost burdened is defined as a household spending more than 50 percent of their gross monthly income on housing.

According to the HCD, renters and owners in the town of Mammoth Lakes were similarly cost burdened, with 63.5 percent of renters and 49.8 percent of owners paying more than 30 percent of their income on housing (Table 2-33).

Table 2-33 Housing Problems by Income Classification and Household Type for Mammoth Lakes

Household	*Extreme Low*	*Very Low*	*Low*	*Moderate*	*Above Moderate*	*Total*	*Lower income*
Ownership Households	125	166	244	163	715	1,413	535
Overpaying owner households	114	93	13	234	249	703	220
Percentage of overpaying owners	90.5%	56.2%	5.3%	143.9%	34.8%	49.8%	41.1%
Renter Households	334	357	318	124	161	1,295	1,010
Overpaying renter households	330	263	67	142	20	822	660
Percentage of overpaying renters	98.7%	73.6%	21.1%	114.6%	12.4%	63.5%	65.4%
Total Households	460	524	562	286	876	2,708	1,545
Overpaying households	443	357	80	376	269	1,525	880
Percentage of overpaying households	96.5%	68.1%	14.3%	131.3%	30.7%	56.3%	57.0%

Source: HCD Table 4 (ACS 2011)

These percentages are higher than in Unincorporated Mono County where the percentage of renters housing cost burned is 51 percent and the percentage of owners housing cost burdened is 39.3 percent.

2.7 ANALYSIS OF ASSISTED HOUSING PROJECTS AT RISK

The Housing Element is required to provide an analysis of existing multifamily rental housing that receives governmental assistance, since the loss of such units reduces the availability of housing to very-low and low-income households. At risk units are those whose funding programs would expire or be discontinued, allowing the units to convert to market-rate rents. As shown in Table 2-34, none of the assisted rental projects in town have periods of affordability that would expire within the next 10 years, or even before 2038. Therefore, none are currently considered at risk of conversion, and no analysis of the cost of maintaining the affordability of, or replacing, these housing units is needed. Additionally, Mammoth Lakes Housing, Inc. (MLH) monitors 38 homeownership deed restrictions

each year for compliance. The MLH Board of Directors has formally adopted the goal of maintaining all deed restrictions in Mammoth Lakes, and the Town's Revolving Loan Fund assists with the maintenance of these deed restrictions.

Table 2-34 Assisted Affordable Housing Developments

Project Name	*Year Constructed*	*Assisted Units*	*Period of Affordability Expires*	*At Risk Status*
Bristlecone Apartments	1996	30	2040	Not at Risk
Glass Mountain Apartments	1999	25	2038	Not at Risk
Jeffreys Apartments	2006	14	2061	Not at Risk
Manzanita Apartments	2008	14	2063	Not at Risk
Aspen Village Phase I	2007	48	2064	Not at Risk
Star Apartments	2012	4	2066	Not at Risk

Source: Town of Mammoth Lakes, 2014, HCD Table 20.

2.8 REGIONAL HOUSING NEEDS

The California Department of Housing and Community Development (HCD) is responsible for determining the Town of Mammoth Lakes' Regional Housing Need Allocation (RHNA). This section presents the RHNA for the Town of Mammoth Lakes for the current housing element period (2014 – 2019).

As shown in Table 2-35, the Town of Mammoth Lakes should plan for 74 new housing units between 2014 and 2019. Approximately 23 percent of these units should be for very low-income households, 16 percent for low-income households, 19 percent for moderate-income households, and 42 percent for above moderate-income households.

Table 2-35 Mammoth Lakes Regional Housing Need Allocation by Income Group

	Current Allocation 2014 to 2019[1]		*Past Allocation 2007 to 2014*[1]	
Income Group	*Number*	*Percent*	*Number*	*Percent*
Extremely Low[1]	8	11%	27	10%
Very Low[1]	9	12%	28	10%
Low	12	16%	56	20%
Moderate	14	19%	58	21%
Above Moderate	31	42%	110	39%
Total	**74**	**100%**	**279**	**100%**

[1] Mammoth Lakes estimate presumes 50 percent of the 17 (8) very low-income households qualify as extremely low-income households.

Source: Town of Mammoth Lakes, 2013.

3 HOUSING CONSTRAINTS

The provision of adequate and affordable housing is an important goal of the Town of Mammoth Lakes. As a result, the Town has proactively implemented a variety of programs, incentives, and development standards to encourage the development, maintenance, and improvement of affordable housing. Even so, a variety of factors, including environmental, market mechanisms, and government regulations, influence or constrain the development of housing. This section identifies existing constraints that inhibit the production of affordable housing in the community.

3.1 MARKET CONSTRAINTS

Land costs, construction costs, and market financing contribute to the cost of housing reinvestment and can potentially hinder the production of new affordable housing. Although many constraints are driven by market conditions, jurisdictions have some leverage in instituting policies and programs to address these constraints.

LAND COST

A key component of residential development costs is the price of raw land. Land costs in Mammoth Lakes can vary considerably, depending on the location of the parcel. Using tax assessor records for 2014, the value of residential land in Mammoth Lakes also varied by zoning designation: an average of $38.12 per square foot ($1,660,279 per acre) in Residential Multiple-Family 2 (RMF-2), $11.72 per square foot ($510,351 per acre) in Residential Multiple-Family 1 (RMF-1), $10.31 per square foot ($448,904 per acre) in RR (Rural Residential), and $18.05 per square foot ($786,419 per acre) in Residential Single Family (RSF). The average value of all residential land in 2014 was $18.25 per square foot ($794,757 per acre). There have been very few lots sold within the last couple of years. However, as additional land cost examples, a parcel zoned RR sold for $21 per square foot in August, 2011 and a lot zoned Resort (near Mammoth Mountain Ski Area) sold for $77 per square foot in March, 2012. RR residential lots currently on the market for sale are averaging $29 per square foot.[14]

[14] http://www.zillow.com. Retrieved: February 18, 2014

After dropping significantly during the recession, these increasing lot prices may indicate that land costs are starting to rise.

SITE DEVELOPMENT COSTS

The costs to develop new housing involve both land improvement costs, expenses to prepare the site for housing construction, and the actual construction cost. A portion of the total cost to develop new housing is associated with governmental fees that mitigate the impact of new development on local infrastructure and services. In Mammoth Lakes, a portion of those development costs are those associated with required mitigations for affordable and workforce housing.

As may be expected, residential development costs vary greatly depending on location, land costs, construction type, amenities, and other variables. Costs associated with developer fees and other local government imposed costs are discussed in detail later in this chapter.

As shown in Table 3-36, based on the listed assumptions, a single-family unit on a 7,500 square foot lot would cost approximately $480,000 to build (including land)—taking into account the temporary reduction in Development Impact Fees for 1 – 4 unit projects (see Fees and Exactions discussion below). An 8-unit multiple-family apartment complex on a 0.66-acre lot would cost approximately $2.36 million to build, with each 1,100 square foot unit costing approximately $295,000.[15]

The Mammoth Lakes Main Street Plan (Plan) accepted by Town Council on February 19, 2014 outlines real estate market characteristics and conditions in relation to future development opportunities along the Main Street transportation corridor. This Plan also provides some site development cost information. The median sales price for all vacant land in 2012 (including commercial) was $250,000 ($31.06 per square foot). Additionally, direct construction costs for multiple family residential was estimated at $295 per square foot and for-sale residential

[15] This analysis assumes that a single developer would purchase raw land, provide the necessary infrastructure and improvements for home construction, and build the homes. In many cases, the development process is performed by two separate entities: the land developer, who purchases, entitles, and makes site improvements, and the homebuilder who purchases the lots and builds the homes. In this scenario, overall costs may increase, as both the land developer and the homebuilder expect to achieve profits.

(condominium and townhouse) was estimated at $325 per square foot.[16]

While developer profit is a cost to the home purchaser, development profit is not included in Table 3-36 because of its variability and volatility. Normally, developers attempt to determine the potential profit that could be generated from a project before moving forward. In general, developers target projects that can earn profit of ten percent above total development costs but can move forward with lower projected profit depending on the strength of market, project financing, and a developer's willingness to take on higher risk.

Table 3-36 Residential Development Costs Summary for Typical Home

	Single Family Home	*Multiple-Family (8 Units)*
Development Program Assumptions		
Lot Area (sq. ft.)	7,500	28,750
Unit Size (sq. ft.)	2,000	1,100
Building Area (sq. ft.)	2,000	8,800
Costs		
Improved Land Costs[1]	$135,000	$345,000
Government Fees (see Table 3-43)	$23,055	$427,176
Building Costs[2]	$247,677	$1,223,475
Soft Costs[3]	$74,303	$367,042
Total Development Costs	**$480,035**	**$2,362,693**
Total Development Costs (Per Unit)	**$480,035**	**$295,337**

[1] Assumes the single family home would be built in zone RSF ($18 per square foot), townhome and multiple-family in zone RMF-1 ($12 per square foot). Source: 2014 Tax Assessor's Records.
[2] Assumes one-story wood frame stucco construction of average quality and a two car attached garage for single family home and three-story brick veneer/wood frame construction for the multiple-family building. The national average construction cost of $113.96 for 1-3 story apartments was used to determine the multiple-family building costs. Building costs includes a 22 percent inflation factor to account for local conditions. The Town's Main Street Plan identifies the cost of multiple-family construction as $295 per square foot, which reflects costs to construct in the commercial zone. The costs here reflect construction in Residential Multiple-Family Zones, which have fewer requirements related to public improvements, building design, and parking.
[3] Assumes soft costs are 30 percent of hard construction costs. Soft costs include architecture and engineering costs, financing costs, developer overhead, legal and accounting, and contingencies.
Sources: Town of Mammoth Lakes, 2014; RS Means, 2014; Building-Cost.net, 2014; Reed Construction Data, 2014.

[16] Assumes wood frame construction. Direct costs include costs for public improvements, site work, building construction, tenant improvements, parking, general contractor and contingency.

MORTGAGE AND REHABILITATION FINANCING

The availability of financing impacts a person's ability to purchase or improve a home. As a result of more lenient lending practices during the early to mid-2000s, changing economic conditions in the late 2000s, and falling home prices, many homeowners faced difficulties in making their mortgage payments and have been unable to refinance their home loans or sell their homes to pay off their mortgages. In response, lenders tightened their loan standards, returning to practices that prevailed prior to 2000. This has led to an increase in loan denials as lenders more closely scrutinize household income, credit history, and the overall risk of the loan. Thus, while interest rates have not climbed dramatically, access to home financing has reduced the pool of buyers able to purchase a home. Furthermore, the lack of credit not only affects homebuyers and homeowners but also developers and property owners who want to improve their properties. In particular, financing for projects perceived as "higher risk" by financial institutions, including housing projects, has become much harder to obtain since 2008. Although a bowling alley/restaurant will be completed in early 2014 and a hotel is set to start construction in summer, 2014, a number of other local development projects, including housing, are likely stalling given ongoing financing challenges.

In 2006, the average 30 year fixed mortgage was approximately 6.4 percent compared to 8 percent in 2000. Since then, interest rates have declined even further to historic lows. In 2013 the average rate for a 30 year fixed rate was 4 percent.[17] While interest rates have remained historically low, averaging below 5 percent since 2010, and the increased supply of housing on the market at comparatively affordable prices has created new home ownership opportunities, tighter loan standards and financing availability continues to affect a potential homebuyer's ability to purchase a home.

Home Loan Mortgages backed by the Federal Housing Administration (FHA) have increased as a result of the shoring up of available credit and more stringent loan requirements. Currently, many lending institutions require a 20 percent down payment, in addition to meeting income and credit history requirements. Lenders' stricter adherence to mortgage qualifications has decreased the opportunity for people to take out loans on those terms, and FHA-backed loans have become a popular alternative. In fiscal year 2012-2013, the California FHA funded 6,311 loans totaling $37.7 million for the California Homebuyer's Downpayment Assistance Program, marking the largest-ever number of

[17] http://www.freddiemac.com. Retrieved: February 18, 2014

loans and assistance in the program's history.[18] FHA-backed mortgages typically require a lower down payment (recent figures cite as little as 3.5 percent) and a good credit score is not essential.[19] However, condominiums do not qualify for FHA financing unless the complex or building is FHA-approved. With the Mammoth Lakes' Housing stock consisting largely of condominiums (71%), this may present a problem for many buyers, limiting program use primarily to single family home purchases.

3.2 GOVERNMENTAL OPPORTUNITIES AND CONSTRAINTS

Local policies and regulations can impact the price and availability of housing and, in particular, the provision of affordable housing. Land use controls, site improvement requirements, fees and exactions, permit processing procedures, and various other issues may present constraints to the maintenance, development, and improvement of housing. However, other governmental policies or actions can also facilitate or encourage opportunities for the development of housing that meets the diversity of the community's needs. This section discusses potential governmental constraints, as well as policies that encourage housing development in Mammoth Lakes.

LAND USE CONTROLS

Land use controls can have a direct impact on the affordability of housing. The zoning regulations of the Town are designed to allow flexibility in design and permit a wide variety of residential uses and structures.

Zoning

The Town of Mammoth Lakes has eleven zones that permit residential uses, and which are intended to accommodate existing and future housing development. They include four residential zones, a mobile home park zone, three commercial zones (in which residential uses are also permitted), a resort zone

[18] http://www.calhfa.ca.gov/about/financials/reports/2012-2013/Single-Family-Lending/index.htm. California Housing Finance Agency 2012-2013 Annual Report. Retrieved: January 24, 2014

[19] http://www.hud.gov/buying/loans.cfm. Housing & Communities, U.S. Department of Housing and Urban Development. Retrieved: January 21, 2014

intended for larger scale master planned residential and commercial development, as well as two areas designed as Specific Plans, principally intended for mixed lodging, commercial and residential development. Beyond these eleven zones, the Town includes land zoned for non-residential uses including public facilities, industrial development, and open space.

Rural Residential (RR). This zone is intended as an area for single-family rural residential development with larger lots and lower density than the residential single-family zone. Uses permitted are those that are complementary to and can exist in harmony with a rural residential neighborhood. This zone permits a maximum density of two units per acre.

Residential Single-Family (RSF). This zone is intended as an area for single-family residential development. Only those uses are permitted that are complementary to, and can exist in harmony with, a residential neighborhood. This zone permits a maximum density of four units per acre.

Residential Multiple-Family 1 (RMF-1). This zone is intended as an area for the development of mixed residential uses (single-family dwellings, apartments, and other multiple-family developments). Only those uses are permitted that are complementary to, and can exist in harmony with, such residential developments. This zone permits a maximum density of 12 units per acre.

Residential Multiple-Family 2 (RMF-2). This zone is intended as an area for the development of primarily multiple-family developments. Transient occupancy, such as motels or hotels, shall be permissible in this zone, subject to the issuance of a use permit. Only those uses are permitted that are complementary to, and can exist in harmony with, such residential developments. This zone permits a maximum density of 12 units per acre.

Mobile Home Park (MHP). The mobile home park zone is intended for the exclusive development of mobile home parks. Mobile homes parks are intended to offer an alternative mode of housing to the residents of the community. The Town currently has two developed mobile home parks.

Downtown (D). This district is intended to provide a mix of multi-family residential, non-residential (e.g. office, retail, live/work units), and lodging uses, with a focus on ground-level commercial uses and active frontages. The development standards are intended to concentrate development along Main Street with a focus on shop front buildings. The maximum FAR is 2.5. Lodging development has a maximum density of 80 rooms per acre. Multiple-family residential development has a maximum

density of 12 units per acre. The D zoning district is consistent with the Commercial 2 (C-2) land use designation of the General Plan.

Old Mammoth Road (OMR). This zone is intended as an arts and culture pedestrian-scaled district oriented toward medium scale commercial development along Old Mammoth Road, with a mix and intensity of uses (e.g. office, retail, live/work units) appropriate to its neighborhood context and adjacent residential uses. The maximum FAR is 2.5. Lodging development has a maximum density of 80 rooms/acre. Multiple-family residential development is permitted with maximum density of 12 units/acre. The OMR zoning district is consistent with the Commercial 2 (C-2) land use designation of the General Plan.

Mixed Lodging/Residential (MLR). This district is intended to allow one or more of a variety of lodging, multiple-family residential, and non-residential (e.g. office, retail, live/work units) uses, a mix emphasizing transient occupancy. The maximum FAR is 2.5. Lodging development has a maximum density of 80 rooms per acre. Multiple-family residential development has a maximum density of 12 units per acre. The MLR zoning district is consistent with the Commercial 1 (C-1) land use designation of the General Plan.

Multiple-family residential units are allowed in all three commercial districts by right, and single room occupancy units are allowed in the OMR and MLR districts with a use permit. The OMR zone permits emergency housing by right. Transitional and supportive housing constitute a residential use and are subject only to those restrictions that apply to other residential uses of the same type in the same zoning district. The permitted maximum residential density of 12 units per acre may constrain the development of affordable housing units; however, the Town has developed affordable workforce housing and has provisions for density bonuses or an increase in density, which has made previous development of affordable housing possible.

Resort (R). The Resort zone is intended to allow for large-scale coordinated planning of properties, accommodating a range of different uses including single-family residential developments, multiple housing projects, professional and administrative office uses, hotels including attendant support commercial activities, recreational facilities, and public or quasi-public uses, or combination of such uses.

A development plan (which has typically been in the form of a Master Plan) is required for all Resort zoned properties, allowing for greater flexibility and creativity in their planning. However, the Resort zone limits maximum density to eight units per acre, and requires the application of similar performance and environmental standards as similar uses in other zones. A number of master plans have been adopted for Resort-zoned properties. These include the Lodestar Master Plan, Greyhawk Master Plan, Altis Master Plan, Snowcreek Master Plan, and the Juniper Ridge Master Plan, which have variously included visitor-oriented lodging and housing associated with major recreational facilities such as golf course (Snowcreek and Lodestar Master Plans), or base lodges for Mammoth Mountain. In compliance with the Town's Housing Ordinance, development of these Master Plans has required mitigation of workforce housing demand, which has occurred through designation of sites within the Master Plan area, donation of land, and direct construction of housing units.

North Village Specific Plan (NVSP). The objective of the NVSP is to create a set of land use designations and development standards that will facilitate the development (or renovation) of "North Village" a 64-acre area in the northwest part of the town. The NVSP focuses on the creation of visitor services and attractions, while emphasizing pedestrian access and mobility; the Specific Plan designates a "pedestrian core" and series of land use zones of varying intensity, focused around a mixed use village and gondola station.

Clearwater Specific Plan (CSP). The Clearwater Specific Plan zone was created with the adoption of a Specific Plan for a 6-acre site on Old Mammoth Road in early 2009. The Specific Plan allows for a mixed-use development including a major hotel, with ground floor commercial uses and on-site workforce housing.

Affordable Housing Overlay Zone

The Town of Mammoth Lakes Municipal Code includes an Affordable Housing Overlay Zone. The Affordable Housing Overlay is intended to facilitate the development of lower income units. In this zone, all units must be affordable to households with incomes ranging from very low-income up to moderate-income. The underlying zone sets density but increases are allowed per the density bonuses. Additionally, the Town Council may waive any or all fees normally imposed by the Town on development projects. Development standards for parking are relaxed in this zone and additional zoning concessions may be requested, consistent with the State Density Bonus Law.

Currently, this code provision has only been applied to one approximately 25-acre parcel known as the Shady Rest site. The underlying zone of this property is zoned RMF-1, with a maximum density of 12 units per acre. The land exchange of this parcel with the US Forest Service and its designation as an Affordable Housing Overlay zone was a mitigation requirement for the development of the Trails subdivision. A Master Plan was adopted for the site in 1991, designating the property for 172 units of housing limited to very-low, low- and moderate-income households.

Planned Residential Development Zone

The Town's Municipal Code allows for planned residential development regulations, which are intended to facilitate development of areas designated for residential use on the General Plan by permitting greater flexibility and, consequently, more creative and imaginative designs for the development of such residential areas than generally is possible under conventional zoning or subdivision regulations. Historically, the Town has not utilized this section of code, instead utilizing Master Plans or Specific Plans to provide coordinated planning of larger residential and resort areas.

Residential Development Standards

As shown in Table 3-37, minimum lot sizes in residential zones range from 7,500 square feet in the RSF zone to 40,000 square feet in the RMF-2 zone. The relatively large minimum lot size in the RMF-2 zones is due to the fact that this zone is primarily used to build larger scale projects including transient rental and multiple-family residential units. The RMF-1 zone also has a relatively large minimum lot size of 10,000 square feet. Lot coverage limits range from 30% in the RR zone to 60% in the RMF-1 zone. While these minimums may increase land costs, they result from constraints imposed by an alpine climate, and encourage development of multiple units on each lot. The minimum lot size requirements, coupled with relatively restrictive lot coverage requirements are necessary to maintain setbacks, accommodate snow storage on-site, and to minimize impermeable surfaces. The Town's minimum lot coverage requirements are sufficient to achieve the allowable densities in each zone and do not constrain development.

Table 3-37 Residential Development Standards

	RR	*RSF*	*RMF-1*	*RMF-2*	*D*	*OMR*	*MLR*
Density Range per/acre	1-2	1-4	6-12	6-12	6-12	6-12	6-12
Setbacks (front/side/street side/rear)	25/10/20/20	20/10/20/10	20/10/20/10	25/10/20/20	0 feet Main Street frontage, 15 feet from back of curb for active frontages, 10 feet from other streets, 0 feet side/rear except 15 feet adjacent residential district		
Lot Coverage	30%	40%	50%	60%	2.5 FAR	2.5 FAR	2.5 FAR
Minimum Lot Size	15,000	7,500	10,000	40,000	10,000	10,000	10,000
Minimum Building Site Area	2,000	2,000	5,000	24,000	5,000	5,000	5,000
Minimum Parking Requirements (in spaces)	3	3	1/studio or 1 bdr; 2/2-3bdr; 3/4 bdr+	1/studio or 1 bdr; 2/2-3bdr; 3/4 bdr+	1/studio or 1 bdr; 2/2-3bdr; 3/4 bdr+	1/studio or 1 bdr; 2/2-3bdr; 3/4 bdr+	1/studio or 1 bdr; 2/2-3bdr; 3/4 bdr+
Height Maximum (measured from finished grade)	35 feet. Where a building sits atop a parking podium (underground parking), the building height shall be measured from the top of the parking podium provided that the building height does not increase by more than seven feet and six inches.				55 feet	45 feet	45 to 55 feet

Parking standards for multiple-family housing also include guest parking requirements of up to ½ space per unit. Affordable and senior housing projects may use standards from Government Code Section 95915 upon request.

Source: Mammoth Lakes Municipal Code, 2014.

For projects built above maximum density, some obtained density bonuses by providing affordable housing units pursuant to State law and Town code; a number of other projects took advantage of a provision then in place in the Town's zoning code (since repealed for residential zones), that allowed small residential units (one bedroom or studio units) to count as a half, rather than a full unit of density. Table 3-38 summarizes the average density of all existing multiple-family projects by zone. As shown in the table, existing multiple-family projects have, on average, been built at densities that meet or exceed the zoning standard of 12 units per acre in these zones.

Table 3-38 Existing Residential Development Density by Zone

Zone	Multiple-family Units	Acres	Average Existing Multiple-family Project Density (Units/Acre)	Single Family Units	Acres	Average Existing Single-Family Residential Density (Units/Acre)	Average Residential Density (Units/Acre)
RMF-1	469	34.73	13.5	100	26.87	3.72	9.24
RMF-2	3854	232.66	16.66	25	7.31	3.4	16.16
MLR	195	11.01	17.71	8	2.45	3.2	15.08
D & OMR	463	17.78	26.04	1	0.36	2.7	25.58

[1]Includes apartments, condominiums and townhomes.

Source: Town of Mammoth Lakes, 2014

Density bonuses are provided in accordance with the provisions of the State Density Bonus law. The Town also provides an additional density bonus that allows up to twice the permitted density where a project provides a higher percentage of qualifying affordable housing units, subject to use permit approval. As permitted by State Density Bonus law, the Town also grants concessions in the form of reduced development standards for projects that include affordable housing units. Please see Chapter 4 for an additional discussion of the Town's Housing Ordinance, which incorporates these and other provisions that are intended to facilitate the production of affordable housing units.

Parking Requirements

Single-family residences must have a minimum of three spaces for each residence, at least 50 percent of required parking shall be enclosed and one of which must be unenclosed, unless otherwise approved by the review authority. One additional space is required for residences with a floor area of 3,000-4,999 square feet (exclusive of garages and decks), two additional spaces for residences with a floor area of 5,000-6,999 square feet and 3 additional spaces for residences 7,000 square feet or greater. The requirement of three parking spaces for single-family residences within the RR and RSF zone, in addition to snow storage requirements discussed next, may be a constraint to development on substandard sized or shaped lots.

Multiple-family residential projects must provide a minimum of one parking space for each studio or one-bedroom unit, two spaces for each two- or three-bedroom unit, and three spaces for unit with four or more bedrooms. At least 50 percent of the required parking is required to be enclosed. In addition to the spaces required per unit, each multiple family project must provide a minimum of two guest parking spaces for each four units up to twelve units, one space for each four units for the thirteenth to the forty-eighth unit, and one space for each additional six units above forty-eight.

Notwithstanding this potential constraint, the Town's parking requirements are intended to ensure that adequate on-site parking is provided such that cars will not park on the street and interfere with winter snow removal operations. The parking requirements also reflect the resort-oriented nature of the community, where many of the housing units in town are rented to several vacationing individuals or families who travel to Mammoth Lakes in multiple vehicles. The guest parking requirements ensure there is adequate parking for Mammoth Lakes' ample number of visitors and decreases the tendency for visitors to park in areas designated for snow storage.

Recognizing the high cost associated with the provision of parking, the Town has routinely granted concessions in the form of reduced parking requirements for projects that incorporate affordable housing units, including application of the State-mandated ratio of parking spaces per unit. Parking concessions have been made in almost all of the recently constructed affordable and workforce housing projects constructed by Mammoth Lakes Housing, Inc. and other private developers.

The Zoning Code allows for reduced parking standards for the areas of town with mixed-use development and multi-modal accessibility. Three parking zones have been established for non-residential use classifications. Parking zone 1 includes the Downtown and Old Mammoth Road Commercial Zoning Districts, which represent the areas of town with the highest concentration of mixed-use development and multi-modal accessibility, thereby reducing parking demand. Therefore, parking requirements in this zone are the lowest. Parking zone 2 includes the Mixed Lodging Residential Zoning District and portions of the Lodestar Master Plan area and Juniper Ridge Master Plan area, which represents areas of town with some mixed-use and/or multiple-family development that is served by transit, thereby reducing parking demand moderately. Therefore, parking requirements in this zone are the second lowest. Parking zone 3 represents all other areas within town, except where parking standards have been established through a Master Plan or Specific Plan.

Snow Storage

Given Mammoth Lakes winter conditions, with an average of over 300 inches of snowfall annually, providing adequate space for snow storage is an important development requirement. The Town requires an area equal to a minimum of 75 percent of all uncovered required parking and driveway areas to be provided for storage of snow in residential zones, 40 percent in industrial zones, and 60 percent in commercial zones. Furthermore, all designated snow storage areas must be at least 10 feet in any direction, be located near the sides or rear of parking areas and driveways, readily accessible and substantially free and clear of all obstructions, as well as meet all other requirements outlined in Municipal Code Section 17.36.110. The review authority may reduce or waive commercial zone snow storage area(s) under certain conditions (Municipal Code Section 17.36.110.B.3.a). Alternative methods of compliance may help reduce the potential cost impact and constraint of having to set aside land for snow storage, but may also increase maintenance costs. As noted in the above discussion, similar to the parking requirements, snow storage requirements may be a constraint to development on substandard sized or shaped lots.

ZONING CODE UPDATES AND AMENDMENTS

The current Zoning Code was originally adopted in 1984 and has undergone a number of amendments since adoption, reflecting relatively minor changes to development standards. The Town undertook a comprehensive Zoning Code Update, which will be effective May 2, 2014, in order to ensure better consistency with the 2007 General Plan. The purposes of the Zoning Code are listed in Zoning Code Section 17.04.020. This Housing Element reflects the 2014 Zoning Code Update.

Previous Zoning Code Amendments for Development Standards

Two previous zoning code amendments pertaining to development standards applied to residential units do not appear to be constraints to residential development, as they provide greater clarification in definition and density calculations or better conformance to the Town's General Plan.

Zoning Code Amendment 2008-02 removed the definition of one-bedroom or studio units up to 850 square feet as half a dwelling unit in residential zones to instead count each of these as one full unit. The original provision had been intended to provide an incentive to developers to build smaller and more affordable units within the multiple-family residential zones; in practice it lead to "overbuilding"

of some smaller parcels with an excessive number of units that created conflicts with parking, lot coverage and other Town standards, negatively affecting neighborhood character.

Zoning Code Amendment 2008-01 clarified the definition of lot area, which is used to calculate density and removed the terms "net" and "gross" as they had been found throughout the Code. Various sections of the Zoning Code had used these terms interchangeably, although in practice the Town used a single, standardized calculation method. The deletion of these terms reduced various points of ambiguity in the Code and reinforced the existing and prevailing method of calculating lot area.

Additionally, in 2010, Zoning Code Amendment 2010-003 was approved, which allowed time extension requests of up to six years for use permits, design reviews, and variances. This allowed residential developments, such as apartments, which do not require a tentative map, to be valid for up to eight years instead of a maximum of three years.

These three amendments are included in the 2014 Zoning Code Update.

Comprehensive Zoning Code Update

The Town adopted its General Plan update in 2007. The General Plan includes a number of new policy directives and concepts that were not reflected in the Municipal Code, which had not been comprehensively updated in many years. As a result, some areas of conflict and ambiguity existed between the General Plan and Zoning Ordinance in particular, which added additional complexity to some permit applications. To address this, the Town completed a comprehensive Zoning Code Update in 2014. The Zoning Code Update incorporates the goals and policies of the 2007 General Plan, modernizes the Town's zoning regulations, and creates a more user-friendly code that supports the community vision expressed in the General Plan. The new Code includes regulations that promote sustainability, development quality and design, and encourage feet-first mobility. Objectives of the Zoning Code Update include:

Implement the General Plan. Encourage the land use goals, policies, and actions designated the General Plan to create a comprehensive and stable use pattern upon which to plan transportation, water supply, and other public facilities and utilities.

Promote Sustainability. Incorporate standards that promote sustainable development and incorporate the goals, policies, and actions outlined in the General Plan.

Promote Quality and Design. Incorporate standards that improve development quality and design, enhance visual character, avoid conflicts between land uses, and preserve the scenic qualities of the town by maintaining adequate open space.

Improve Readability and Usability. Use charts, graphics, and illustrations to make the Code easier to read and to reorganize the material to group similar and related regulations together.

The Zoning Code Update also included review of administrative procedures, as well as development standards, and incorporated ways in which the Code could be made more user-friendly and processes more streamlined.

Affordable Housing Mitigation Ordinance

Mammoth Lakes adopted an Affordable Housing Mitigation Ordinance in 2000, with updates and amendments made in 2004 and 2006. The Town's Affordable Housing Mitigation Ordinance has been instrumental in facilitating the production of moderately priced housing in Mammoth Lakes since 2000, by placing strict requirements on new development to mitigate its demand for affordable and workforce housing units. The Housing Ordinance is anticipated to be updated in 2014 following the adoption of this Housing Element Update. A copy of the current Housing Ordinance is included in Appendix C.

The driving principle of the ordinance is that development must provide housing for the workforce it generates. Formulas are applied in the Ordinance to match the type of development with its characteristic job generation to determine the number of Full Time Employee Equivalent (FTEE)[20] housing units that must be provided. Table 3-39 shows the FTEE generation table by project type, which can then be used to calculate the total number of FTEEs generated by new development. This number can then be used either to determine the number of units to be constructed or the in-lieu fee a developer will owe the Town for the project.

[20] The Full Time Equivalent Employee (FTEE) is a full time employee or combination of part time employees. When the employee generation calculation results in seasonal or part time employees, those employees are grouped together to form FTEEs. Full time year round employees equal one FTEE, part time year round employees and full time seasonal employees equal one-half FTEE, and part time seasonal employees equal one quarter FTEE.

Table 3-39 Employee Generation by Type

Use	*Employee Generation*	
Multi-unit[1] and single-family[2] transient	.0005 Full-time equivalent employee (FTEE) per square foot	
Commercial/office uses: includes all nonresidential except industrial	.00042 FTEE per square foot	
Industrial uses: includes all uses involving manufacturing , distribution and warehousing	.00011 FTEE per square foot	
Multi-unit nontransient: This category includes all attached dwelling units including deed restricted and market rate apartments and multifamily condominiums which prohibit transient rentals. This also includes all multi-unit developments located within the Residential Multifamily 1 zone and affordable housing zone and any other multi-unit development in town that prohibits transient rentals	Market rate units Rental apartments and deed restricted units	.00012 FTEE per square foot 0 FTEE
Single-family nontransient. This category of land use encompasses all detached dwelling units located in the town's low density residential (LFR) land use designation and includes both the rural residential and residential single-family zones	For that portion of the building area from: 0-2,000 square feet, .00006 FTEE per square foot 2,001-4,000 square feet, .00009 FTEE per square foot 4,001-6,000 square feet, .00012 FTEE per square foot 6,001-8,000 square feet, .00015 FTEE per square foot 8,001 square feet and up, .00018 FTEE per square foot * Calculate the building square footage between 0 and 2,000 square feet at rate as shown. Then for square footage exceeding 2,000 square feet calculate at rates as shown. Continue until all square footage has been calculated. Add all lines for total.	
Uses not listed	To be determined by Community and Economic Development Director based upon comparisons with like businesses.	

[1] This category includes all attached dwelling units within the resort, specific plan, commercial general, commercial lodging and Residential Multifamily 2 zones which are either intended for transient occupancy or can be rented out on a nightly basis. These include all hotel, motel, fractional and resort condominium lodging as well as condominium units which are privately owned and can be rented out on a nightly basis.

[2] This category of land use encompasses all detached dwelling units located within the resort and specific plan zones which are permitted by master plan and/or specific plan conditions to be rented out on a nightly basis.

Certain projects including small residential developments of less than five units, small lodging and commercial developments, and all developments in the industrial zone are permitted to pay an in-lieu fee. When units are built the Ordinance includes a formula by which those units of different sizes (number of bedrooms and living area) may satisfy FTEEs. When in-lieu fees are paid, they are calculated by multiplying the total FTEE by the in-lieu fee, which is established by ordinance and periodically updated. The ordinance states that on-site housing units are preferred and should be developed on-site unless it can be demonstrated that the location is undesirable for the community or infeasible, or there is an alternative that would better achieve community affordable workforce housing goals. In such cases, the ordinance allows for Alternate Housing Mitigation Plans (AHMPs) that can include construction on a different location, land dedications, and housing acquisition and rehabilitation within town boundaries, or when the Planning and Economic Development Commission, based upon substantial evidence, that an on-site or off-site alternative is undesirable for the community or infeasible as determined by the Commission or Community and Economic Development Director, may the Town then approve payment of in-lieu fees. An AHMP requires approval by the Planning and Economic Development Commission.

Because many of the development projects in Mammoth in recent years have been less conducive to including on-site housing (lodging, luxury condominiums, etc.), it has not been unusual for the Town to negotiate with developers and propose win-win alternatives instead of requiring on-site construction. The Town has been able to reach agreements on AHMPs that include measures such as land dedications or in-lieu fees that result in more flexibility regarding the types and location of housing being produced. For these alternative proposals to work, it is essential that a local developer be in place to utilize the resources (e.g., fees and land) provided. For this reason, Mammoth Lakes Housing, Inc. (MLH), a non-profit housing development agency, was established in 2003, and has since been pivotal in facilitating the production of new affordable housing units in Mammoth Lakes. Since 2010, the MLH has converted 22 market rate units to affordable deed restricted units. MLH and its accomplishments are described in additional detail in Chapter 4.

Additionally, the Town's Housing Ordinance is not a constraint to market rate housing development. Although development has been slow since the 2008 recession, two multi-family structures were constructed between 2010 and 2014, adding 6 additional market rate units. As discussed in Table 2-30 in Chapter 2 the median priced home or condominium is affordable to most moderate-income families in Mammoth Lakes. Despite its obvious merits and importance, the Town also recognizes that the

Housing Ordinance, alongside other development fees, contributes to increased costs for developers of future homes. In light of this, and recent economic conditions, the Town completed a review of the Ordinance as part of a broader review of development fees. This review resulted in a recommendation that the Ordinance be significantly revised, including a restructuring and reduction of the housing mitigation requirements. These revisions are discussed further in the following section.

Interim Affordable Housing Mitigation Policy

In late 2008 and 2009, the national economy entered a serious downturn. In 2008, the Town Council approved a temporary reduction in development fees, including Development Impact Fees (DIF) and housing in-lieu fees, as a "stimulus package" to continue investment in residential and other construction.

In mid-2009, as the recession continued, the Town began a process to thoroughly review development costs, including the DIF program, Housing Ordinance and associated in-lieu fees. A Town-commissioned study completed by an independent economic consultant found that the existing DIF and housing fees were a significant impediment to new development, and reflected a disproportionate burden to new development in the funding of new facilities and infrastructure. Overall, the report concluded that fees appeared to be set at levels which are likely to impede new investment, and result in reduced development activity, associated fee revenues, and workforce and market-rate housing production.

Based on the study, the Town adopted interim policies for development impact fees and for housing mitigation and in-lieu fees in November 2009, which reduced fees for most development types by around 50 percent from previous levels. More recently, to help stimulate the local economy, the Town Council extended a temporary reduction to DIF for one to four unit residential projects, commercial projects, and remodel projects to July 31, 2014.

The Town and Mammoth Lakes Housing, Inc. developed the Interim Affordable Housing Mitigation Policy cooperatively, to include the following provisions:

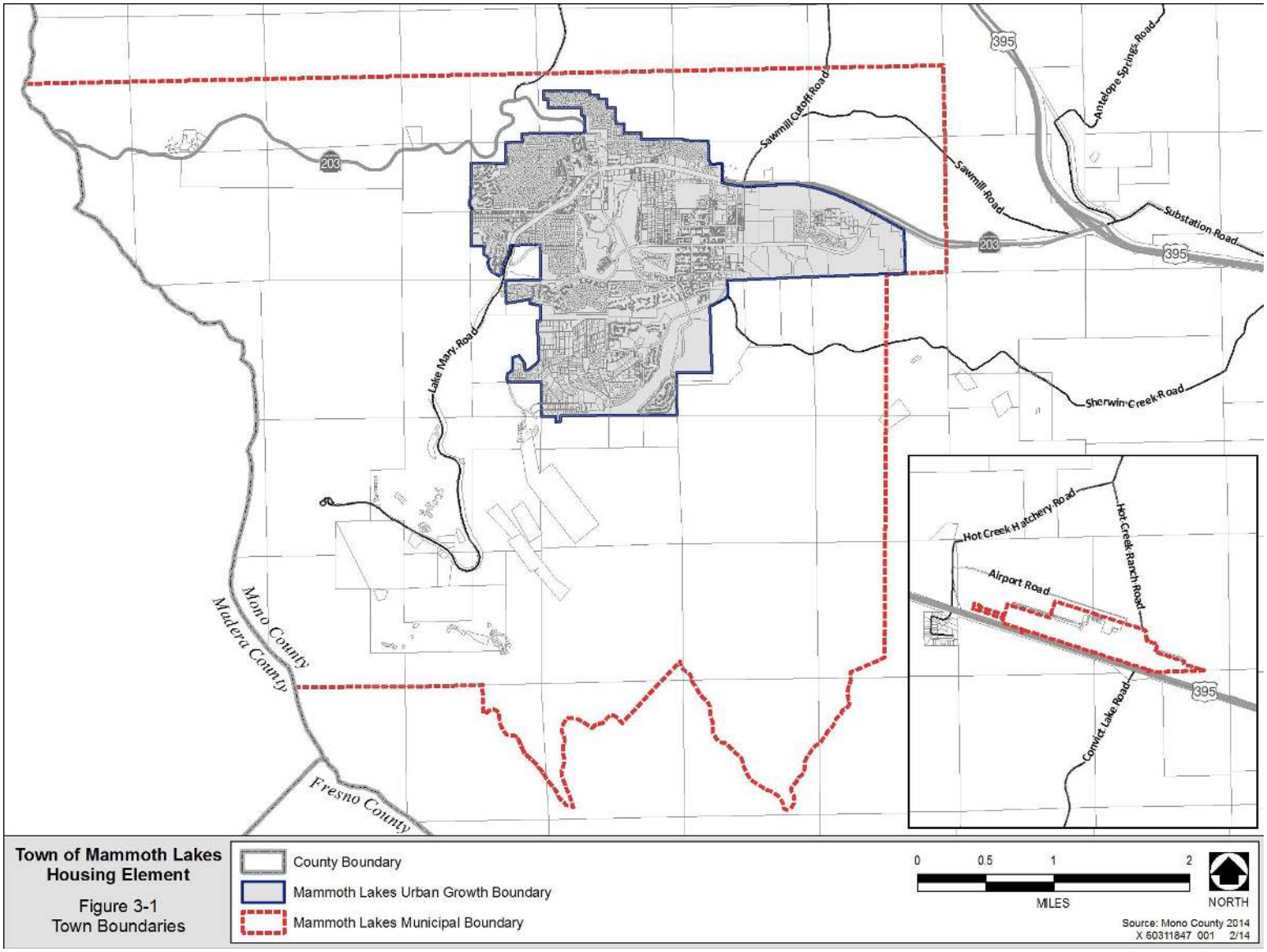
- An inclusionary housing requirement of 10 percent for all new residential and lodging developments larger than nine residential units or 19 lodging units, at a target income level of 120% of AMI or less.

- An in-lieu fee requirement for small residential and lodging projects, commercial and industrial development.
- Exemptions from housing mitigation requirements for small single-family residences (under 2,500 square feet), rental apartments and deed-restricted units, and retail and restaurant development in certain zones.
- Projects required to provide on-site units may propose an Alternate Housing Mitigation Plan, if findings can be made that providing units on-site would be undesirable for the community or infeasible, and that substantial additional housing benefit would result in terms of providing a greater number of units, earlier provision of units, or providing units that better meet priorities established by the Town or Mammoth Lakes Housing, Inc.

The Town anticipates amending the Housing Ordinance in 2014 to reflect the direction established in the Interim Affordable Housing Mitigation Policy and this Housing Element Update.

Urban Growth Boundary

The Town adopted an Urban Growth Boundary (UGB) in 1993 to ensure a compact urban form, protect natural and outdoor recreational resources, and prevent sprawl. Of the total 24.4 square miles within the Town's municipal boundary, approximately 4.6 miles lie within the UGB. The land outside of the UGB but within the municipal boundary consists largely of public lands administered by the Inyo National Forest, as well as 80 acres of patented mining claims on top of the Sherwin ridge, the Valentine Reserve of the University of California, Mammoth Mountain Ski Area, which is leased from Inyo National Forest, and the City of Los Angeles' Camp High Sierra. Lands beyond the municipal boundary consist primarily of public lands administered by the USDA Forest Service, Inyo National Forest, and the U.S. Department of the Interior, as well as land owned by the Los Angeles Department of Water and Power. A map of the Town's municipal boundary and the UGB are shown in Figure 3-1.


395
Antelope Springs Road
Sawmill Cutoff Road
203
Sawmill Road
Substation Road
395
203
Lake Mary Road
Sherwin Creek Road
Hot Creek Hatchery Road
Hot Creek Ranch Road
Airport Road
395
Convict Lake Road
Mono County
Madera County
Fresno County
Town of Mammoth Lakes
Housing Element
Figure 3-1
Town Boundaries
County Boundary
Mammoth Lakes Urban Growth Boundary
Mammoth Lakes Municipal Boundary
0
0.5
1
2
MILES
NORTH
Source: Mono County 2014
X 60311847 001 2/14

The 2007 General Plan assumes the total number of residents, visitors, and workers on a winter weekend could grow up to 52,000 People at One Time (PAOT) by the year 2025. PAOT is used as a buildout measurement for the Town because of the large number of seasonal visitors and workers, which is significantly higher than the full-time population. Ultimately, the General Plan land designations could result in a build-out population over 52,000 but less than 60,000 if all land is built to its expected capacity.

The estimate of PAOT at buildout is based on a number of assumptions, which are detailed in the General Plan:

- Development on individual parcels will be controlled by lot coverage limits, building height restrictions, floor area ratio limits, and implementation of community benefit and performance standards and policies in the various master and specific plans;
- The permanent population will grow at a rate of between 1.4 percent and 2.4 percent per year;
- The capacity of the ski area will remain constant over the next twenty years;
- The number of people engaged in activities other than skiing will increase as the town matures from 25 percent to between 35 percent and 45 percent; and
- Permanent resident units are assumed to accommodate 2.4 people per unit on average and all other units to accommodate 4 people per unit on an average winter Saturday.

Other assumptions used may be found in the General Plan's Land Use Element on page 37. The Town has developed and maintains a GIS-based model, which can be used to track progress towards buildout of residential and lodging development and PAOT, and is reported along with all discretionary or legislative project approvals requesting modifications to allowable density.

The UGB does not appear to be a constraint, as the General Plan's land use designations take into account the UGB and allows for growth in the town in the next 25 years. The Town's land inventory, described in Chapter 4 of this Housing Element, is also completely within the UGB. Therefore, the UGB does not adversely impact the Town's ability to accommodate its regional housing need allocation.

PROVISIONS FOR A VARIETY OF HOUSING

Housing Element law specifies that jurisdictions must identify adequate sites to be made available through appropriate zoning and development standards to encourage the development of various types of housing for all economic segments of the population. This includes single-family housing, multiple-family housing, factory-built housing, mobile homes, housing for the disabled, emergency shelters, and transitional housing, among others. Table 3-40 summarizes housing types permitted within the various zones.

The Town offers a diversity of housing types for all economic segments of the community, including more vulnerable members of the community, those earning lower incomes, seniors, the disabled, seasonal workers, and the homeless, among others.

Multiple-Family Units

The Municipal Code permits multiple-family housing in the residential multiple family zones (RMF-1 and RMF-2), as well as the Downtown (D), Old Mammoth Road (OMR), and Mixed Lodging/Residential (MLR) Commercial Zoning Districts by right. These zones allow a maximum of 12 dwellings per acre for multiple-family developments. Approximately 71 percent of Mammoth Lakes' housing stock consists of multiple-family residences.[21]

Condominiums

The Town permits condominium developments in both the commercial and residential zones (multiple-family zones). However, condominiums require tentative and final map approval. A use permit and subdivision approval (i.e., tentative map and final map) are required for the conversion of an existing apartment unit for sale, transfer, or conveyance as a condominium. Due to the resort-oriented nature of Mammoth Lakes, the Planning and Economic Development Commission must determine if the resultant ownership pattern is appropriate for the proposed use(s) and that the proposed development of the property conforms to all requirements of the Municipal Code.

[21] California Department of Finance 2013. Multiple-family refers to structures containing 2 or more housing units.

Table 3-40 Housing Types By Zones

Housing Types Permitted	*RR*	*RSF*	*RMF-1*	*RMF-2*	*D*	*OMR*	*MLR*
Residential Uses							
Single family detached	P	P	P	P			
Single family attached			P	P			
Condominiums			P	P	P[1]	P[1]	P
Multiple-family/Apartments for rent			P	P	P[1]	P[1]	P
Mobile homes	P	P	P	P			
Manufactured homes	P	P	P	P			
Live/Work					P[1]	P[1]	P[1]
Single room occupancy units						U[1]	U
Group living quarters (including boarding houses)			U	U			
Second dwelling units	P	P	P	P			
Special Needs Housing[2]							
Residential care - general (more than 6 residents)			U	U		A[1]	A
Residential care – limited (6 or fewer residents)	P	P	P	P	P[1]	P[1]	P
Assisted living facility			U	U		P[1]	P
Convalescent home						U[1]	
Supportive and transitional housing	P[3]	P[3]	P[3]	P[3]	P[3]	P[3]	P[3]
Emergency housing						P[1]	

Notes:

[1]Not allowed on the ground floor along Primary and Secondary Active Frontages

[2]Special needs housing are discussed more thoroughly in the "Housing for Persons with Disabilities section."

[3]Transitional and supportive housing constitute a residential use and are subject to those restrictions that apply to other residential uses of the same type in the same zoning district.

P = Permitted Use U = Use Permit A= Administrative Permit

Source: Town of Mammoth Lakes Municipal Code 2014

The use permit requirement does not adversely affect the cost or availability of ownership housing for moderate-income households since it represents a minimal portion of the overall costs to develop a project, most of which are contributed by the typically high land and construction costs in Mammoth Lakes.

The Town's Municipal Code Chapter 17.52.110 includes provisions regarding conversion of rental housing units to condominiums, with the intent of preserving the rental housing stock. No conversion of existing rental apartments is permitted where the average vacancy rate over the prior three years is five percent or less; projects proposing to demolish existing rental apartments and replace them with condominium units may be required to directly mitigate the loss of those units, in addition to any other required housing mitigation. Where condominium conversions can be approved, the applicant is required to provide a relocation plan for existing tenants, as required by the Subdivision Map Act and State law.

Live/Work Units

A live/work loft is an integrated housing unit and working space, occupied and utilized by a single household in a structure, either single-family or multiple-family, that has been designed or structurally modified to accommodate joint residential occupancy and work activity, and where the residential use is secondary and accessory to the primary use as a place of work. Live/work units are permitted in D, OMR, and MLR Commercial Zoning Districts. Live/work units must meet the requirements and design standards outlined in Section 17.52.150 of the Municipal Code. The residential space within the live/work unit is to be occupied by at least one individual employed in the business conducted within the live/work unit.

Second Dwelling Units

Consistent with Government Code Section 65852.2, secondary residential units are permitted in all residential zones. A secondary unit must meet specified development standards, Municipal Code 17.52.270, and may be either attached to the primary dwelling or separate from the primary dwelling. A manufactured or modular unit placed on a permanent foundation may also be used as a secondary unit. Secondary units may be rented separately, unless the primary dwelling is rented, and the sale of a secondary unit separate from the primary unit is prohibited.

Mobile Homes

Mobile and manufactured homes offer an affordable housing option to many low and moderate-income households. Mobile homes are defined in the Municipal Code as a single-family dwelling and are permitted in all residential zoning districts in the Town, according to the same development standards applied to site-built single-family homes. According to the California Department of Finance, 147 mobile homes were located in Mammoth Lakes in 2013.

Mobile Home Parks

The Zoning Code also includes a "Mobile Home Park" (MHP) zone, which specifies various development standards for mobile home parks. Mammoth Lakes has two mobile home parks, both of which were created before the Town was incorporated, and which are zoned MHP. Development standards for the MHP zone include:

- A minimum park area of ten acres;
- A minimum park street frontage: 200 feet;
- A minimum site area per unit of 5,000 square feet;
- Minimum setback of 20 feet adjoining a street, and ten feet adjoining another lot line
- Maximum height of 35 feet; and
- Minimum of 50 square feet of recreation area for each mobile home space.

A zoning map amendment is required to rezone property to MHP. In addition, Design Review is also required. The Town estimates that review of the rezoning application could take a year or more, depending on the complexity of the project, and requires Town Council approval of the rezoning request (Table 3-41).

The Town has not received any applications for a mobile home park since incorporation; it is uncertain why this is the case, but likely reasons are a shortage of large undeveloped residentially – zoned properties within the Urban Growth Boundary, and high local land costs, rather than the burden of the development review process. The re-zoning process reflects reasonable processes intended to ensure compatibility of any proposed mobile home park with surrounding uses, and that such a use

would be designed and operated in a manner consistent with community standards and policies, similar to any other similar large-scale residential development.

Manufactured Homes

Per Section 65852.3 of California's Government Code, a town or a city shall allow the installation of modular housing units, constructed in compliance with the Uniform Building Code (UBC), and manufactured homes certified under the National Manufactured Housing Construction and Safety Standards Act of 1974 (42 U.S.C. Secs. 5401 et seq.), on an approved permanent foundation system, pursuant to Section 18551 of the California Health and Safety Code, on lots zoned for conventional single-family residential dwellings.

The Town of Mammoth Lakes has approved several housing developments that have been constructed with modular buildings. Pursuant to Section 17.144.020 of the Municipal Code, single detached family units for occupancy by one household, and located on a separate lot from any other unit (except second living units, where permitted) includes individual manufactured housing units. Manufactured housing is expected to follow the same permitting process and regulations as buildings with traditional construction.

Group Living Quarters and Single Room Occupancy Units

Shared living quarters without separate kitchen or bathroom facilities for each room or unit, are offered for rent for permanent or semi-transient residents on a weekly or longer basis. This classification includes clean and sober facilities, rooming and boarding houses, dormitories and other types of organizational housing, private residential clubs, and extended stay hotels intended for long-term occupancy (30 days or more) but excludes hotels and motels, and residential care facilities. Group living quarters are allowed in the multi-family residential zones with a use permit.

Single room occupancy facilities contain housing units that may have kitchen and/or bathroom facilities and are guest rooms or efficiency units as defined by the State Health and Safety Code. Each housing unit is occupied by no more than two persons and is offered on a monthly rental basis or longer. Single room occupancy facilities are allowed with a use permit in both the OMR and MLR commercial zone districts.

Farmworker Housing

The Town of Mammoth Lakes does not have any farm or agricultural land within its jurisdictional boundaries, or farmworkers living in the town. Furthermore, there is not significant agricultural activity within the vicinity of Mammoth Lakes. Therefore, farmworker housing is not a need for this community.

Emergency Shelters, and Supportive & Transitional Housing

As noted in Chapter 2, Mammoth Lakes does not have a large homeless population, due in large part to the harsh winter climate. The Inyo Mono Advocates for Community Action (IMACA), located in Bishop, provides emergency food and shelter services for Mono and Inyo Counties. IMACA's hotel/ motel voucher program, created in partnership with the Salvation Army, pays for individuals without shelter to stay in a local hotel or motel for a few nights. The Mammoth Lakes Police Department also assists homeless individuals in securing emergency shelter for both domestic violence or stranded individuals (snowed-in, hotels booked). Wild Iris, a community-based non-profit agency, will find shelter or provide a safe haven in Mammoth Lakes for individuals who are leaving an abusive situation.

Described in Section 17.144.020 of the Municipal Code, emergency housing is a temporary, short-term residence where occupancy is limited to six months or less. Transitional housing is limited at no less than six months and supportive housing units have no limit on length of stay. Pursuant to Section 17.52.290 of the Municipal Code, transitional and supportive housing constitute a residential use and are subject only to those restrictions that apply to other residential uses of the same type in the same zoning district. Emergency shelters are permitted in the OMR Commercial Zoning District. The Town's zoning regulations pertaining to emergency shelters and supportive and transitional housing therefore, complies with SB 2 by permitting these uses in at least one zoning district by right without discretionary action, subject to the same development and management standards that apply to other uses within these districts. Analysis of available land use capacity in the OMR Commercial Zoning District indicates there are nine vacant parcels that could be available for the construction of an emergency shelters. At least one emergency shelter should be adequate to accommodate Mammoth Lakes' relatively small population in need of such services.

As with other projects, Design Review is required for new construction, reconstruction, rehabilitation, alteration, or other projects involving improvements to exterior of a structure, site, or parking area. However, certain projects are exempt from the Design Review requirements which are enumerated in Chapter 17.88 of the Municipal Code, including the exemption for new construction of emergency shelters or renovation of an existing building to create an emergency shelter (Section 17.88.020.A.5) which also complies with SB 2. Per the Zoning Code temporary emergency shelters shall be permitted in any zoning district for a chapter maximum of 30 days in any 90-day period, provided that the facilities are approved by the Building Department and Mammoth Lakes Fire Protection District prior to use.

Seasonal Worker Housing

Because of the shortage of rental units during the winter months, some seasonal workers have slept in cars or RVs as alternatives to living in cramped living quarters or leaving the area. Anecdotal evidence suggests that some seasonal workers have illegally occupied vacant buildings or camped on Forest Service land around the town (this is likely more common in summer than in winter, due to severe weather conditions). As previously discussed, in order to sufficiently mitigate the increased workforce housing demands created by new development, the Town's Municipal Code, and the adopted Interim Affordable Housing Mitigation Policy include provisions to require workforce housing as part of new development. In 2011, Mammoth Lakes Housing, Inc. commissioned a Housing Needs Assessment. The Housing Needs Assessment included employee and employer surveys, a trends analysis of demand for housing, and discussions specific to issues and demand for seasonal employee housing in Mammoth Lakes.

Given the resort-nature of the community, leisure and hospitality is the largest contributor to seasonal jobs in both the winter and summer season, which includes many of the seasonal jobs provided by Mammoth Mountain Ski Area. These jobs account for large fluctuations in the demand for housing, with peak demand during the winter ski season. As noted in the Mammoth Lakes Housing Needs Assessment (2011), when competing for accommodations with visitors who are also leasing units during the ski sea, this can make it not only challenging for seasonal employees to find available housing, but second-home renters also help drive up rents.[22]

[22] Mammoth Lakes Housing Needs Assessment, 2011.

DEVELOPMENT PERMIT PROCEDURES

Development permit procedures are designed to facilitate orderly residential development to ensure public health, safety, and general welfare. The Town can encourage the ongoing construction, maintenance, and improvement of housing by reducing, to the extent possible, the time and uncertainty involved in gaining approvals for various development permits. This section outlines the target time frames for planning entitlement review and approval of new residential projects.

The Town has a streamlined application process to reduce impediments to the provision of housing. Residential development, as a primary permitted use in the appropriate zones, may be permitted ministerially through staff design review, if required, and plan check. Table 3-40 indicates the permitted and conditional uses for residential development in the various residential and commercial zones.

The timeframe for development review in the Town of Mammoth Lakes depends mostly on the complexity of the project. In particular, projects seeking zone code changes or that propose Specific Plans or Master Plans require legislative approval and therefore have a longer timeframe for review. Furthermore, as the Town is approaching build-out and available sites for development are more limited, the complexity of many projects may also be due to site constraints. As shown in Table 3-41, the planning, engineering, and design review phase, which usually runs concurrently with the CEQA process, often requires the most time during the entitlement and planning phase but, typically takes less than a year. The building review phase, necessary to start construction of the structure(s) and subsequently achieve a certificate of occupancy, requires a maximum of two months. The Development Review Process is outlined in The Town of Mammoth Lakes Development Review Process Flowchart, Chart 3-1. Typically, processing time for an application to build a single-family home is two to four months, depending on whether design review is required; a multiple-family project requiring a Major Design Review permit may take four months up to over a year, including cumulative time to approve the use permit and building permit.

Table 3-41 Development Review Timeframes

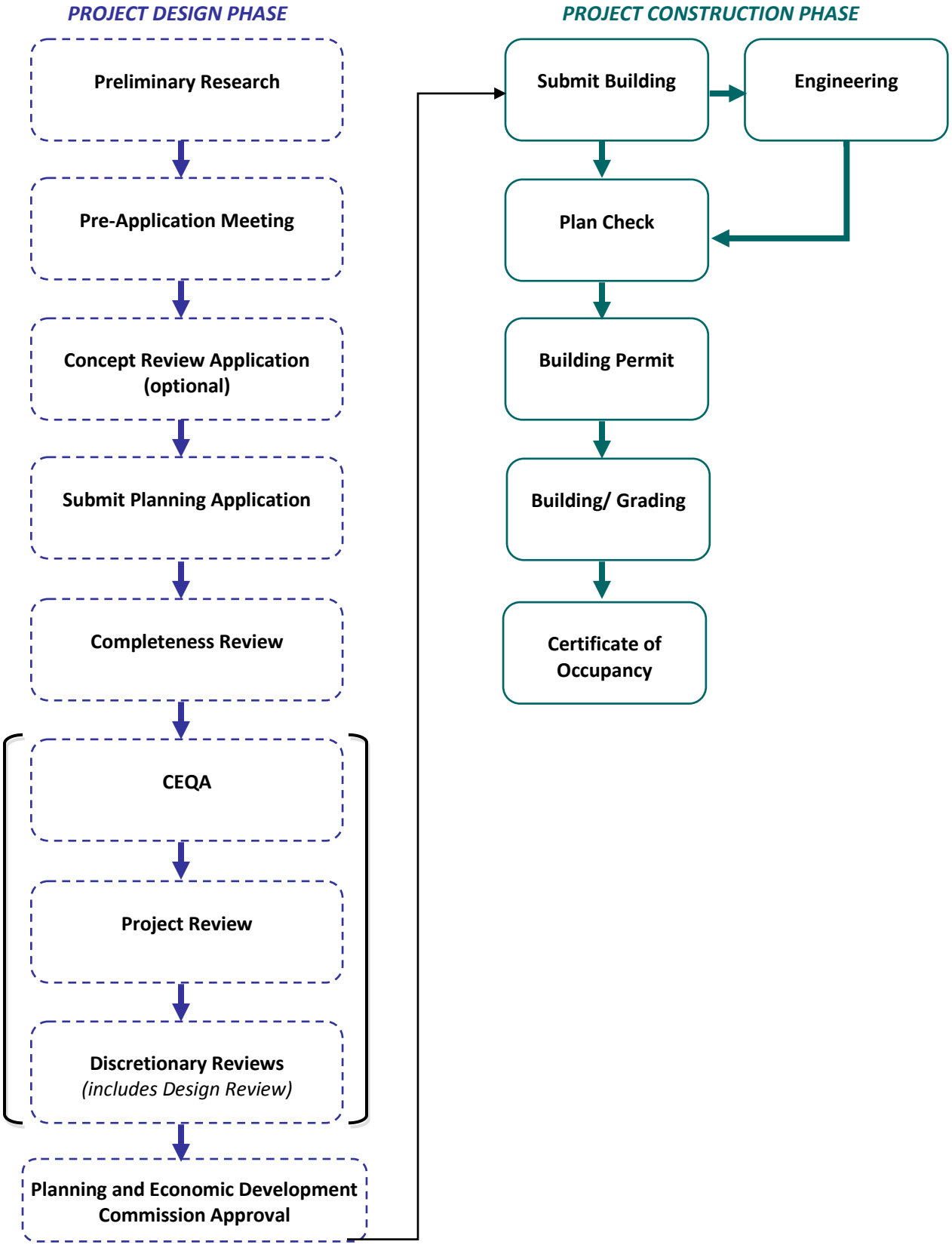
Entitlement/Planning Phase	*Concept Application/Review (optional)*	*Application Intake/Completeness Review(s)**	*Review Phase*** *Planning/Engineering and Design Review*	*CEQA*	*Planning & Economic Development Commission and/or Town Council Hearings*	
Administrative Permit	NA	30 Days	14-30 Days	0 Weeks***	NA	NA
Design Review (Minor Project)	NA	30 Days	14-45 Days	0 Weeks***	NA	NA
Design Review (Major Project)****	30-90 Days	30-60 Days	1-2 Months	0-9 Months	2 Weeks	NA
Use Permit Application	30-90 Days	30-90 Days	2-4 Months	0-9 Months	3 Weeks	NA
Tract Map/Parcel Map****	30-90 Days	30-90 Days	2-6 Months	0-9 Months	3 Weeks	NA
Legislative Action (General Plan, Zoning Amendment, Master or Specific Plan)	30-120 Days	30-90 Days	4-12 Months*****	4-12 Months*****	3 Weeks	3 Weeks

Building Phase	*Intake & 1st Plan Check*	*Second Plan Check (if needed)*	*3rd Plan Check (if needed)*	*Building Inspections*	*Certificate of Occupancy*
All Projects	30 Days	14 Days	10 Days	Within 24 hours of request	3-7 days

Notes:
All timeframes reflect Town staff work periods only; applicant work periods or delays may lengthen these schedules. All timeframes also reflect calendar days, not working days.
* 30-day completeness review(s) are conducted in compliance with the Permit Streamlining Act.
** CEQA and project review typically run concurrently
***Assumes Categorical Exemption
**** May be processed concurrently with a Use Permit or other application type
***** Timeframe depends on complexity of project (e.g. degree of deviation from current development standards, potential environmental effects, degree of off-site improvements required, etc.)

Source: Town of Mammoth Lakes, 2014

Chart 3-1 Development Review Process flow Chart



DISTRICT PLANNING

In June 2007, the Town Council adopted a policy that established district planning. District planning is a structured process that studies the wider geographic area and conditions relevant to a project application and its site, project alternatives, and how it fits into the General Plan Vision Statement, goals, and polices for the Town. The goal of planning by district is to provide the best and most current information to the community, Town staff, Commissions, and Town Council to assist with decisions and recommendations. This includes setting goals, policies, programs, and review of development applications. Achieving greater public participation through this process was also important to the Town.

Major steps of district planning were the following, with public workshops held with each phase:

- Definition of the district boundaries and scope of work.
- Selection of a consultant to undertake the work to develop the district plan.
- Plan preparation (typically) in four phases:
    - Existing Conditions, Opportunities and Constraints Analysis.
    - Alternatives Development.
    - Alternatives Analysis and Selection.
    - Plan Development and "acceptance"

Prior to 2007, district plans were principally associated with major projects that requested an amendment to their existing zoning. Since the policy adoption, district planning has been completed, with Town Council's acceptance of the Townwide Neighborhood District Planning document in 2012.

The accepted district plan represents a refinement of General Plan policies, and articulation in more detailed form of land use, mobility and urban design goals for individual areas. The district plan helps to clarify community expectations for development as projects move forward, including those related to the production of housing. District plans have been incorporated and codified through the Zoning Code Update and will not create an additional "layer" of review outside of the typical application of zoning and development standards.

DESIGN REVIEW

The Town's Design Guidelines apply to all commercial and multiple-family development and single-family development within certain master plan areas and/or visually sensitive areas of town. These Design Guidelines have been written to provide a greater level of detail regarding the design of development that promotes the Town's Vision Statement, General Plan and Municipal Code. Many of the above-mentioned development projects are subject to review by staff, Planning and Economic Development Commission, and/or the Advisory Design Panel (ADP) based on location and the regulations and guidelines set forth by the Town. As was shown in Table 3-41, the design review process is part of the overall planning review process. The overall planning process can take anywhere from 30 days to just over a year, depending on the size and complexity of the project.

On a long-term basis, the Town's raised expectation for project design that has accompanied adoption of the existing Design Review procedures and the Design Guidelines may have resulted in some overall increases in the cost to develop in Mammoth Lakes. For example, an articulated or pitched roof, which is preferred in the Design Guidelines, may be more expensive to design, engineer and construct than a flat roof. However, the Design Guidelines do not prescribe specific materials or design but detail a variety of options that the Town prefers. Historically, therefore, staff, the ADP and Planning and Economic Development Commission has been able to work constructively with applicants through the design review process to reach mutually acceptable design solutions that do not typically result in significant increases in construction costs. Typical findings for a design review approval are that the proposed project would be consistent and harmonious with the design of adjacent development, that the project would not cause excessive or unsightly grading or tree removal, to ensure that the design is visually harmonious with surrounding development and natural land forms, and that the project would maintain and enhance the image, attractiveness, and environmental qualities of the town.

USE PERMITS

In the various zones, certain uses are permitted subject to the granting of a use permit. Because of their unusual characteristics, these uses require special consideration so that they may be located properly with respect to their effects on surrounding properties. In order to achieve this purpose, the

Planning and Economic Development Commission (Commission) is empowered to grant or deny applications for use permits and to impose reasonable conditions upon the granting of such permits.

Within 21 days following the closing of the public hearing on a use permit application the Commission shall act on the application. In approving a use permit, the Commission may impose specific development conditions relating to the construction (both on- and off-site improvements), establishment, maintenance, location, and operation of the proposed activity, as it finds are reasonable and necessary to ensure that the approval will be in compliance with the findings (see below).

Examples of appropriate conditions include but not be limited to buffers, hours of operation, landscaping and maintenance, lighting, off-site improvements, parking, performance guarantees, periodic review of the permit with authority to modify or add new conditions based on the results of the review, property maintenance, signs, specified duration for the permit, surfacing, traffic circulation, etc.

The Commission shall make the following findings before granting a use permit:

- That the proposed use is consistent with all applicable sections of the General Plan and Title 17 of the Municipal Code and is consistent with any applicable specific plan or master plan;
- That the proposed use and conditions under which it would be operated or maintained will not be detrimental to the public health and safety, nor materially injurious to properties or improvements in the vicinity; and
- Other findings as the Commission deems necessary to support approval or denial of the proposed use.

Among the uses for which the Town requires a use permit are condominium conversions, single room occupancy units, group living quarters, assisted living facilities, and large residential care facilities in multiple-family residential zones. Because the Town has not received any applications for special needs housing, it is not possible to provide details on typical conditions that may be applied to these types of projects. However, the Town would treat such projects as uses "similar to and no more detrimental than" existing permitted uses in any (residential or commercial) zone; i.e. generally similar to other multiple-family or condominium uses: Typical conditions applied to condominium projects include:

- "Standard" planning and engineering conditions such as requirements for dedication of public access or easements, such as sidewalks and trails, and installation of required infrastructure.
- Conditions related to environmental mitigation (e.g. storm water managements, CEQA-required traffic or infrastructure improvements).
- Life safety and health-related conditions including requirements from the Mammoth Lakes Fire Protection District for provision of fire access.
- Special planning conditions related to occupancy and operation (for example, whether transient use is permitted), and terms of deed-restricted units, if any.
- Special conditions related to site development standards, parking etc.; in most cases, such conditions are only applied where an applicant has requested a reduced standard, which necessitates detailing the conditions that ensure the reduction will not result in negative impacts to neighboring uses.

A discussion of requirements for licensed residential care facilities is provided later in this chapter under the discussion of "Housing for Persons with Disabilities." To comply with State Law, the Zoning Code allows residential care facilities (with six or fewer residents) by right in both residential and commercial zones.

ZONING ADJUSTMENTS AND VARIANCES

Applicants may make requests for minor modifications or adjustments to certain requirements of the Town's Zoning Code when such requests constitute a reasonable use of property which is in the best interest of the Town but not permissible under a strict literal interpretation of the zoning regulations. These adjustments are permitted under Chapter 17.76 of the Municipal Code, and include a decrease of the required lot area, width or depth; a decrease of the required front, side, or rear yard setback; a decrease in the required distance between structures on the same parcel; an increase in allowable projections into a setback; an increase in the permitted height of a structure, fence or wall; an increase of the permitted height or area of signs; a decrease in the number of required parking spaces; and, an increase in the maximum allowable lot coverage. Chapter 17.76 specifies specific degrees for each of

the above permitted increases or decreases, with the exception of signs which is covered under Section 17.48.110 and parking which is covered under Chapter 17.44.

In compliance with Chapter 17.124 (Public Hearings), the Planning and Economic Development Commission conducts a public hearing on an application for a variance. All requests for variances must meet specific findings prescribed in California Government Code Section 65906 and must be approved by the Planning and Economic Development Commission.

Variances from the terms of the Town's zoning requirements shall be granted only when, because of special circumstances applicable to the property, including size, shape, topography, location or surroundings, the strict application of the Zoning Code deprives such property of the privileges enjoyed by other property in the vicinity or under identical zoning district; the approval does not constitute a grant of special privileges inconsistent with the limitations upon other properties in the vicinity or within the same zone; granting the variance would not authorize a use or activity which is not otherwise expressly authorized by the zone governing the property for which the application is made and would not be detrimental to public health, safety, or welfare, or injurious to the property or improvements in the vicinity and zoning district in which the property is located; the variance is consistent with the General Plan and any applicable specific plan and is in compliance with CEQA; and, is the minimum departure from the requirements of this Zoning Code necessary to grant relief, consistent with Chapter 17.72 (Variances).

Fees and Exactions

The Town collects fees and exactions from developments to cover the costs of processing permits ("planning fees") and providing the necessary services and infrastructure related to new development ("development impact fees").

Planning fees are calculated based on the average cost of processing a particular type of application. Table 3-42 summarizes planning, development, and other fees charged for residential development. Town policies do allow the waiving of processing fees upon application in special circumstances; the Town Council has typically waived planning fees for workforce and affordable housing projects. Impact fees are collected and, where necessary, to provide an adequate level of infrastructure, development projects may be required to construct or pay for the infrastructure.

Table 3-42 Planning and Development Fees

Development Fees	*Fee Charged*	
Building Permits	Fee varies according to valuation	
Design Review (Administrative – Major)[1]	Cost Accounted, up to a maximum of $7,033	
Use Permit	Cost Accounted. $2,500 Deposit	
Tentative Parcel Map	$6,243	
Tentative Tract Map	Cost Accounted. $6,000 Deposit	
General Plan Amendment	Cost Accounted. $10,000 Deposit	
Zone Code Amendment/District Zoning Amendment	Cost Accounted. $6,000 Deposit	
Environmental Review Fees[2]	$369 - Cost Accounted. $10,000 Deposit	
Sewer and Water Connection (MCWD Fees)	Depends on meter size and number of fixtures	
Development Impact Fees[3]	**Single Family**	**Multiple-Family**
Parkland & Recreation Fee	$818 - $1,367/unit	$2,892- $4,829/unit
Storm Drainage[4]	$6,775 - $7,018/unit	$1,976 - $2,380/unit
General Facilities[4]	$1,169 - $1,952/ unit	$1,169 - $1,952/ unit
Streets & Traffic Signals	$644 - $1,4264/unit	$644 - $796/unit
Law Enforcement	$635 - $1,061/unit	$635 - $1,061/unit
Fire	$1,182 - $1,560/unit	$745 - $1,561/unit
Transit & Trails[4]	$2,070 - $3,457/unit	$2,070 - $3,457/unit
Library	$340 - $2,001/unit	$340 - $1,721/unit
Child Care	$374 - $624/unit	$374 - $624/unit
Airport	$45 - $75/unit	$266 - $444/unit
Public Art	Exempt	0.005 x Valuation
In-lieu Low Income Housing Fee	$2.68/sf for area >2,500 sf	$23,222/unit

[1] Administrative design review completed at staff level; Major Design Review requires Planning and Economic Development Commission approval
[2] Fee dependent on type of environmental review required (Exemption, Neg. Dec. or EIR).
[3] Based on 2013-2014 Fee Schedule; Single family fees based on a 3,000 sq. ft. unit.
[4] May be partially deferred through Mello Roos District.
Source: Town of Mammoth Lakes, 2013-2014 Fee Schedule

The Town also levies fees on new development that are intended to mitigate the impacts of that development on community services and facilities. Historically, the number and amount of the Town-imposed Development Impact Fees (DIF) have been large, adding substantially to the cost to develop in Mammoth Lakes. In 2009, the Town commissioned an independent assessment of the DIF program, which concluded that fees should be reduced substantially for all categories of development on a permanent basis. The Town adopted an interim fee policy in November 2009, which reduced DIF by between 48% and 55% from its previous levels, depending on category. This fee schedule was adopted in May, 2010, and is substantially similar to the interim fee program. More recently, to help stimulate the local economy, the Town Council extended a temporary reduction to DIF for one to four unit residential projects, commercial projects, and remodel projects to July 31, 2014.

Fees are based on an analysis of the cost of future improvements and facilities needed to accommodate growth and development, and an assessment of the fair share of that cost that should be borne by new development. The Municipal Code provides that DIF and other fees are to be regularly reviewed and updated to ensure that they are accurate and fair.

Table 3-43 provides a hypothetical comparison between fees charged per unit to develop an eight unit single-family development versus an eight unit multiple-family (condominium) development.[23] The fees charged for multiple-family residential development are less than those charged for single-family for building permits and plan check, water and sewer connections, and school fees. However, they are higher for fees associated with a tentative tract map and design review, as well as a housing in-lieu fee of $23,222 per unit.

The above considerations result in a fee cost per unit that is greater for the 8-unit multiple-family development than an 8-home single-family development. However, a significant portion of this is associated with the housing fees that would apply to the multiple-family condominium development. If the 8-unit multiple-family project were rental units, rather than condominiums, neither the affordable housing “in lieu” fee, nor the costs to process a tentative tract map would be incurred, which would reduce the total fee amount from a little over $53,000 per unit to about $30,000 per unit.

[23] This comparison is hypothetical only to provide a "per unit" comparison between single family and multiple-family development. In practice, few opportunities exist in Mammoth Lakes to develop eight single-family lots as a single project.

Table 3-43 Estimate of Planning and Development Fees and Costs (Based on 2013-2014 Development and Housing Fee Policies)

	Single-Family Unit (Non-Transient) [1]	*Multiple-Family Unit (Non-Transient Condominiums) Per Unit Equivalent Cost* [2]	*Notes/Assumptions*
Tentative Tract Map	Not required	$750	TTM required for 8 unit condo project; $6000 (deposit only)
Building Permits/Plan Check	$7,597	$3,971	Per valuation (Table 3-36) and fee schedule
Design Review	$0	$879	Design review fee for 8 unit condo project $7,033
Environmental Review	$375	$1,250	Cost for Negative Declaration; $10,000 (deposit only)
Development Impact Fees	$2,371	$14,491	Applied temporary reduction for 1 - 4 unit residential development (only includes DIF for fire, library and child care)
MCWD Water Connection	$5,155	$4,124	One SF ERU = .75 multi-family ERU (Per MCWD, 1 ERU = 39 fixture units; 1 Kitchen and Approx. 3 Bathrooms)
MCWD Sanitary Sewer Connection	$2,297	$1,837	One SF ERU = .75 multi-family ERU (Per MCWD, 1 ERU = 39 fixture units; 1 Kitchen and Approx. 3 Bathrooms)
Housing In-Lieu Fee	$0	$23,222	
School Fees	$5,260	$2,873	
Total Per Units Project Fees	**$23,055**	**$53,397**	
Total Project Fees (8 Units)	**$184,440**	**$427,176**	

[1] 2,000 habitable square feet, and average construction costs per unit of $240/sq. ft. =$480,000

[2] Assumes multiple-family unit constitutes approximately 0.75 ERU (Equivalent Residential Unit)

Source: Town of Mammoth Lakes, 2014.

It should also be noted that without the temporary reduction in development fees for 1-4 residential development, the project fee for a single family unit would be approximately $40,000. As noted elsewhere in this chapter, recent revisions to the Development Impact Fee and Housing Mitigation Fee program have resulted in significant reductions in fees over previous levels, particularly for smaller residential projects.

Building Codes and their Enforcement

The Town has adopted and enforces the Uniform Building Code. This ensures that all housing units are built to specific standards. The building code is developed by the International Conference of Building Officials and the State. The Town updates its Code according to Conference updates with some minor amendments to reflect local conditions, including seismic activity, wind, and snow loads. Some of these local amendments may result in additional construction costs, since they require additional engineering and structural elements to ensure that buildings will withstand heavy snow loads and other stresses.

The Building Division of the Community and Economic Development Department enforces building codes at the time of construction. Compliance actions after construction are addressed by the appropriate Town staff typically on a complaint basis. The identification and response to code violations is a cooperative effort within the community. Residents and visitors play an important role helping to identify a wide range of possible code violations such as illegal dumping or spillage of garbage and debris.

Housing for Persons with Disabilities

Review for Reasonable Accommodation Procedure

It is the policy of the Town of Mammoth Lakes to provide reasonable accommodation for persons with disabilities seeking fair access to housing in the application of its zoning and building regulations.

Any disabled person who requires reasonable accommodation in the application of a zoning or building regulation that may be acting as a barrier to fair housing opportunities may do so on a form provided by the Community and Economic Development Department. The applicant is required to

provide the information identifying the individual's disability under the Fair Housing Act and why the accommodation is necessary to make the specific housing available to the individual. No fee is required for a reasonable accommodation request. After the application is deemed complete, the Director shall approve, conditionally approve, or deny the reasonable accommodation request based on the findings in Section 17.80.040 of the Municipal Code.

The Town of Mammoth Lakes makes information about requesting reasonable accommodation with respect to zoning, permit processing, or building laws readily available at the Town Community and Economic Development Department Office and accommodation is discussed as an option during pre-application consultations in appropriate situations. In an effort to remove constraints on providing housing for persons with disabilities, the Town has adopted reasonable accommodation regulations to allow zoning and building flexibility as needed on a case-by-case basis to facilitate retrofitting to meet accessibility requirements. As the Town of Mammoth Lakes does not have any special permitting requirements for residential care facilities of six or fewer residents, the approval process is similar to that of a primary permitted use. Please see the discussion of "Licensed Residential Care and Assisted Living Facilities" below for additional information on this topic.

Review Zoning and Land Use Policies and Practices

The Town periodically reviews its zoning laws, policies, and practices to ensure compliance with fair housing law. The Zoning Code states that handicapped parking spaces shall be provided on site in compliance with California Building Code Standards. Parking spaces required for the disabled count toward compliance with the number of parking spaces required in Chapter 17.44 (Parking and Loading Standards). The Town does not have special residential parking standards for persons with all disabilities, but the Town Code does allow for the reduction of parking requirements for special needs housing if a project proponent demonstrates the need for a reduction in parking, per the Town's reasonable accommodation provisions.

Neither the Land Use Element of the General Plan nor the Municipal Code impose special requirements for the siting of special needs housing, and thus minimum distances between two or more special housing needs developments are not required. However, setbacks and separations are applied according to zone and would apply to special needs housing development in accordance with the zone in which it is developed.

The Town Municipal Code does not currently have occupancy standards that apply specifically to unrelated adults and not to families.

Licensed Residential Care and Assisted Living Facilities

The Lanterman Developmental Disabilities Services Act (Sections 5115 and 5116) of the California Welfare and Institutions Code declares that mentally and physically disabled persons are entitled to live in normal residential surroundings. This classification includes facilities that are licensed by the State of California to provide permanent living accommodations and 24 hour primarily non-medical care and supervision for persons in need of personal services, supervision, protection, or assistance for sustaining the activities of daily living. It includes hospices, nursing homes, convalescent facilities, and group homes for minors, persons with disabilities, and people in recovery from alcohol or drug addictions. The use of property as a licensed residential care facility for the care of six or fewer persons is considered a residential use that is permitted in all residential zones. No local agency can impose stricter zoning or building and safety standards on these homes than otherwise require for homes in the same district. The Town has never received an application for this type of project. To comply with California law, the Town's Zoning Code permits licensed residential care facilities serving six or fewer residents by right in zones that permit single-family and multi-family residences. Residential facilities with six or more residents are allowed with a use permit in the multiple-family residential zones and with an administrative permit in the OMR and MLR commercial zone districts.

Assisted living facilities are a housing arrangement chosen voluntarily by the residents, or the resident's guardians, conservators, or other responsible persons where 75 percent of the residents are at least 62 years of age, or if younger, have needs compatible with other residents; and where varying levels of care and supervision are provided, as agreed to at the time of admission or as determined necessary at subsequent times of reappraisal. Assisted living facilities may include kitchenettes within individual rooms. Assisted living facilities are permitted in both the OMR and MLR commercial zone districts. Convalescent homes, provide a higher level of care with 24-hour medical, convalescent or chronic care to individuals who, by reason of advanced age, chronic illness or infirmity, are unable to care for themselves, are allowed with a use permit in the OMR commercial zone district.

Evaluation of the Permit and Processing Procedures

The Town of Mammoth Lakes does not have substantive barriers within its planning, zoning, and building permit processing procedures that effect the development of facilities for persons with disabilities.

The Town processes requests to retrofit homes for accessibility through a standard building permit. Reasonable accommodation is granted for requests that may require an accommodation of the zoning or building code for the retrofit project.

The Town does not have any special conditions or use restrictions for residential care facilities with six or fewer residents. This allows for the conversion of an existing residence to a residential care facility without any special permits or approvals, other than a building permit which could be required for retrofit construction. If a residential care facility is in a zone where it is a permitted use that does not require Commission approval, public input is not sought. Residential care facilities that provide on-site services are treated the same as any other residential development so there are no special zoning or building permits required. Permits that may be required by the State or the Department of Health and Human Services are the responsibility of the residential care facility owner/operator, and not an issue of planning and zoning.

Review of Building Codes

The Town of Mammoth Lakes adopted the Uniform Building Code most recently in 2013 and continues to update its Code according to the International Conference of Building Officials and the State updates. Although the Town of Mammoth has amended its Municipal Code to reflect local conditions, including seismic activity, snow loads, wind design, and cold weather construction, it has not made any amendments to the California Building Code (CBC) and the International Building Code (IBC) that would diminish the ability to accommodate persons with disabilities.

The Town's Reasonable Accommodations ordinance does provide for accommodation for persons with disabilities in the enforcement of building codes and issuance of building permits. The process for requesting reasonable accommodation in the enforcement of building codes and issuance of permits is the same as it is for zoning, as mentioned above. In making a determination regarding the reasonableness of a requested accommodation, the following factors are considered:

- Special need created by the disability;
- Potential benefit that can be accomplished by the requested modification;
- Potential impact on surrounding uses;
- Physical attributes of the property and structures;
- Alternative accommodations that may provide an equivalent level of benefit;
- In the case of a determination involving a one-family dwelling, whether the household would be considered a single housekeeping unit if it were not using special services that are required because of the disabilities of the residents;
- Whether the requested accommodation would impose an undue financial or administrative burden on the town; and
- Whether the requested accommodation would require a fundamental alteration in the nature of a program.

On/Off-Site Improvements

Public improvements for new residential developments are integral to the planning and development process. Developers are required to provide public improvements to ensure the health, welfare and safety of the community and future residents of new developments. Minimum improvement standards are applied to ensure that new public improvements are adequate to serve new development. While the cost of providing public improvements, as well as specific construction standards and details regarding how they are built, may influence the cost of housing, they are a necessary component of providing quality and sustainable residential development.

Currently, the Sidewalk Master Plan and the Storm Drain Master Plan mandate on/off site improvements within the Town of Mammoth Lakes.

Street standards outlined in Section 17.16.260 of the subdivision regulations requires that the width of the right-of-way for an arterial or collector street or highway shall be a minimum of 80 feet, and the width of the local street shall be a minimum of 60 feet, with a minimum of 30 feet of pavement as determined by the Public Works Director. The Public Works Director may approve modifications

including: a minimum dedicated right-of-way width of 40 feet, a minimum of 24 feet of paving, a minimum of 20 feet of snow storage easement, with 10 feet on each side of the street, within RR, RSF, and R zones.

Curb and gutter requirements are outlined in the Town of Mammoth Lakes Sidewalk Master Plan, Storm Drain Master Plan, and the Street Standards detailed above.

Sidewalk requirements are detailed in the Sidewalk Master Plan, Trail System Master Plan, and other environmental and development mitigation documents.

Storm drainage requirements are outlined in the Master Storm Drain Plan, and when determined necessary due to the intensity and/or type of proposed development.

Sewer and water infrastructure development requirements are determined on a site-by-site basis as determined necessary to serve the needs of the project or as otherwise required by the Mammoth Community Water District.

Review of any project and improvements required will also be based upon applicable master or specific plans, environmental documentation, Caltrans and other agency review, district planning, and other adopted policies.

The Town is fully served with water and sewer infrastructure. The Mammoth Community Water District (MCWD) adopted an Urban Water Management Plan (UWMP) in 2010 and is due to complete an update to this document in 2015. According to the UWMP, under current conditions (2010), MCWD has adequate water supply to meet community needs under the full range of water year types, including both the severe one year and sustained multi-year droughts. This is primarily due to the availability of local groundwater resources, which provide 40% of supply under average conditions, nearly 90% of the supply in a severe one year drought, and 60% of the supply over a three year sustained drought. In 2013, the MCWD settled a dispute with Los Angeles Department of Water and Power that limits the amount of water MCWD can use to 4,387 acre-feet annually. This amount is consistent with expected build-out in the UWMP and the Town's General Plan. The 4,387 acre-feet includes delivered potable water, process water, recycled water, and other non-revenue water uses. Furthermore, MCWD grants priority to proposed development that includes housing affordable to lower-income households consistent with Senate Bill 1087.

MCWD also identified some deficiencies in sewer capacity during its 2005 connection fee study and several improvements/upgrades needed to the system including a new sewer trunk line along Meridian Boulevard from Old Mammoth Road to the treatment plant; increase in sewer line capacity along Center Street for Manzanita Road to Main Street; and a new relief sewer through the Shady Rest site. Collection of connection fees from future development would fund these improvements and ensure that they would not prove to be a constraint to future development.

There is adequate capacity in existing wastewater treatment and solid waste disposal facilities to accommodate future housing development.

4 HOUSING RESOURCES

4.1 REGIONAL GROWTH NEEDS 2014-2019

In accordance with Government Code Section 65584.06, the Department of Housing and Community Development prepared a Regional Housing Need Allocation (RHNA) Plan to determine the projected housing needs for Mono County and the Town of Mammoth Lakes (Town). As seen in Table 4-44, the Town's share of the entire County RHNA is 62 percent; this allocation is based on demographic projections developed by HCD.

Table 4-44 Regional Housing Need Allocation (RHNA) Plan (January 2014 - June 2019)

Jurisdiction	*Extremely Low*	*Very Low*	*Low*	*Moderate*	*Above-Moderate*	*Total*	
Mammoth Lakes	8	9	12	14	31		74
Percentage of Total	*10.8%*	*12.2%*	*16.2%*	*18.9%*	*41.9%*	*100%*	*62%*
Unincorporated Mono County	5	6	7	9	19		46
Percentage of Total	*10.9%*	*13.0%*	*15.2%*	*19.6%*	*41.3%*	*100%*	*38%*
Total	**13**	**15**	**19**	**23**	**50**		**120**

Source: Regional Housing Needs Allocation Plan (Jan. 1, 2014 - June 30, 2019)

The Plan allocates the projected Countywide housing need between the unincorporated County and the Town across the various income categories, based on demographic data and a "fair share" policy adjustment. The RHNA plan covers the 5 ½ year planning period of January 1, 2014 through June 30, 2019. No new units have been constructed since the beginning of the planning period of January 1, 2014.

4.2 AVAILABLE LAND TO ACCOMMODATE HOUSING

As part of the Housing Element Update process, Town staff inventoried all lands within Mammoth Lake's Urban Growth Boundary (UGB) suitable for future residential development. As discussed in Section 4.3, expansion of the UGB is not anticipated to be necessary to accommodate the RHNA. State law requires that the community provide an adequate number of sites to allow for and facilitate production of the Town's regional share of housing. To determine whether the Town has adequate sites to accommodate its share of regional housing needs for all income groups, the Town must first identify "adequate sites." Under State law, (California Government Code section 65583(c)(1)), adequate sites are those with appropriate development standards and with services and infrastructure needed to facilitate and encourage the development of a variety of housing for all income levels.

The State suggests a two-part analysis to determine if a locality's sites are adequate:

a) Analysis of the realistic development capacity of suitable land, that is or will be served by infrastructure, to produce Mammoth Lake's total new construction need for each income group over the next five years.

b) Analysis of relevant zoning standards for a variety of housing types, including single-family, multifamily, and mobile homes, and at appropriate densities to meet the Town's regional housing need by income category, including very low and low-income households.

The residential sites identified and discussed in this chapter meet the criteria above, and are within the definition of adequate sites as provided by State law. As discussed in greater detail below, all of the sites have, or will have access to public facilities over the next five years.

4.3 LAND INVENTORY

The Town of Mammoth Lakes encompasses approximately 24 square miles, with the majority of that area comprising public lands administered by Inyo National Forest. Only about 4 square miles, defined by the Town's Urban Growth Boundary (UGB), is under private ownership, and therefore developable. The Town does not anticipate that the UGB will be modified or expanded in the foreseeable future.

Two major components make up the Town's inventory of suitable sites.

1) Resort designated and Master Planned areas that include land allocated for affordable housing, approved housing projects, sites entitled for or otherwise committed to residential development, including affordable housing, and larger (>0.5 acre) vacant and underutilized sites in the Residential Multi-Family zone. Many of these are sites that will be required to provide housing as a result of the Town's inclusionary housing requirements, or are subject to the Affordable Housing Overlay zoning.

2) Other vacant land that is currently zoned for residential uses, as well as underutilized properties that are not developed to their full zoning capacity.

RESORT DEVELOPMENT, MASTER PLANNED AREAS AND OTHER APPROVED PROJECTS

A number of sites within the Town of Mammoth Lakes have approved development plans that would include a range of housing types, including affordable housing. These include projects that are within approved Master Plans and Specific Plan areas, which are subject to an approved use permit, and/or which are otherwise committed to providing additional affordable housing units. The locations of these projects are shown in Figure 4-1, and the projects are summarized in Tables 4-45 and 4-46. Table 4-45 summarizes the reasonable estimate of each site's ability to accommodate a share of the regional housing need during the Housing Element Planning Period; Table 4-46 includes additional detail of the anticipated affordability levels of those units, based on actual approvals or on the Town's inclusionary housing requirement. It should be noted that several of the projects include a combination of lodging and residential units; in those cases, only the residential units are summarized in Table 4-46.

Each of the sites is described below. The discussion for each site includes an analysis of the realistic and viable development opportunities offered by each site, based on zoning and infrastructure conditions, as well as the status and timing of needed development approvals. Please also refer to Chapter 3, which provides a detailed discussion of applicable zoning and development standards, and their ability to facilitate or constrain the production of housing. As noted in that chapter, the Town's zoning densities and development requirements were found to be appropriate and not to unduly constrain residential development for any given sector of the population, including low- and very-low income residents.

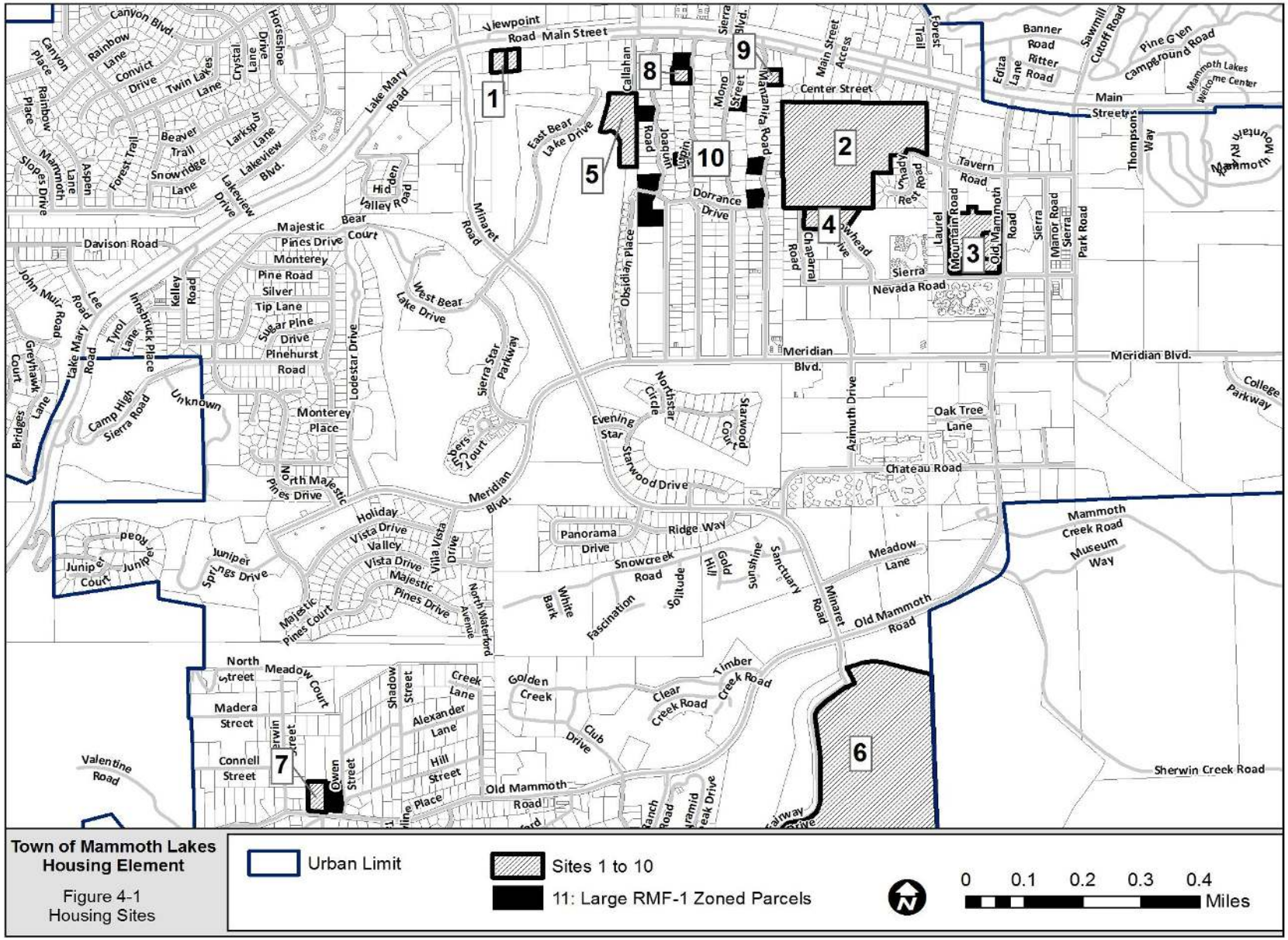

Town of Mammoth Lakes
Housing Element
Figure 4-1
Housing Sites
Urban Limit
Sites 1 to 10
11: Large RMF-1 Zoned Parcels
0 0.1 0.2 0.3 0.4
Miles
1
2
3
4
5
6
7
8
9
10
Viewpoint
Main Street
Center Street
Lake Mary Road
Canyon Blvd.
Rainbow Lane
Convict Drive
Twin Lakes Lane
Crystal Lane
Horseshoe Drive
Canyon Place
Rainbow Place
Mammoth Slopes Drive
Aspen Lane
Forest Trail
Beaver Trail
Snowridge Lane
Larkspur Lane
Lakeview Drive
Lakeview Blvd.
Hidden Valley Road
East Bear Lake Drive
Callahan Road
Joaquin Road
Mono Street
Manzanita Road
Main Street Access
Sierra Blvd.
Forest Trail
Banner Road
Ritter Road
Edita Lane
Sawmill Cutoff Road
Pine Glen Campground Road
Mammoth Lakes Welcome Center
Main Street
Thompsons Way
Mammoth RV
Tavern Road
Dorrance Drive
Chaparral Road
Aspen Road
Rimrock Road
Laurel Mountain Road
Old Mammoth Road
Sierra Manor Road
Sierra Park Road
Sierra Nevada Road
Obsidian Place
Minaret Road
Majestic Pines Drive
Bear Court
Monterey Pines Drive
Pine Road
Silver Tip Lane
Sugar Pine Drive
Pinehurst Road
Lodestar Drive
West Bear Lake Drive
Sierra Star Parkway
Davison Road
John Muir Road
Lee Road
Kelley Road
Tyrol Lane
Innsbruck Place
Lake Mary Road
Greyhawk Court
Bridges Lane
Camp High Sierra Road
Unknown
Monterey Place
North Majestic Pines Drive
Meridian Blvd.
Rubers Court
Northstar Circle
Starwood Court
Evening Star
Starwood Drive
Azimuth Drive
Oak Tree Lane
Chateau Road
College Parkway
Holiday Vista Drive
Valley Vista Drive
Majestic Pines Drive
Majestic Pines Court
North Waterford Avenue
Juniper Springs Drive
Juniper Court
Panorama Drive
Ridge Way
Snowcreek Road
Gold Hill
Sunshine Sanctuary
Meadow Lane
Mammoth Creek Road
Museum Way
White Bark
Fascination
Solitude
Minaret Road
Old Mammoth Road
North Meadow Lane
Madera Street
Connell Street
Irwin Street
Owen Street
Shadow Street
Creek Lane
Alexander Lane
Hill Street
Golden Creek
Clear Creek Road
Timber Creek Road
Club Drive
Valentine Road
Old Mammoth Road
Sherwin Creek Road

Table 4-45 Housing Sites Subject to Approved Permits, Plans, or Affordable Housing Overlay Zoning

Site or Project Name	*Site Size (Acres)*	*APN*	*Zoning*	*General Plan*	*Permitted Density (DU/Acre)*	*Maximum Unit Potential*	*Estimated Actual Production of Housing Units*
1. Holiday Haus	1.55	33-10-017, 33-110-01	Mixed Lodging/ Residential (MLR)	C-1	12 Units/ 80 Rooms*	18.6 Units or 124 Hotel Rooms	14 Units
2. Shady Rest Master Plan	25.00	35-010-20	RMF-1 (AH)	HDR-1	12 Units	172 Units	60 Units
3. Clearwater Specific Plan/Old Mammoth Place	6.09	35-230-06 35-230-07	Clearwater Specific Plan (CSP)	CSP	12 Units/ 80 rooms*	73 Units or 488 Hotel Rooms	8 Units
4. MMSA Arrowhead Road	1.24	35-16-083	RMF-2	HDR-2	12 Units	15 Units	15 Units
5. Lodestar Housing Site	3.6	33-33-062	R	R	8 Units	30 Units	30 Units
6. Snowcreek Master Plan	143	40-07-011	R	R	8 Units	790 Units and 200 Hotel Rooms	47 Units
7. Ettinger, 2144 Old Mammoth Road	1.09	22-242-14	RMF-1	HDR-1	12 Units	12 Units	10 Units
8. Tihana Townhomes, 48 Lupin Street	0.53	33-122-08	RMF-1	HDR-1	12 Units	9 Units**	9 Units
9. Saraf, 41 Manzanita Road	0.49	33-125-01	RMF-1	HDR-1	12 Units	6 Units	4 Units***
10. Hill Duplex, 200 Lupin Street	0.23	33-143-014	RMF-1	HDR-1	12 Units	2 Units	2 Units
11. Large Vacant/Underutilized RMF Sites (See Table 4-47 for detail)	5.83	Various (see Table 4-47)	RMF-1	HDR-1	12 Units	70 Units	48 Units
						Total	**247 Units**

* The Town specifies permitted density for hotels and lodging uses in terms of rooms per acre.
** Nine units permitted by use permit, based on Zoning Code Update allowing one-bedroom units up to 850 sf to equal one half unit of density.
*** Two units exist on this site, for a net addition of four units.

Source: Town of Mammoth Lakes Community and Economic Development Department, 2014

Table 4-46 Summary of Projected Housing Units 2014-2019, By Category[1]

Site or Project Name	*Zoning*	*Extremely Low*	*Very Low*	*Low*	*Moderate*	*Above Moderate*	*Total*
1. Holiday Haus	MLR	0	0	0	14	0	14
2. Shady Rest Master Plan	AH	0	20	20	20	0	60
3. Clearwater Specific Plan/Old Mammoth Place	CSP	0	0	4	4	0	8
4. MMSA Arrowhead Road	RMF-2	10	5	0	0	0	15
5. Lodestar Housing Site	R	5	5	10	10	0	30
6. Snowcreek Master Plan	R	0	0	0	0	47	47
7. Ettinger, 2144 Old Mammoth Road	RMF-1	0	0	0	0	10	10
8. Tihana Townhomes, 48 Lupin Street	RMF-1	0	0	0	0	9	9
9. Saraf, 41 Manzanita Road	RMF-1	0	0	0	0	4	4
10. Hill Duplex, 200 Lupin Street	RMF-1	0	0	0	0	2	2
11. Other Large RMF-1-Zoned Sites (See Table 4-47 for detail)	RMF-1	0	0	0	24	24	48
Total		**15**	**30**	**34**	**72**	**96**	**247**
Net Remaining RHNA (see Table 4-49)		8	9	12	14	31	
Balance with Construction of Projected Housing Units (Number in parentheses indicates surplus of units beyond RHNA allocation)		(7)	(21)	(22)	(58)	(65)	

[1] Proposed hotel rooms are not included in residential unit totals shown in this table.

Source: Town of Mammoth Lakes, 2014

1. Holiday Haus

The Holiday Haus project is located on Main Street in the Mixed Lodging/Residential (MLR) Zone, which permits both residential and commercial uses. A use permit for the Holiday Haus project was approved in October 2008, and an extension was granted until October 22, 2016. A State automatic extension (AB 116) further extended the Holiday Haus approvals to October 22, 2018. The project includes a 120-room condominium hotel, and in conformance with the Town's on-site affordable housing mitigation requirements, 14 moderate-income affordable housing units, including one unit reserved for the hotel manager. The project was awarded a State housing density bonus to allow for the 14 affordable housing units to be included on-site. The site currently houses an existing hotel, and utilities and infrastructure are therefore fully available for a future development. Construction costs for the affordable housing units would be borne by the project developer; as permitted by the 2009 interim fee and housing policies, the affordable units would not be subject to Development Impact or Housing Mitigation fees, thus reducing their cost. Affordability of the units would be assured through deed restriction; which would be developed prior to issuance of a Certificate of Occupancy for the units. It is anticipated that, similar to past projects, a minimum 55-year deed restriction would be applied.

2. Shady Rest Master Plan

The Shady Rest Master Plan was approved in 1991, and allows for up to 172 units of housing on the approximately 25-acre site, with those units to include 120 units of very-low and low-income, and 52 units of moderate income housing. The site is also zoned RMF-1, with an Affordable Housing (AH) overlay that requires the site to be developed with very-low, low- or moderate income housing. The site was obtained from the US Forest Service as part of a land exchange. The land exchange, and preparation of the 1991 Master Plan were treated as mitigation for the affordable housing demand of the Trails Subdivision. Without amendment of both the Municipal Code and the Master Plan, any development on this site would have to include this prescribed number of affordable housing units.

The relatively low number of units assigned to this large parcel (an effective density of 6.88 units/acre) is reflective of some of the environmental and other constraints associated with this site, including somewhat limited site access, the presence of a wetland area (approximately 7 acres), and its

currently forested character, which the Town and community have an interest in retaining to a reasonable extent. At the same time, it reflects a realistic and conservative assessment of total development capacity.

The Town was in discussions with the current property owner in 2007 and 2008 regarding an application to update the existing Master Plan and to increase the number of allowed units on site. Although this application is withdrawn, due to the economic downturn, there is a continuing active interest in developing the site as a workforce-housing neighborhood. Since the creation of the Master Plan, the community has reaffirmed its support to see this site developed as anticipated in the plan, including the defeat of a 1996 voter initiative to modify the existing Master Plan.

The site is presently undeveloped, however, as an infill site, surrounded by existing development, extension of infrastructure on to the site would not be a significant constraint to its development, and extension of water, sewer and storm-drain infrastructure is contemplated in Town and Mammoth Community Water District infrastructure plans. Since the site is subject to a Master Plan and to the AH overlay, it would require a formal action of the Town to alter its zoning. Although unlikely to occur, any re-zoning would likely be to restore the property to its underlying RMF-1 zoning, which would continue to allow multi-family residential development at up to 12 units per acre. This would allow for a minimum of 300 housing units, which exceeds the 172 currently allocated in the Master Plan.

In order for development of the Shady Rest Site to move forward, the Town will require the 1991 Master Plan to be updated to reflect the General Plan and new planning considerations that have arisen since adoption of the Master Plan. Although the Town has no control over when the site's owner may choose to proceed with the site's development, it recognizes the substantial opportunity presented by the site and expects to work closely with the property owner to facilitate the Master Plan update. The Town of Mammoth Lakes Downtown Neighborhood District Plan Report (DNDP) was completed in June, 2010 and accepted by the Town Council on September 1, 2010. The DNDP describes the major planning concepts for Shady Rest and identifies it as a livable workforce neighborhood. The DNDP also provides a development concept and a series of images showing the types of housing and open space that might be included on the site and will act as the basis and facilitate the Master Plan update.

The Town's typical process would allow for the Master Plan update to be complete within 18 months of its initiation. It is expected that, in establishing zoning requirements for the property, the Master

Plan would provide for streamlined and simplified review of future projects that conform to its requirements. To support this, the Housing Element includes a policy for the Town to work with the applicant to incorporate development standards, policies and procedures that will create a balanced mix of housing types and range of affordability for the local workforce; can create a livable workforce neighborhood; and streamline the approval process for subsequent projects brought forward under the Master Plan.

Because of the need for the Master Plan to be updated, it is probable that the entire 172 units allowed on this site would not be constructed during the Housing Element period. Therefore, Tables 4-45 and 4-46 conservatively assume that only about one-third of the units would be constructed by 2019, including a mix of very low, low and moderate income units.

Since no specific development proposal has been brought forward for this site, details of how construction of the units would be funded are yet to be determined. Given the affordability levels required by the existing Master Plan, it is likely that some form of partnership would be necessary to facilitate the construction of at least a portion of the units. The Town would be supportive of such a partnership, potentially with cooperation from Mammoth Lakes Housing Inc., to develop this site as intended.

3. Clearwater Specific Plan/Old Mammoth Place

The Town adopted a Specific Plan for the 6.09 acre Clearwater site, located along Old Mammoth Road, in January 2009. The site currently houses a 156-room motel and two restaurants. The Specific Plan allows for the construction of a more intensive mixed-use project than the existing on-site development, that includes a hotel, ground level commercial space, and which requires that all of the project's workforce housing demand be accommodated on site. The Specific Plan allows that the on-site workforce housing would be exempt from the density calculation for the site. Following adoption of the Specific Plan, tentative tract map and use permit applications for the Old Mammoth Place project were approved in March 2010, with an extension granted until April 21, 2018. Demolition, grading and building permits would be required prior to construction, which may take two to three months to complete for a project of this size and complexity. As a redevelopment site, the Specific Plan area is fully served by all needed infrastructure. The development of the Specific Plan included the preparation of detailed conceptual plans that illustrated the feasibility of accommodating the

proposed development intensity on this site; the Specific Plan also includes modified development standards for height, setbacks and lot coverage that would permit the proposed density on the site to be achieved. The Use Permit applies these standards to the proposed Old Mammoth Place project.

Consistent with the Specific Plan, the Old Mammoth Place project includes a proposed eight units of workforce housing that would be built in conjunction with the project. The Town's housing mitigation policy requires that these units be targeted at income levels of 120% AMI or less; therefore half of the units are assumed to be low-income and half for moderate income households.

The property is within the North Old Mammoth Road district, which the General Plan and the North Old Mammoth Road District Study cite as an opportunity area for focused redevelopment as Mammoth's "town center", incorporating exactly the type of higher intensity infill and redevelopment as anticipated in the Specific Plan and included in the Old Mammoth Place entitlements.

Affordability of the units would be assured through deed restriction; which would be developed prior to issuance of a Certificate of Occupancy for the units. It is anticipated that, similar to past projects, a minimum 55-year deed restriction would be applied.

4. MMSA Arrowhead Road Site

Mammoth Mountain Ski Area (MMSA) owns this 1.24 acre site, which is included in its current land inventory as a site for a future employee housing project. As remaining MMSA properties build out over the next 5 to 7 years, housing mitigation will be required; this is likely to include development of the Arrowhead Road site. Given the location of this site, the profile of other properties owned by MMSA, and the fact that it adjoins a similar MMSA-owned employee housing project, it is highly unlikely that MMSA will elect to develop this site with anything other than employee housing units.

An estimated 15 units have been assigned to this site, based on the maximum zoning density in the RMF-2 zone of 12 units per acre. The units are projected to be in the extremely low, and very low - income categories, based on the typical wages for MMSA's seasonal workforce and current rental rates for existing MMSA employee housing units, which range from $400 to $650 per person per month.[24] Historically, and with similar projects developed by MMSA, including both dormitory-style

[24] http://jobs.mammothmountain.com/housing/rates/index.cfm; accessed February 4, 2014

and more traditional apartment-style developments, this maximum density has proven to be achievable. The site is surrounded by existing development and therefore has access to utilities and infrastructure. Since, as seasonal employee housing the units would be rental apartments or rooms, the Town would only require a design review of a future project. A stand-alone design review requires a Planning and Economic Development Commission approval, and typically takes three to five months to complete.

Affordability of the units would be assured through deed restriction; which would be developed prior to issuance of a Certificate of Occupancy for the units. It is anticipated that, similar to past projects, a minimum 55-year deed restriction would be applied.

5. Lodestar Housing Site

The Lodestar Housing site is located within the Lodestar Master Plan area, also zoned Resort. This site is north of the Tallus project and south of the San Joaquin Villas housing project, and located in Area 2 of the Lodestar Master Plan. The Resort Zone permits residential uses, including workforce housing, consistent with the adopted Master Plan. The Lodestar Master Plan allows a variety of residential uses, including affordable housing, throughout the Master Plan area. The South Districts Neighborhood District Plan, which was accepted by Town Council in 2011, describes the vision for the Lodestar Master Plan area (Sierra Star). It recommends workforce housing on the Lodestar Housing site. San Joaquin Villas located within the Master Plan Area, immediately to the north of the site was successfully developed with 40 units of affordable and workforce housing in 2007/8, at a density of approximately 18 units per acre. Therefore, the development of this site with affordable housing is consistent with both the zoning and Master Plan designations for this site.

Some development constraints, including the presence of a golf flyway easement, do limit the maximum developable area of the site, as do Town development standards for lot coverage, height, setbacks and snow storage requirements. Thirty units of housing are projected for this 3.6 acre site (an effective density of 8.3 units per acre) and represent a realistic and conservative estimate of the total potential units that the site could yield. It takes into account the above constraints, although more may ultimately be possible. The site is proximate to other development and to water, sewer and other infrastructure, and extending utilities on to this site would not be a constraint to development. Based

on similar recent projects, 10 of the 30 units are projected to be for extremely low and very low-income households, 10 for low-income households and 10 for moderate-income households.

Depending on whether the proposed units were rental apartments or for-sale units, the Town may require a Use Permit to be approved, or simply a Design Review permit. A Use Permit would typically take four to eight months to complete; a design review takes approximately three months to five months to complete. Following the design review or use permit process, grading and building permit submittals would be required, which may take two to three months for approval, assuming that more than one round of plan check comments would be needed.

Affordability of the units would be assured through deed restriction; which would be developed prior to issuance of a Certificate of Occupancy for the units. It is anticipated that, similar to past projects, a minimum 55-year deed restriction would be applied.

6. Snowcreek Master Plan

The Snowcreek Master Plan update was approved in July 2009. The Master Plan site is also zoned Resort, which permits a range of lodging and residential uses. The update includes a total of 790 residential units, of which a proportion is specified to be dedicated to workforce housing to meet the Town's workforce housing mitigation requirements. A Use Permit, Administrative Permit, and/or Design Review Permit would be required for each phase of the project's development, with an estimated processing time of three to eight months, based on the complexity of this project. The Snowcreek Development Agreement was approved by the Town Council in June, 2010. The Development Agreement included 47 on-site affordable housing units that will be dispersed throughout the project, and it is anticipated that half of these units will be sold at 175% of the AMI and the other half of the units will be sold at 200% of the AMI.

Although the site is currently undeveloped, the project EIR and Master Plan identified no constraints to development of the site in terms of extending infrastructure or services. The Master Plan includes preliminary infrastructure plans that demonstrate the feasibility of providing utility services. The Mammoth Community Water District has indicated its ability to serve the entire project with water, including the affordable housing units.

Affordability of the units would be assured through deed restriction; which would be developed prior to issuance of a Certificate of Occupancy for the units. It is anticipated that, similar to past projects, a minimum 55-year deed restriction would be applied.

7. Ettinger Project

The Ettinger project is a 10 unit town-home project, located on Old Mammoth Road, for which a Use Permit and Tract Map were approved in October 2007, with an extension granted until October 24, 2016. The site is zoned Residential Multi Family 1 (RMF-1), which permits a maximum density of 12 units per acre and is intended for non-transient residential development. Ten units have been approved in the Use Permit for this 1.09-acre site. In its findings to approve the project the Planning and Economic Development Commission concluded that there was adequate infrastructure available and the site was able to accommodate the proposed number of units. All of the units would be for-sale at market rate (i.e. in the above-moderate category), with no deed restriction. A grading and construction permit would be needed prior to construction, which may take two to three months to complete. Since the Use Permit and Map continues to be valid, it is reasonable to assume that the project would be built in the Housing Element period.

8. Tihana Townhomes

The Tihana Townhomes project had a Use Permit and Tract Map approved in January 2008, with an extension granted until January 23, 2017. The project is approved to construct 9 town-home condominium units on a 0.53-acre site on Old Mammoth Road. The site is zoned Residential Multi Family 1 (RMF-1), which permits a maximum density of 12 units per acre and is intended for non-transient residential development. The nine units were approved based on a previous Zoning Code provision that allowed small residential units under 850 square feet to be counted as one half unit of density. In the use permit approval, adequate infrastructure was found to be available and that the site was able to accommodate the proposed number of units. All of the units would be for-sale at market rate (i.e. in the above-moderate category), with no deed restriction. A grading and construction permit would be needed prior to construction, which may take two to three months to complete. Since the Use Permit and Map continues to be valid, it is reasonable to assume that the project would be built in the Housing Element period.

9. Saraf Apartments

The Saraf Apartments are a six-unit rental project located on Manzanita Road, for which the Planning and Economic Development Commission approved a Design Review in 2008, with an extension granted until October 10, 2015. The site is zoned RMF-1, which permits non-transient residential uses at a maximum density of 12 units per acre. The six units approved for the site is consistent with the zoned density allowed for the half-acre site. There are currently two units on the site, so the project would result in the net addition of four housing units. As a rental project, only a design review approval was required; demolition, grading and building permits will be required to develop the project. Findings for the design review approval included that the site could accommodate the proposed development and that adequate infrastructure exists.

10. Hill Duplex

The Hill Duplex project includes two units located on a .23 acre RMF-1 site on Lupin Street. Administrative Design Review 12-005 for a new duplex was approved in November 2012 and the building permit plan check for this project is underway.

11. Other Large Residential-Zoned Properties

In addition to the ten sites listed above, staff performed an analysis of other suitable sites within the Residential Multiple 1 (RMF-1 Zone). The RMF-1 allows for higher density residential development at up to 12 dwelling units per acre, but does not permit transient or nightly rental, thus making it more likely that units developed within this zone will be available to meet the housing needs of local residents, rather than nightly visitors or second homeowners. The analysis considered properties that were either vacant or included only a single-family residence. As evidenced in the Saraf site listed above and for a number of other projects, it is reasonable to assume that such sites will redevelop more intensively in the future.

The inventory of sites is shown in Table 4-47, below. The maximum permitted density in the RMF-1 zone is 12 units per acre, and this density has been shown to be realistic and achievable based on similar multifamily projects in this zone. Table 3-38 in Chapter 3 includes a summary of existing residential density, showing that the average density of multi-family projects in the RMF-1 zone is 9.2 units per acre. Furthermore, a number of affordable housing projects have been built within this zone

Table 4-47 Residential Development Capacity Analysis, Large Sites in RMF-1 Zone

Address	*Parcel Size*	*APN*	*Zoning*	*Maximum Density*	*Assumed Density*	*Potential Units*	*Existing Units*	*Net Units*
191 Dorrance	0.51	33-142-01	RMF-1	12 DU/Ac	9 DU/AC	5	1	4
262 Manzanita	0.63	33-147-07	RMF-1	12 DU/Ac	9 DU/AC	6	1	5
206 Manzanita	0.54	33-147-05	RMF-1	12 DU/Ac	9 DU/AC	5	1	4
26 Lupin Street	0.54	33-122-07	RMF-1	12 DU/Ac	9 DU/AC	5	1	4
97 Mono Street	0.53	33-134-04	RMF-1	12 DU/Ac	9 DU/AC	5	1	4
122 Joaquin Road	0.55	33-131-02	RMF-1	12 DU/Ac	9 DU/AC	5	1	4
324 Joaquin Road	0.85	33-170-01	RMF-1	12 DU/Ac	9 DU/AC	8	0	8
256 Joaquin Road	0.65	33-141-03	RMF-1	12 DU/Ac	9 DU/AC	6	0	6
2116 Old Mammoth Road	1.03	22-242-26	RMF-1	12 DU/Ac	9 DU/AC	9	0	9
Total	**5.83**						**Total**	**48**

in the past decade, including three MMSA employee housing developments and Mammoth Lakes Housing Inc.'s Jeffreys apartment complex, showing that this zone is capable of accommodating housing affordable to lower-income households. Nonetheless, in order to reflect a realistic development capacity, the analysis incorporates a more conservative assumption that the sites will develop at 75% of their maximum density (i.e. at an average of nine units per acre), which allows that some site constraints may limit the ability of all properties to develop at their maximum density.

All of the sites are infill sites within an established residential neighborhood, are served by infrastructure that would allow for their development or intensification. As shown in the Table above, based on these conservative assumptions, large vacant and underutilized sites have the potential to yield an additional 48 housing units during the Housing Element period.

While many of these projects would be for-sale condominiums, a certain proportion is likely to be developed as rental housing. As discussed in Chapter 2, some rental units are affordable to low-income and most to moderate-income and above households. Therefore, Table 4-46 assigns 24 of the projected 48 units to the moderate-income category and 24 to the above-moderate income category.

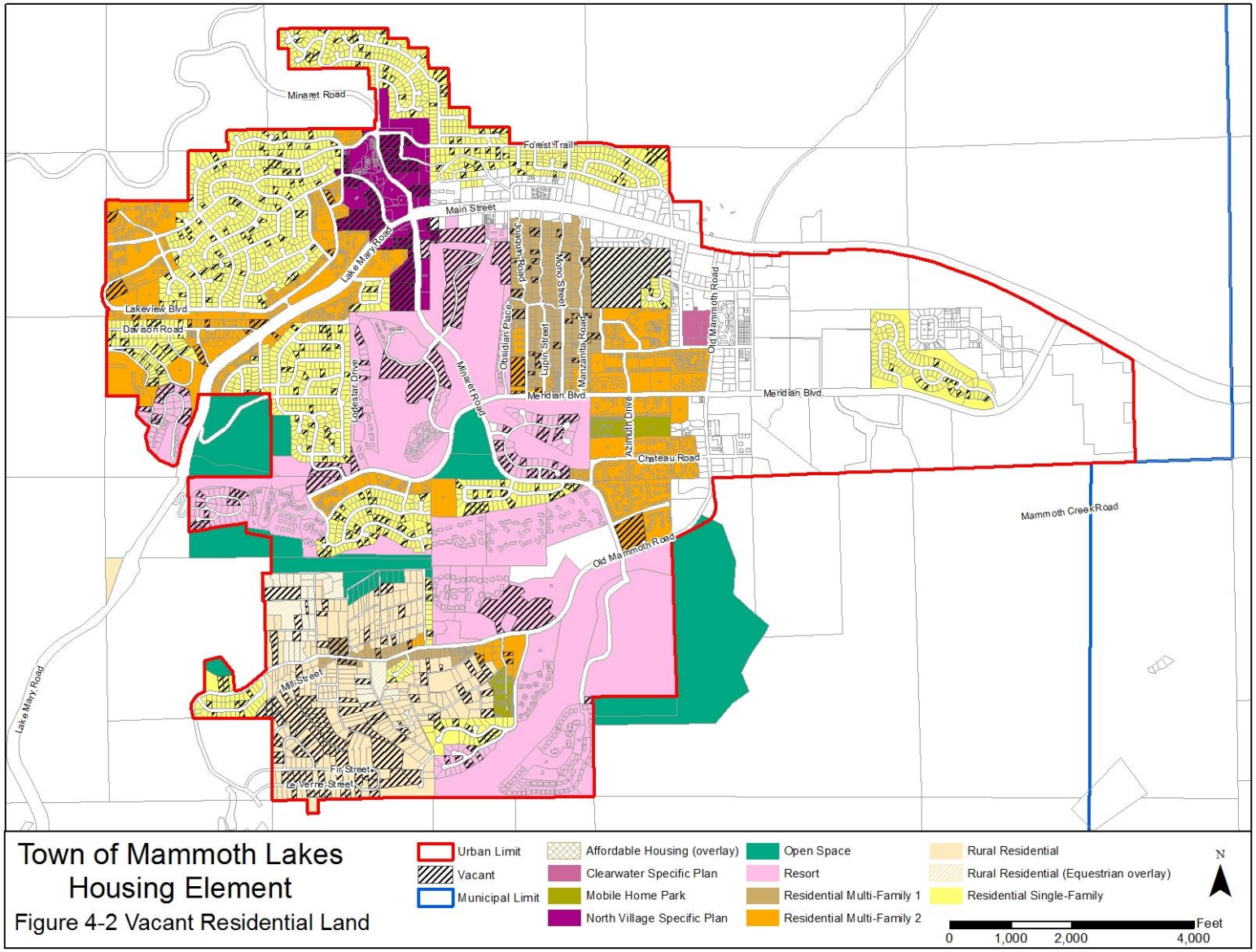
OTHER VACANT LAND ZONED FOR HOUSING

The Town defines four exclusively residential zones within its limits, and three other zones that allow for mixed resort, commercial and/or housing uses. Applicable development standards for these zones are outlined in Chapter 3, above.

The Residential Single Family (RSF) and Rural Residential (RR) Zones are intended for single-family residential development on large lots with a density range of 1-2 and 1-4 units per acre, respectively. Two higher density residential zones, Residential Multiple Family 1 (RMF-1) and Residential Multiple Family 2 (RMF-2) allow for densities of up to twelve units per acre. The potential yield of units from large sites within the RMF-1 zone is described in more detail in the sites inventory above. The Town also has two sites zoned Mobile Home Park (MHP), which include existing mobile home developments. In addition, all three of the Town's Commercial Zones (Downtown District, Old Mammoth Road District, and the Mixed Lodging/Residential District) permit multi-family residential uses, at up to 12 units per acre. Conservatively, the analysis in this section does not assume that any residential uses will be developed in the Commercial Zones, although in practice they may, particularly in the form of mixed-use projects. As noted above, several areas within the Town are zoned Resort (R) and two are zoned Specific Plan (SP). Although oriented towards recreation oriented and visitor-serving uses such as ski base lodge and golf-course facilities, lodging, and commercial development, residential uses including condominiums and single-family residential developments are also permitted. Because the Town's Housing Ordinance calls for projects to provide on-site housing mitigation, several of the adopted Master Plans include requirements for on-site affordable housing units.

Figure 4-2 shows vacant parcels in the town's Urban Growth Boundary that are zoned for residential development; these include a number of parcels within designated Master Plan and Specific Plan Areas, some which have approved entitlements associated with them; this is also the case for several of the vacant properties shown in other zones.

The inventory of vacant land is summarized in Table 4-48, and includes an estimate of the total number of residential units that might result from development of those sites. To avoid double counting, none of the units counted in the inventory of "Resort Development, Master Planned Areas and Other Approved Projects" above, are included in Table 4-48. In the case of the residential zones, adjustments have been made to provide as realistic an assessment of development capacity as possible.



Town of Mammoth Lakes
Housing Element
Figure 4-2 Vacant Residential Land

In particular, it is assumed that not 100 percent of vacant sites will develop, nor that those sites will develop at their maximum density (see footnotes in Table 4-48 for specific assumptions applied). These assumptions derive from a detailed study of vacant land capacity completed by the Town in 2009 and updated to reflect 2014 conditions, used to develop a more refined buildout model to be used for estimates of future population. The inventory also excludes residentially zoned land that is not available for development, such as Town-owned property that has been identified as open space areas, condominium common areas, and properties subject to conservation easements.

As shown in Table 4-49, based on these conservative assumptions, there is the potential for up to 983 additional residential units. Conservatively, the table shows all of these units as falling into the above-moderate category. However, the Interim Housing Policy incorporates an inclusionary set-aside of 10 percent of all market rate units as workforce housing units, limited to an affordability level no greater than 120% AMI. Therefore, it may be reasonable to expect a portion of these residential units to be dedicated for workforce housing. Assuming that approximately 25 percent of projects will comply with the inclusionary requirement by building units on-site, an additional 25 affordable housing units might be produced, in the extremely low, very low, low and moderate income categories.[25]

SUMMARY

As described in the above sections, and summarized in Table 4-49, the Town of Mammoth Lakes has a sufficient inventory of suitable sites to accommodate the remaining 74 units within the Regional Housing Needs Allocation that remain to be built over the Housing Element period. Based on the inventory of sites that are committed to development of affordable and workforce housing units, entitled projects with approved use permits, and capacity of large vacant and underutilized parcels in the RMF-1 zone, the Town can meet its fair share of the regional housing need in the extremely-low, very-low, low, moderate and above-moderate income categories.

[25] This estimate is based on the fact that the Housing Policy exempts certain residential project types from the inclusionary requirement, and the likelihood that a proportion of projects will satisfy their mitigation requirements through payment of in-lieu fees.

Table 4-48 Inventory of Vacant Residential Land

Zone	*Number of Vacant Acres*[1]	*Zoning*	*Permitted Density*	*Total Potential Residential Units*
Resort Zone[2]		R	Per Master Plan	
Altis Master Plan	n.a.	R	Per Master Plan	9
Greyhawk Master Plan	n.a.	R	Per Master Plan	15
Juniper Ridge Master Plan	n.a.	R	Per Master Plan	9
Lodestar Master Plan	n.a.	R	Per Master Plan	492
North Village Specific Plan[3]		SP	48 to 80 rooms/acre	50
Rural Residential	62 acres	RR	2 DU/Acre	96
Residential Single Family Zone	57 acres	RSF	4 DU/Acre	260
Residential Multi-Family 2[4]	14 acres	RMF-2	12 DU/Acre	52
Total				**983**

[1] Vacant acreage includes only privately held parcels with the potential to develop with new residential uses; a number of Town and other publicly-owned parcels are found within these zones, but have not been counted among the "available" acreage.

[2] Includes remaining unbuilt units within Master Plan Areas. The Snowcreek Master Plan is also zoned Resort, but is included among the estimated development amounts in Table 4-45 and 4-46 so is not included here.

[3] The North Village Specific Plan has an estimated remaining development capacity of 1,594 "rooms" (equivalent to approximately 797 residential units). Of these, 633 rooms are existing or entitled lodging rooms. The majority of the remaining properties expected to be developed as hotel or lodging uses; only an estimated 10 percent are assumed in this table to develop as residential uses (condominiums or rental housing).

[4] Estimate of total residential potential assumes that half of available sites will develop with residential, rather than lodging, uses and that those parcels will develop at an average density of 9 units per acre (75% of maximum density) due to potential physical development constraints. Total excludes 15 units for Arrowhead Road site shown in Table 4-45 and 4-46.

Other suitable sites planned for and dedicated to residential uses, including approved Master Plan areas, properties with existing use permits, and vacant residentially-zoned parcels, can easily accommodate the allocated number of above-moderate and market rate units. As discussed above, the Town's recently adopted interim housing policy would require at least a portion of these to be deed restricted below-market rate, thus contributing to the potential affordable housing supply.

Table 4-49 Summary of Projected Housing Units 2014-2019, by Category

Site or Project Name	*Extremely Low*	*Very Low*	*Low*	*Moderate*	*Above Moderate*
Total Estimated Housing Units: Housing Sites Subject to Approved Permits or Plans, large RMF-1 sites	15	30	34	72	96
Total Estimated Housing Units: Vacant Residential Land	0	0	0	0	983
Projected Housing Total	**15**	**30**	**34**	**72**	**1079**
Net Remaining RHNA	8	9	12	14	31
Projected Balance of Housing Units (number in parentheses indicated a surplus of units over RHNA Allocation)	**(7)**	**(21)**	**(22)**	**(58)**	**(1,048)**

Source: Town of Mammoth Lakes Community and Economic Development Department, 2014

In recent years, Mammoth Lakes Housing, Inc. (MLH) has proved successful in developing units to meet the needs of lower-income households, principally by constructing new housing units. Recently, MLH received grant funding to rehabilitate a triplex with an illegal fourth unit located on Old Mammoth Road, making the fourth unit legal, and make it available as affordable housing. This Housing Element includes policies and programs that support the on-going work of MLH and others to develop affordable housing opportunities, through allocation of substantial funding, and imposition of housing in-lieu fees intended to fund affordable housing programs and projects, including those aimed at extremely low income (ELI) households. Furthermore, this Housing Element includes a number of policies and programs aimed at providing housing for ELI households, including housing types such as mobile homes, supportive and transitional housing, seasonal employee housing (dormitory and SROs) and other groups that are most likely to fall within the ELI category. Programs also include changes to the Zoning Code that remove regulatory barriers to the production of second units, emergency shelter and transitional and supportive housing, and which allow for development concessions that support infill and mixed-use housing.

4.4 FINANCIAL AND ADMINISTRATIVE RESOURCES

A number of different resources are available to landowners and developers seeking to provide housing in the Town of Mammoth Lakes, with certain of those resources targeted towards the provision of affordable and workforce housing. This section describes those various resources, including local non-profit agencies and State or federal programs.

LOCAL RESOURCES

The most important local financial resources available for housing are those associated with the Town's Housing Ordinance, which requires projects to mitigate their workforce housing demand through direct provision of workforce housing units, or payment of in-lieu fees, and the Town's allocation of a proportion of Transient Occupancy Tax (TOT) revenues to housing. It should be noted that none of the projects listed in Table 4-45 are assumed to rely upon allocation of TOT or in-lieu housing fees to construct the affordable housing units that are shown, since (with the exception of Shady Rest), all are required mitigation units that would be built by their respective developer without input of Town or other non-private financial resources.

Affordable Housing Mitigation Ordinance and In-Lieu Fees

The Town is in the process of updating the existing Housing Ordinance (Municipal Code 17.136) to reflect the Housing Element Update and the interim housing mitigation policy adopted by Town Council in 2009. The interim policy sets revised (reduced) requirements for housing mitigation, including reliance on an inclusionary housing requirement for residential and lodging projects, revision of the in-lieu fee schedule for housing, and exemptions for certain project types from housing mitigation. This update would also ensure compliance with legal mandates (the "Palmer and Patterson" cases) regarding inclusionary housing programs. The updated Housing Ordinance is anticipated to be adopted and effective in 2014.

The Town requires most types of new development to mitigate a share of its affordable housing demand, by including on-site affordable units in conjunction with market rate units, or through payment of in-lieu fees that support affordable housing programs.

The Town receives payment of in-lieu fees for small residential and commercial projects based on the requirements set forth in the interim policy. As allowed in these regulations, projects that are required to directly provide workforce housing are permitted to pay in-lieu fees, subject to the approval of an Alternate Housing Mitigation Plan (AHMP). As directed by the regulations, these monies are deposited in the Affordable Housing In-Lieu Fund that may be used for the purposes of planning for, administering, subsidizing or developing affordable housing. As of February, 2014, the total funds available were $265,104.53.

With the recent economic downturn, development activity, and thus, fee revenues associated with that development have slowed dramatically. It is particularly difficult to quantify how much residential and commercial growth might be expected over the Housing Element Update period, given the degree of uncertainty in the development community overall. In the period 2010 to 2014, the Town collected a total of $62,424 in housing in-lieu fees, an average of $15,606 annually during the four-year period. Assuming this trend will continue, this annual average would amount to roughly $78,000 total over the course of the five year planning period.

Transient Occupancy Tax Allocation

One percent of 13 percent Transient Occupancy Tax (TOT) revenues was designated towards the development of workforce and affordable housing within the Town. As a resort community, TOT in Mammoth Lakes represents a significant portion of local revenues. Between 2009 and 2014, the Town collected an average of $10.5 Million annually in TOT, translating to an average of over $814,793 annually for housing. Due to the Town's Mammoth Lakes Land Acquisition (MLLA) settlement, this amount has been reduced, and it is anticipated that an average of $724,549 annually will be allocated to housing over the next five years. TOT will continue to be used as a local resource for the provision of workforce and affordable housing.

As noted below, these monies are principally dedicated to funding the work and programs of Mammoth Lakes Housing, Inc. (MLH), a non-profit organization formed by the Town with other participants in 2003. MLH has used these funds to leverage additional State and Federal grant funds to construct and acquire affordable housing units, to provide down payment assistance to qualifying households, and to provide assistance to qualified families to find and move into affordable housing

units. The Town may also work with other providers of affordable housing through direct funding and/or grant programs.

In 2011, the Town initiated a significant transient occupancy tax (TOT) enforcement program. The program incorporates a substantial outreach component to inform locals and second homeowners of the Town's short term rental regulations. The program addresses transient rentals in unpermitted zones and transient rentals in permitted zones that are not remitting the required tax. A TOT Committee was established to assist and provide direction in the Town's TOT enforcement efforts. The Town Council adopted Municipal Code revisions to facilitate this program. The Town continues to refine and improve the TOT enforcement program, including conducting audits and assessments and automating the TOT payment system to streamline the remitting process.

Non-Profit Organizations

Mammoth Lakes Housing, Inc.

Mammoth Lakes Housing, Inc. (MLH) is a private, not for profit, organization that was established in 2003 by the Town of Mammoth Lakes. The agency received its initial start-up funds in 2003 through equal contributions from the Town of Mammoth Lakes, Mammoth Mountain Ski Area, and Intrawest Mammoth. Mammoth Lakes Housing, Inc. receives the majority of its current operating funding from the Town of Mammoth Lakes, which in turn derives this money from an allocation of Transient Occupancy Tax revenues politically committed to workforce housing.

MLH's Board of Directors currently includes the Mayor of the Town of Mammoth Lakes, a Mono County Board of Supervisor, a community development professional and a former Councilmember and retired school teacher.

MLH has been successful in providing housing through a variety of programs. Utilizing state, federal, and local funding sources Mammoth Lakes Housing, Inc. has developed and/or rehabilitated 189 housing units in Mammoth Lakes and another 13 in neighboring jurisdictions. MLH currently operates a down payment assistance program to help homebuyers into homeownership. Recently, the organization completed the acquisition and rehabilitation of a four-unit affordable rental development.

MLH has worked closely with the Town of Mammoth Lakes to implement the Housing Element and the housing requirements of the Town's Municipal Code. This contractual relationship has effectively

secured grant and other funding, developed a more effective deed restriction program, and spurred the development of affordable units to meet the Regional Housing Needs, determined by the California Department of Housing and Community Development.

Inyo Mono Advocates for Community Action (IMACA)

IMACA is a private non-profit organization active that provides a range of social services functions, including some aimed at housing. IMACA manages the Glass Mountain Apartments, a 25 unit affordable housing project in Mammoth Lakes. IMACA administers the Housing Choice Voucher Program, with housing vouchers (Section 8) available in Mono County, distributes vouchers for emergency housing, and provides free weatherization and energy conservation services (such as heating upgrades) to qualifying households in Inyo and Mono Counties.

OTHER FINANCIAL RESOURCES

The Town and Mammoth Lakes Housing, Inc. have actively pursued and been awarded grant funding for housing-related projects. These applications are expected to continue over the course of the Housing Element period. State and Federal grants available to the Town include low-income housing tax credits, multifamily housing program grants, Affordable Housing Program (AHP) grants, HOME, CDBG, and others.

The Town and Mammoth Lakes Housing, Inc. have been awarded federal HOME funds for housing development over the past several years. HOME is a federally funded program that assists in the production and preservation of affordable housing for low and moderate-income families and individuals. The program funds a broad range of activities including new construction, acquisition and rehabilitation of rental properties. It is anticipated that additional applications will be made during the Housing Element Update period both for new construction and of rehabilitation of existing units.

MLH and the Town also apply regularly for Community Development Block Grant (CDBG) funds, which are applicable to a range of activities including housing acquisition and rehabilitation and homebuyer assistance, among others. MLH also funds its down payment assistance program through a variety of grant funded sources including HOME, CalHome, Workforce Housing Program, BEGIN, and CalHFA HELP.

Although these applications are becoming increasingly competitive, it is anticipated that the Town and MLH will continue to apply for and receive these funds, approximately every other year.

HOUSING STRATEGY

As discussed elsewhere in this Housing Element, the Town of Mammoth Lakes faces a complex and diverse series of local housing challenges. As the Town's non-profit housing organization, Mammoth Lakes Housing, Inc. plays a critical role helping to identify the community's housing needs, and develop targeted approaches and programs to address them. In 2011, MLH completed a Housing Needs Assessment that evaluated the available supply of housing to local housing needs. Through employee and employer surveys, interviews, and trend analysis, data were collected which will be used to influence the Housing Strategy which continues to be a priority of both the Town of Mammoth Lakes and Mammoth Lakes Housing, Inc. The Town expects to be closely involved with development of the Housing Strategy so that it can complement and effectively implement the Housing Element Update and Town's updated Housing Ordinance which is anticipated to be adopted in 2014. The Town will work with MLH to develop and adopt the Housing Strategy, in order to more effectively guide its work and allocation of resources towards development of workforce housing.

MLH and the Town anticipate that the Housing Strategy will be a guide for the Town and MLH in the administration and implementation of variety of housing programs conducted by MLH, and administration of regulations with which MLH has been assigned a review or advisory role, including the evaluation of workforce housing proposals, or Alternative Housing Mitigation Plans. The Housing Strategy will clearly outline the roles of Town staff as well as MLH staff so that the partnership can continue to function effectively and best serve the community.

4.5 ENERGY CONSERVATION OPPORTUNITIES

Energy conservation is important to housing affordability, since energy costs can constitute a significant proportion of housing costs. In Mammoth Lakes, with its harsh winter climate, homes that are poorly insulated or that have inefficient heating systems can drive up energy costs. Techniques such as use of passive solar construction (orienting buildings properly to gain solar heat energy), insulation treatments, and installation of energy efficient appliances such as on-demand water heaters can result in dramatic energy savings.

Energy efficiency and conservation are embedded in the Town's General Plan and Zoning Code Update. The Town's General Plan includes a goal that the Town "be a leader in use of green building technology." The following policies and actions are outlined in the General Plan and further addressed in the Zoning Code Update with the goal of reducing the per capita residential energy consumption:

- Encourage site design that uses green building techniques.
- Establish incentives for green building practices and LEED (Leadership in Energy and Environmental Design) certified buildings.
- Support development of a geothermal heating district for the Town including seeking grant-funding sources for geothermal heating projects.
- Establish regulatory framework to encourage and facilitate use of geothermal heating.
- Encourage building design and orientation for passive solar heating.
- Develop and implement standards that enable and encourage the application of passive solar in new and existing public and private development.
- Support energy efficiency opportunities through available resources such as Property Assessed Clean Energy (PACE) program.

The California Green Building Standards Code, Title 24, Part 11 of the California Code of Regulations (CALGreen) became effective January 1, 2014 and is California's first green building code. The purpose of CALGreen is to improve public health, safety and general welfare through enhanced design and construction of buildings using concepts which reduce negative impacts and promote those principles which have a positive environmental impact and encourage sustainable construction practices. CALGreen addresses: planning and design, energy efficiency, water efficiency and conservation, and environmental quality. It is the responsibility of builders and homeowners to comply with Title 24 standards, and for the Town to enforce those standards through plan check and code compliance inspections.

Southern California Edison (SCE), the local energy utility, offers a number of programs aimed at energy conservation to Mammoth Lakes' households, including home energy audits and rebates for energy efficient appliances. SCE also offers an energy rebate program for residential developers and

customers, and an Energy STAR new home program. The utility also publicizes other programs available to its customers such as the Federal Income Tax energy credit program.

The High Sierra Energy Foundation (HSEF) is a non-profit that is dedicated to promoting and supporting energy conservation in Mono and Inyo Counties. Among other sources, HSEF receives funding from the Town and from SCE. HSEF's programs have included publications on energy efficient practices and building strategies suitable for the Eastern Sierra climate, rebate programs, as well as an on-going public communication campaign to educate local residents about energy saving. As noted above, IMACA, a local non-profit, offers low cost weatherization and retrofit programs for qualifying households in Mono and Inyo Counties.

In addition to the above, Mammoth Lakes is situated in an area of high geothermal activity. Although not significantly utilized at present, geothermal resources present a tremendous opportunity for future heating needs. In anticipation of ground source heating being available in the foreseeable future, the Town has installed piping in several of its recent sidewalk construction projects that would allow them to use geothermal heat for snowmelt.

In 2010, Mammoth Pacific, LP, a subsidiary of Ormat Technologies, Inc., initiated the permitting process to expand its current geothermal operations in the Mammoth Lakes area. Preparation of an EIR is currently underway, and a draft document was released in winter of 2012, on which the Town provided comments. The Town will continue to be engaged in the process in 2014. In addition, the Town continues to work with the developers of the Mammoth View project who plan on drilling a geothermal injection well in 2014, for project's use of geothermal energy. The Mammoth View project is also anticipated to start grading work in 2014.

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5 HOUSING PROGRAM

This chapter includes the Town's strategy for meeting housing needs as described in Chapter 2 of this Housing Element, specifies the use of resources available to the Town, and the reduction of constraints to the availability of housing for all residents as described in Chapters 3 and 4. As required by State law, this chapter also contains quantified objectives for housing construction, housing rehabilitation, and the preservation of affordable housing. It specifies a five year action plan, that, among other aspects, identifies resources and strategies to support the development of affordable housing for all sectors of the community; to reduce governmental constraints to the provision of housing, conserve and improve the existing housing stock, and promote fair housing.

As described in Chapter 4, the Town's limited urban area, which is surrounded by public land, means that a decreasing amount of vacant land is available for new housing development. Much of that land is located within Master Plan areas that are intended for resort-oriented development, with the remainder consisting of infill development. The Town's requirement for affordable housing to be placed on-site with new development has meant that a sizeable number of workforce and affordable housing units are planned as part of the development of these Master Plan areas, or will be built in conjunction with major projects (totaling 183 acres). In addition to these resources, there are 6 acres of vacant residentially zoned property with the potential to supply a significant number of new affordable housing units.

5.1 EVALUATION OF ACHIEVEMENTS (2007-2014)

This section documents the Town's achievements under the 2010 Housing Element. It identifies the programs contained in the Element and describes the relative success of the Town to achieve those programs.

SUMMARY OF ACHIEVEMENTS

During the period of the previous Housing Element (2007-2014) the Town implemented a number of actions to plan for, accommodate, and facilitate the construction, rehabilitation, and preservation of affordable housing. Among these actions were:

- Ongoing financial support for Mammoth Lakes Housing, Inc. and its extensive program of services for direct provision and facilitation of workforce and affordable housing, through allocation of Transient Occupancy Tax revenues and housing in-lieu fees.
- Completed construction of three affordable housing projects:
    - Manzanita Apartments - 14 rental units restricted to households earning 60% or less of AMI. The project includes two 2-bedroom units and 12 3-bedroom units.
    - Aspen Village Phase 2 Condominiums – 24 for-sale units. The project includes eight units restricted to moderate income or less (120% of AMI or less) and 16 market rate units.
    - Jefferys Apartments – 14 rental units restricted to households earning 60% or less of AMI. The project includes six 2-bedroom units and eight 3-bedroom units in addition to an existing duplex with two 2-bedroom units, which is also restricted to 60% or less AMI.
- Acquired a multi-tenant property at 1829 Old Mammoth Road, the Star Apartments, which contained an illegal fourth unit. This structure was rehabilitated, with energy efficient upgrades, and the fourth unit was made into a legal unit. These four rental, three 1-bedroom and one 3-bedroom, units are restricted to households earning no more than 80% AMI (extremely low, very low, and low income).
- Deed restriction completed for 17 rental units, the Kitzbuhel Apartments, which was an uninhabitable building for years. The structure has been renovated and made available for tenants at or below 100% AMI (moderate income and below).
- A total of 13 very low income, 76 low income, 34 moderate income, and 45 above moderate income deed restricted housing units were achieved during the 2007-2014 period.

- Adoption of an Interim Housing Policy in 2009 to provide more reasonable requirements for private developers to provide housing or otherwise meet the housing demand generated by new development.
- Completion of a Housing Needs Assessment in 2011. This included employee and employer surveys, interviews, trend analysis, and data collection. This assessment informed this Housing Element and continued housing actions undertaken by the Town and Mammoth Lakes Housing, Inc.
- Creation of a Revolving Loan Fund (RLF) to utilize the Housing in-lieu fee account for the preservation of deed restricted ownership housing stock. Since establishment of the RLF in 2013, three units have already been preserved.
- Assistance to 35 households, amounting to $2,674,361, for zero to low-interest loans for purchase of local homes for primary residences.
- Coordination with developers and Mammoth Lakes Housing, Inc., including its Board of Directors, regarding proposed Alternate Housing Mitigation Plans (AHMP). These AHMP reviews include an evaluation of whether there would be substantial additional affordable housing benefit derived from the AHMP.
- Ongoing monitoring of deed-restricted housing units.
- The adoption of the Zoning Code Update, which incorporated the goals and policies of the 2007 General Plan, modernized the Town's zoning regulations, and enacted policies that support the development of housing for all segments of the population.

Table 5-50 shows the Town's progress towards achieving the various actions (summarized here for ease of review) specified in the 2010 Housing Element.

Table 5-50 Summary of Progress Towards 2010 Housing Element Goals

2010 Housing Element Program Actions	*Achievement*	*Amend or Include in 2014 Housing Element Update?*
H.1.A.1: Maintain an up to date, GIS database of potential sites available for future housing development.	The Town contracts with a GIS coordinator that works for both the Town and Mono County to keep the GIS database functioning and up-to-date.	This program is working as intended and should be continued.
H.1.A.2: Provide annual reporting on the Town's progress towards meeting the Housing Element and RHNA.	The Town provides a version of this table in the annual planning report provided to the State Department of Housing and Community Development to report and track progress on Housing Element programs and RHNA.	This program is working as intended and should be continued.
H.1.A.3: Ensure Master Plan/Specific Plan updates and amendments provide development capacity and policy to help meet housing needs.	As master plans and specific plan amendments are processed, the Community and Economic Development Department, Planning and Economic Development Commission, and Town Council evaluate and ensure adequate development capacity and policy are included to help meet housing needs.	This program is working as intended and should be continued.
H.1.B.1: Study exemption from density calculations for required on-site affordable and workforce housing,	Density exemptions for required on-site affordable and workforce housing will be reviewed as part of the Housing Ordinance update anticipated in 2014.	The program is in progress and should be continued.
H.1.C.1: Prepare and codify District Plans that address livability and workforce housing and incentives for infill, mixed-use development.	Codification of District Plans occurred through the Zoning Code Update in 2014.	The objective of this program has been completed. This program should not be continued.
H.1.D.1: Amend the Housing Ordinance to incorporate General Plan policy L.2.D. allowing additional density bonuses for deed-restricted housing projects.	The Housing Ordinance is anticipated to be amended in 2014.	This program is in progress and should be continued.
H.1.E.1: Develop criteria, standards and thresholds for assessment and approval for Alternate Housing Mitigation Plans.	These criteria, standards, and thresholds will be included in the Housing Ordinance update. See H.1.D.1.	This program is in progress and should be continued.
H.1.F.1: Continue to apply zoning standards that allow for special needs housing.	The Town is continuing to apply these zoning standards.	This program is working as intended and should be continued.

Table 5-50 Summary of Progress Towards 2010 Housing Element Goals

2010 Housing Element Program Actions	*Achievement*	*Amend or Include in 2014 Housing Element Update?*
H.1.F.2: Modify the Municipal Code pursuant to SB 2.	The Zoning Code was updated and permits emergency shelters by right in the Old Mammoth Road District without discretionary design review. Transitional and Supportive housing are defined in the Zoning Code and treated as typical residential uses.	The objective of this program has been completed. This program should not be continued.
H.2.A.1: Dedicate one percentage point of TOT revenues to fund housing programs and Mammoth Lakes Housing, Inc. (MLH).	Although the funding provided to MLH has been slightly reduced for the next five years, as mutually agreed upon by MLH and the Town, the Town Council annually dedicates TOT revenues to fund housing programs and MLH, though does anticipate allocating the full one percent to housing in the projected five year budget.	While not fully funded, this program is working and should be continued.
H.2.A.2: Pursue grant funds to support housing programs, particularly seek funding for extremely low income housing.	The Town and Mammoth Lakes Housing, Inc. continue to pursue grant funds to support housing programs. A CDBG grant for the acquisition of and energy efficient upgrades to an existing multi-family structure for affordable housing was completed in 2012, which is restricted to low, very low, and extremely low income renters. A HOME grant for First-Time Homebuyer loans was awarded in 2010 and completed in 2013. BEGIN grant for First-Time Homebuyer loans was awarded in 2008.	This program is working as intended and should be continued.
H.2.A.3: Develop and adopt a Community Housing Strategy.	The Town and MLH worked with RRC & Associates to complete a Housing Needs Assessment in 2011, which along with this Housing Element, will be used to develop a Community Housing Strategy.	The Town has collected data which will support a Community Housing Strategy. This program should be continued.

Table 5-50 Summary of Progress Towards 2010 Housing Element Goals

2010 Housing Element Program Actions	*Achievement*	*Amend or Include in 2014 Housing Element Update?*
H.2.A.4: Conduct an analysis of ELI household housing needs and develop a local policy target percentage of affordable housing funds for housing the ELI population.	The 2011 Housing Needs Assessment looked at current needs including ELI, through employee and employer surveys, interviews, and trend analysis. The recommendations included in the Housing Needs Assessment will drive the Community Housing Strategy.	The Town has met the objective of this program. This program should not be continued; instead the Town will implement a program monitoring the construction and rehabilitation of housing to meet the needs identified for the ELI population. See H.2.A.3.
H.2.B.1: Develop and adopt an amended Housing Ordinance.	See H.1.D.1.	This program is in progress and should be continued.
H.2.D.1: Acquire and renovate of housing units that can be added to the workforce housing inventory.	In 2011 the Town and Mammoth Lakes Housing, Inc. completed the rehabilitation and energy efficient upgrades to an existing four unit structure that was acquired in 2010 (i.e., Star Apartments).	This program is working as intended and should be continued.
H.2.E.1: Study potential strategies to encourage upgrades of existing multi-family rental properties.	This study has not been started; expected start date is 2014.	The Town has not implemented this program due to resource limitations. This program should be continued.
H.2.G.1: Work with Mammoth Lakes Housing, Inc. (MLH) to study and develop procedures that will avoid the inadvertent loss of deed-restricted units.	A new deed restriction has been implemented that helps to alleviate some of the problem caused by the previous versions. Also, the Revolving Loan Fund (RLF) established in 2013 will allow more effective preservation of these units.	This program is working as intended and should be continued.
H.2.H.1: Update the 2006 Employee Housing study and use the results of the update to target efforts to facilitate development of employee housing units.	Mammoth Lakes Housing, Inc. conducted a Housing Needs Assessment in 2011 which included an Employee Housing Study.	The Town has met the objective of this program. This program should not be continued.
H.3.A.1: Work with Mammoth Lakes Housing, Inc., to develop and adopt minimum design and livability standards for affordable and workforce housing units.	The livability standards adopted as part of the Interim Housing Mitigation Policy will be included in the Housing Ordinance update anticipated to occur in 2014.	This program is working as intended and should be continued.
H.3.C.1: Complete a District Plan for the Sierra Valley Sites.	The District Plan for the Sierra Valley Sites was completed in 2011.	The Town has met the objective of this program. This program should not be continued.

Table 5-50 Summary of Progress Towards 2010 Housing Element Goals

2010 Housing Element Program Actions	*Achievement*	*Amend or Include in 2014 Housing Element Update?*
H.4.B.1: Adopt a resolution waiving 100 percent of the application processing fees for developments in which at least five percent of units are affordable to extremely low-income households.	The Town anticipates amending the Municipal Code fee waiver section to include this program concurrently with the Housing Ordinance update. See H.1.D.1.	The Town has not implemented this program due to resource limitations. This program should be continued.
H.4.C.1: Amend the Municipal Code to allow residential care and assisted living facilities.	The Zoning Code Update was adopted in 2014 and included this amendment. Residential care and assisted living facilities are permitted in the Old Mammoth Road and Mixed Lodging/Residential districts by-right or with a ministerial permit.	The objective of this program has been completed. This program should not be continued.
H.4.C.2: Amend the Municipal Code to permit licensed group homes and small residential care facilities.	See H.4.C.1. The Zoning Code Update permits licensed group homes and small residential care facilities as it would any similar residential use.	The objective of this program has been completed. This program should not be continued.
H.4.C.3: Amend the Municipal Code to clarify that manufactured housing is permitted in all residential zones.	See H.4.C.1. The Zoning Code Update includes clarification that manufactured housing is permitted in all residential zones.	The objective of this program has been completed. This program should not be continued.
H.4.D.1: Amend the Municipal Code to allow additional types of secondary housing units within the Rural Residential (RR) and Residential Single Family (RSF) Zones.	See H.4.C.1. The Zoning Code Update permits second units by right in RR and RSF zones.	The objective of this program has been completed. This program should not be continued.
H.4.E.1: Complete the update of the Municipal Code to bring it into conformance with the 2007 General Plan, and the Housing Element Update.	The Zoning Code Update was adopted in 2014. See H.1.D.1.	The objective of this program has been completed. This program should not be continued.
H.4.E.2: Amend the Development Impact Fee (DIF) Ordinance to assure that impact fees do not impede housing production to meet the Town's RHNA.	The Interim Housing Mitigation Policy adjusted housing fees, and exempted additional residential uses from payment of housing fees. A temporary DIF waiver for 1-4 unit residential projects was extended through July 31, 2014.	This program is in progress and should be continued.

Table 5-50 Summary of Progress Towards 2010 Housing Element Goals

2010 Housing Element Program Actions	*Achievement*	*Amend or Include in 2014 Housing Element Update?*
H.4.E.3: Amend the Town's parking standards to allow reduced parking standards for affordable housing, and infill and mixed use housing.	See H.4.C.1. The Zoning Code Update permits use of the maximum parking standards from Government Code 65915 for projects seeking density bonuses for affordable housing provision.	The objective of this program has been completed. This program should not be continued.
H.5.B.1: Provide information regarding fair housing practices at the Town of Mammoth Lakes offices and website, the Mammoth Lakes Community Center and Library, and the Mono County offices located in Mammoth Lakes.	Mammoth Lakes Housing, Inc. provides resources on its website and a link is provided from the Town's website.	This program is in progress and should be continued.
H.5.C.1: Establish a process to address fair housing complaints and inquiries.	The Town works with Mammoth Lakes Housing, Inc. on deed-restricted unit complaints. Legal Aid is now available to address fair housing complaints and inquiries for Inyo, Mono, and Alpine County low-income residents.	This program is working as intended and should be continued.
H.6.B.1: Update and revise local building codes in accordance with State Green Building requirements, and consider adoption of an ordinance that includes incentives for use of green building technologies that exceed building code requirements.	The Town is enforcing the California Green Building Standards Code, Title 24, Part 11 of the California Code of Regulations (CALGreen) became effective January 1, 2014.	This program is in progress and should be continued.
H.6.C.1: Work with Inyo Mono Advocates for Community Action (IMACA) and Mammoth Lakes Housing, Inc. to increase the number of weatherization retrofits and other upgrades of owner occupied and non-transient rental housing units in Mammoth Lakes	IMACA continues to provide weatherization, energy conservation services, and retrofit programs to qualifying households in Mono County. The Town continues to work with Mammoth Lakes Housing, Inc. on permits for upgrades to existing non-transient housing.	This program is working as intended and should be continued.

5.2 HOUSING POLICIES AND PROGRAMS

The intent of the Housing Element is to ensure that the housing needs of all economic segments of the community can be adequately met. The Town of Mammoth Lakes' goals and policies related to housing are presented in this section along with the programs that implement those goals and policies. The goals and policies are established to guide the development, rehabilitation and preservation of a balanced inventory of housing to meet the needs of present and future residents of the Town. The programs specified constitute the Town's housing program, which relies upon a wide variety of mechanisms to implement the Town's goals and policies.

The goals, policies and programs are presented below. A summary of the housing programs is provided in Table 5-51 at the end of this section, indicating the entity responsible for implementing the program, funding source, timeframe to accomplish, and overall program objective.

GOALS, POLICIES, AND ACTIONS

Goal H.1. **Assure adequate sites for housing development with appropriate land use and zoning designations to accommodate the Town's share of the Regional Housing Need.**

Policy H.1.A. Provide for a sufficient amount of land designated at appropriate residential and mixed use densities to accommodate the Town's share of the regional need for affordable housing, including land to accommodate extremely-low, very-low, low- and moderate income housing.

Action H.1.A.1. Maintain an up to date, GIS-based inventory of potential sites available for future housing development, and provide this information to Mammoth Lakes Housing, Inc. and prospective developers.

Action H.1.A.2. As part of the annual planning report to the Town Council, provide an update on progress to meeting the Housing Element, to ensure that adequate sites remain available to meet the RHNA.

Action H.1.A.3. Ensure that updates and amendments to existing and future Master Plans and Specific Plans provide development capacity and supporting policy to help meet the Town's housing needs.

Policy H.1.B. Allow housing development as part of infill and mixed-use development within commercial zoning districts.

Action H.1.B.1 As part of the amendments to the Housing Ordinance, analyze the implications and benefits of excluding required on-site affordable and workforce housing from density or floor area ratio (FAR) calculations in all mixed-use projects in the Commercial Zones, and lodging and residential projects in the Residential Multi-Family 2 Zone. Any exclusion of such units from density calculations would require findings to be made that the total project density did not result in unacceptable site plan, character, livability or environmental impacts. If adopted, this provision shall only be applicable to projects ineligible for Town or State housing density bonuses.

Action H.1.B.2 Encourage housing development as part of infill and mixed-use development within the Downtown, Old Mammoth Road, and Mixed Lodging/Residential Commercial Zones, which is now allowed by right with the adoption of the Zoning Code Update in 2014. Outreach to property owners, developers, and brokers to discuss infill and mixed-use development opportunities in these Commercial Zones.

Policy H.1.C. Allow for density bonuses for projects that provide deed-restricted workforce housing in accordance with State density bonus law and 2007 General Plan policy L.2.D. Projects that have applied for and received State, Town, or other housing–related density bonuses shall not be permitted to subsequently move or transfer qualifying units off-site.

Action H.1.C.1. As part of Housing Ordinance amendment, reflect the density bonus provisions of General Plan policy L.2.D, ensuring the amendment remains consistent with State density bonus law.

Policy H.1.D. Require that applicants proposing off-site housing or in-lieu fees, instead of on-site mitigation housing, are held to a higher standard of demonstrating "greater housing benefit" when seeking approval of such proposals.

Action H.1.D.1. As part of the Housing Ordinance anticipated in 2014, develop criteria, standards and thresholds by which Alternate Housing Mitigation Plans (AHMPs) can be assessed and approved. Such standards should be sufficient to demonstrate the achievement of "greater housing benefit" from off-site housing or payment of in-lieu fees, in the form of creating additional units, "deeper" affordability to Extremely-Low or Very Low income households, additional units suitable for large families, units provided sooner than might otherwise be the case, or units that better meet an identified community housing need.

Policy H.1.E. Through the Town's zoning standards, provide opportunities for development of housing to serve extremely low-income and special needs populations, including seniors, the disabled, homeless, at-risk youth, seasonal employees and female-headed households.

Action H.1.E.1. Continue to apply zoning standards that allow for the following types of special needs housing in Mammoth Lakes:

- The 2014 Zoning Code update permits emergency shelters by right in the Old Mammoth Road district without discretionary design review.
- Transitional and Supportive housing are defined in the Zoning Code Update and treated as typical residential uses.
- Residential care and assisted living facilities are permitted in the Old Mammoth Road and Mixed Lodging/Residential districts with a ministerial permit, as outlined in the Zoning Code Update.
- Group living quarters, including clean and sober facilities, rooming and boarding houses, dormitories and other types of organizational housing, private residential clubs, and extended stay hotels intended for long-term occupancy (30 days or more), which are included in the Zoning Code Update.

Action H.1.E.2. Work with the Kern Regional Center to identify any outstanding housing needs for its clients within the Mammoth Lakes community, assist in identifying available housing that meets those criteria, and consider a rental assistance program to fill the gap between income levels and the cost of housing for persons with developmental disabilities.

Action H.1.E.3. Collaborate with the Kern Regional Center to implement an outreach program that informs residents within Mammoth Lakes on housing and services available for persons with developmental disabilities. The program could include the development of an informational brochure, posting information about available services on the Town's website, and providing housing- and services-related educational workshops for individuals and families.

Action H.1.E.4. The Town shall continue to ensure individuals with disabilities equal access to housing, pursuant to the rules, policies, and procedures in Chapter 17.80 (Reasonable Accommodation) of the Municipal Code.

Policy H.1.F. When a proposal is brought forward to update the Shady Rest Master Plan, work with the applicant to incorporate development standards, policies and procedures that will create a balanced mix of housing types and range of affordability for the local workforce; can create a livable workforce neighborhood; and streamline the approval process for subsequent projects brought forward under the Master Plan. The completion of the Downtown Neighborhood District Plan (2010) provides some guidance on future development of the Shady Rest Tract.

Goal H.2. Promote construction of an adequate supply of housing to meet the needs of all sectors of the community, including the conservation and improvement of existing housing supplies.

Policy H.2.A. Utilize a range of strategies to facilitate a diverse range of housing types, consistent with Town design and land use policies, to meet the needs of all local residents, particularly the local workforce.

Action H.2.A.1. Transition to dedicating one percentage point of all revenues from Transient Occupancy Tax to fund affordable and workforce housing programs, and the work of Mammoth Lakes Housing, Inc., the Town, and other agencies to meet housing needs.

Action H.2.A.2. Pursue available grant funds, in cooperation with Mammoth Lakes Housing, Inc. and other partners, to support and facilitate the provision of workforce and affordable housing. In particular, the Town will seek State and Federal funding specifically targeted for the development of housing affordable to extremely low-income households, such as the Local Housing Trust Fund program and any remaining Proposition 1-C funds.

Action H.2.A.3. Develop and adopt a Community Housing Strategy in collaboration with Mammoth Lakes Housing, Inc. that promotes housing construction and conservation necessary to meet the Town's affordable and workforce housing needs on a short-, medium- and long-term basis. The 2011 Housing

Needs Assessment conducted by Mammoth Lake Housing, along with this Housing Element, will be used to inform the Community Housing Strategy. The Housing Strategy shall provide for periodic updates of short- and medium range priorities and program objectives based on current data and conditions. The Housing Strategy shall include a broad range of programs and activities, including:

- Acquisition of land for affordable housing.
- Direct construction of new affordable and workforce housing units.
- Participation in joint projects with private developers, the Town, and local agencies to develop housing.
- Homebuyer assistance loans and grants.
- Education and outreach concerning affordable and workforce housing opportunities.
- Rental housing assistance.
- Review of Alternate Housing Mitigation Plan proposals.
- Monitoring of deed restricted units.
- Funding strategies to guide how the Housing Strategy will be financed and prioritized.
- An Administration component to guide roles and responsibilities for program implementation.

Action H.2.A.4. Recognizing the housing burdens of extremely low-income households, the Town will implement a program to monitor the construction and

rehabilitation of housing to meet the needs of the ELI population as identified in the 2011 Housing Needs Assessment.

Policy H.2.B. Update the Town's workforce housing mitigation requirements to ensure that they meet the following objectives:

- Respond to a technically sound Workforce Housing Needs Assessment that reflects the existing housing resources, seasonality, commuting patterns, and affordability categories.
- Meet current legal mandates and can be successfully implemented by the Town.
- Ensure that new development mitigates an appropriate portion of workforce housing demand that it generates, through requirements and standards that can be reasonably achieved by the development community.
- Meet documented community housing needs and gaps in terms of unit affordability levels, type, tenure, size, amenities, and configuration.
- Achieve quality, livable housing units that are successfully integrated into neighborhoods and the broader community.

Action H.2.B.1. Amend and adopt a revised Housing Ordinance that reflects the 2009 Interim Housing Policy, incorporates refinements to meet legal mandates, addresses aspects not fully articulated in the Interim Housing Policy; and provides needed clarification. The amended Housing Ordinance shall meet the objectives outlined in Policy H.2.B, and should include the following components:

- An inclusionary housing provision that requires most new residential and lodging projects to provide, on-site, a fixed proportion of total units as below market-rate deed-restricted affordable or workforce housing units. The specific requirement

shall be based on documented community housing needs and reviewed and updated on a regular basis.

- A workforce housing mitigation requirement such as a fee to contribute to affordable housing production.
- A list of project types exempted from housing mitigation requirements.
- A list of project types for which providing on-site units would be undesirable or infeasible, and which may pay in-lieu fees rather than providing units on-site. This may include small multi-family residential and lodging projects, industrial and some commercial projects.
- Provisions defining Alternate Housing Mitigation Plans for projects that wish to propose alternative mitigation to construction of on-site units, and findings for approval of such proposals.
- Specification of the means and method by which in-lieu fees, affordability levels, unit types, tenure (if legally permissible), livability criteria, and other pertinent criteria not otherwise dictated by the Housing Ordinance shall be established, maintained and updated.
- Density bonus provisions pursuant to State Housing Density Bonus law and to Town General Plan policies and related Housing Element policies.
- A definition of and provisions for ensuring the "livability" of workforce housing units.

Policy H.2.C. Support the development of market-rate and affordable rental housing. Multi-family housing is a permitted use in all multi-family and commercial zones pursuant to the Zoning Code Update.

Policy H.2.D. Encourage the renovation and conversion of existing non-workforce units, such as condominiums currently used as second homes, to become part of the workforce housing supply.

Action H.2.D.1. As part of the Housing Strategy, work with Mammoth Lakes Housing, Inc. to acquire and renovate units that can be added to the workforce housing inventory. Program creation will include an evaluation of program costs, benefits, and opportunities.

Policy H.2.E. Encourage local homeowners and owners/managers of rental housing properties to upgrade and improve older units, particularly those that do not meet current standards and codes.

Action H.2.E.1. As part of the Housing Strategy study potential strategies to incentivize and encourage upgrades of existing multi-family rental properties, and how code enforcement techniques may be improved and used to correct building violations that pose a threat to residents' safety or wellbeing.

Policy H.2.F. Continue to enforce Municipal Code requirements that preserve the existing supply of non-transient rental housing units. The Zoning Code Update includes thresholds and provisions for the conversion of apartments to condominiums (Section 17.52.110).

Policy H.2.G. Avoid the inadvertent loss of deed-restricted units.

Action H.2.G.1. As part of the Housing Strategy work with Mammoth Lakes Housing, Inc. to study and develop procedures that will avoid the inadvertent loss of deed-restricted units, including:

- Improved structuring of deed restriction agreements so as to ensure their long term availability to the local workforce.

- Development of a more effective monitoring program for existing deed restricted units, including a system of enforcement and penalties for illegal conversion of deed-restricted units.

Action H.2.G.2. Continue to work with Mammoth Lakes Housing, Inc. and the Revolving Loan Fund (RLF) to assist in buying back existing deed restricted units in an effort to maintain these units. Explore the expansion of funding limits on the RLF and other possible funding sources such as the restoration of the one-percent of Transient Occupancy Tax (TOT) to housing in an effort to help ensure no existing deed restricted units are lost.

Policy H.2.H. Support the provision of affordable housing for the seasonal workforce.

Action H.2.H.1. Use the results of the 2011 Housing Needs Assessment conducted by Mammoth Lakes Housing, Inc. to target efforts aimed at increasing the supply of housing for winter and summer seasonal employees, including cooperative efforts with MMSA and other major local employers to house their employees.

Goal H.3. Maintain high quality, livable housing units and neighborhoods in Mammoth Lakes.

Policy H.3.A. Ensure that units built as affordable and workforce housing units meet minimum standards for design, amenities, and livability, and prioritize livability as a criteria in assessing any housing mitigation, or Alternate Housing Mitigation Plan:

Action H.3.A.1. As part of the Housing Strategy, work with Mammoth Lakes Housing, Inc., to develop and adopt minimum design and livability standards for affordable and workforce housing units, including tailored standards for different unit types and tenure. Standards should address aspects such as minimum quality of fixtures and furnishings; indoor and outdoor open space; storage space, energy efficiency, and resident amenities. The livability standards adopted as part of the Interim Housing Policy are included in the Housing Ordinance

update that is anticipated to be adopted in 2014. These livability requirements may be updated based on the Housing Strategy.

Policy H.3.B. Support code enforcement activities, and the work of public safety personnel, to ensure that Town neighborhoods are safe, attractive and livable. The Town hired a code compliance officer in 2013.

Policy H.3.C. Improve livability, infrastructure public safety, and mobility conditions within the Sierra Valley Sites neighborhood and other neighborhoods with a high proportion of older structures. The Town continues to apply for grants that would allow for additional and appropriate improvements in the Sierra Valley Sites.

Goal H.4. Reduce governmental constraints to housing production and affordability.

Policy H.4.A. Periodically review and update permit and development fees to ensure that they appropriately reflect the cost of processing applications and providing services to new development, without unduly increasing costs to build housing. The Town is required to conduct annual reviews of development impact fees, and typically analyzes permit fees annually during the budget process.

Policy H.4.B. Consider reduction or waiver of permit and development impact fees for projects that dedicate some or all of their units to affordable housing. Consider waiving development impact fees only when significant impacts (e.g. circulation) can be avoided.

Action H.4.B.1. Adopt a resolution waiving a proportion of the application processing fees for developments in which at least five percent of units are affordable to extremely low-income households. To be eligible for fee waiver, the units shall be affordable by affordability covenant. The waiving or reduction of service mitigation fees may also be considered when an alternative funding source is identified to pay these fees. The Town anticipates amending the Municipal Code fee waiver section to include this program concurrently with the Housing Ordinance update.

Policy H.4.C. Ensure that the Zoning Code continues to meet State Law requirements and does not unduly restrict certain types of housing to be developed. The Town is targeting regular reviews and updates to the Zoning Code to incorporate mandates and other appropriate revisions.

Policy H.4.D. Continue to allow secondary housing units by right in Rural Residential and Residential Single Family zones. This was included in the Zoning Code Update.

Policy H.4.E. Periodically review and update Town codes, ordinances, fee programs and procedures to ensure that they do not unduly constrain housing development, while ensuring development impacts are adequately mitigated through development impact fees and/or other appropriate measure(s). The Interim Housing Policy adjusted housing fees and exempted additional residential uses from payment of housing fees. A temporary DIF resolution waived DIF for 1-4 unit residential projects through July 31, 2014.

Action H.4.E.1. Continue to monitor the Town's DIF ordinance to assure that impact fees do not create an economic impediment that deters construction of housing needed to meet the Town's Regional Housing Needs Allocation or workforce housing objectives.

Policy H.4.F. Prioritize workforce and affordable housing when considering future development proposals relative to Town policies that limit overall population growth.

Goal H.5. Provide equal housing opportunities for all residents of Mammoth Lakes.

Policy H.5.A. Support fair housing laws and regulations that prohibit discrimination in the sale and rental of housing units.

Policy H.5.B. Provide public information regarding fair housing practices.

Action H.5.B.1. Provide information regarding fair housing practices at the Town of Mammoth Lakes offices and website, the Mammoth Lakes Community Center and Library, and the Mono County offices located in Mammoth Lakes.

Policy H.5.C. Continue to promote and support fair housing practices in Mammoth Lakes, and through the work of Mammoth Lakes Housing, Inc.

Action H.5.C.1. Develop a process for addressing Fair Housing inquiries and complaints, including referral of complaints concerning deed-restricted units to Mammoth Lakes Housing, Inc. and other complaints to the California Department of Fair Housing and Equal Opportunity. As part of the process, the Town shall investigate potential partnerships with rural or other fair housing organizations that may be able to provide additional resources to the Town. The Town will ensure that information regarding the Town's process of addressing complaints is included in the public information distributed regarding fair housing practices (Action H.5.B.1).

Goal H.6. Balance the need and provision of housing in the community with its impacts on the environment.

Policy H.6.A. Encourage residential development that promotes energy-efficient and sustainable building practices, including the use of alternate energy sources such as geothermal and solar. Encourage energy efficient programs such as Property Assessed Clean Energy (PACE) and others.

Policy H.6.B. Review all projects for energy efficiency in site design and planning, and for conformance with State and Town building codes.

Action H.6.B.1. The Town will enforce the California Green Building Standards Code, Title 24, Part 11 of the California Code of Regulations (CALGreen) which became effective January 1, 2014.

Policy H.6.C. Support efforts to weatherize and retrofit existing homes to be more energy efficient.

Action H.6.C.1. Work with Inyo Mono Advocates for Community Action (IMACA) and Mammoth Lakes Housing, Inc. to increase the number of weatherization retrofits and other upgrades of owner occupied and non-transient rental housing units in Mammoth Lakes. Strategies to accomplish this may include development of an informational flyer or brochure, posting information on the Town's website, and direct outreach to property owners.

Table 5-51 Housing Program Summary

Housing Program (Summarized)	*Responsibility*	*Timeframe*	*Funding*
H.1.A.1. Maintain an up to date, GIS database.	• GIS Coordinator • Mono County Assessor's office • Community & Economic Development Department (CEDD)	Ongoing	General Fund
H.1.A.2. Provide annual reporting on the Town's progress towards meeting the Housing Element and RHNA.	• CEDD	Annually, ongoing	General Fund Housing (TOT)
H.1.A.3. Ensure Master Plan/Specific Plan updates and amendments provide development capacity and policy to help meet housing needs.	• CEDD • Planning & Economic Development Commission (PEDC) • Town Council	Ongoing	Specific Plan/Master Plan Applicants
H.1.B.1. Study exemption from density or floor area ratio calculations for required on site affordable and workforce housing.	• CEDD	2014-2015	General Fund Housing (TOT)
H.1.B.2. Encourage housing development as part of infill and mixed-use development within the Downtown, Old Mammoth Road, and Mixed Lodging/Residential commercial zoning districts.	• CEDD	Ongoing	General Fund Development Applicants
H.1.C.1. Amend the Housing Ordinance to incorporate General Plan policy L.2.D. allowing additional density bonuses for deed-restricted housing projects.	• CEDD	2014	General Fund Housing Fund (TOT)
H.1.D.1. Develop criteria, standards and thresholds for assessment and approval for Alternate Housing Mitigation Plans.	• CEDD • Mammoth Lakes Housing, Inc.	2014	General Fund Housing Fund (TOT)
H.1.E.1. Continue to apply zoning standards that allow for special needs housing.	• CEDD	Ongoing	General Fund

Table 5-51 Housing Program Summary

Housing Program (Summarized)	*Responsibility*	*Timeframe*	*Funding*
H.1.E.2. Identify any outstanding housing needs for its clients within the Mammoth Lakes community, assist in identifying available housing that meets those criteria, and consider a rental assistance program to fill the gap between income levels and the cost of housing for persons with developmental disabilities.	• Mammoth Lakes Housing, Inc. • Kern Regional Center	2014 and Ongoing	Housing Fund (TOT)
H.1.E.3. Implement an outreach program that informs residents on housing and services available for persons with developmental disabilities.	• Mammoth Lakes Housing, Inc. • Kern Regional Center	2014 and Ongoing	Housing Fund (TOT)
H.1.E.4. Continue to ensure individuals with disabilities equal access to housing, pursuant to the rules, policies, and procedures in Chapter 17.80 (Reasonable Accommodation) of the Municipal Code.	• CEDD • Mammoth Lakes Housing, Inc.	2014 and Ongoing	General Fund Housing Fund (TOT)
H.2.A.1. Transition dedicating one percentage point of TOT revenues to fund housing programs and Mammoth Lakes Housing, Inc. (MLH), the Town, and other agencies to meet housing needs.	• Town Council	Annual: 2014-2019	Housing Fund (TOT)
H.2.A.2. Pursue grant funds to support housing programs, particularly seek funding for extremely low income housing.	• Mammoth Lakes Housing, Inc. • Town Council	Ongoing	Grant Funds
H.2.A.3. Develop and adopt a Community Housing Strategy.	• Mammoth Lakes Housing, Inc. • CEDD • Town Council	2014	Housing Fund (TOT)
H.2.A.4. Implement a program to monitor the construction and rehabilitation of housing to meet the needs of the ELI population.	• CEDD • Mammoth Lakes Housing, Inc. • Town Council	2015	Housing Fund (TOT)
H.2.B.1. Develop and adopt an amended Housing Ordinance.	• CEDD • Mammoth Lakes Housing, Inc. • Town Council	2014	General Fund Housing Fund (TOT)

Table 5-51 Housing Program Summary

Housing Program (Summarized)	*Responsibility*	*Timeframe*	*Funding*
H.2.D.1.As part of the Housing Strategy, work with Mammoth Lakes Housing, Inc. to acquire and renovate housing units.	• CEDD • Mammoth Lakes Housing, Inc.	2015	Housing Fund (TOT)
H.2.E.1. Study potential strategies to encourage upgrades of existing multi-family rental properties.	• CEDD • Mammoth Lakes Housing, Inc.	2015	Housing Fund (TOT)
H.2.G.1. Work with Mammoth Lakes Housing, Inc. to study and develop procedures that will avoid the inadvertent loss of deed-restricted units.	• CEDD • Mammoth Lakes Housing, Inc.	2014-2015	Housing Fund (TOT)
H.2.G.2. Continue to work with Mammoth Lakes Housing, Inc. and the Revolving Loan Fund (RLF) to assist in buying back existing deed-restricted units in an effort to maintain these units.	• CEDD • Mammoth Lakes Housing, Inc.	2015	Housing Fund (TOT)
H.2.H.1. Use the results of the 2011 Housing Needs Assessment to target efforts to facilitate development of employee housing units.	• CEDD • Mammoth Lakes Housing, Inc.	Ongoing	Housing Fund (TOT) Grant Funds
H.3.A.1. Work with Mammoth Lakes Housing, Inc., to develop and adopt minimum design and livability standards for affordable and workforce housing units.	• CEDD • Mammoth Lakes Housing, Inc.	2014	Housing Fund (TOT)
H.4.B.1. Adopt a resolution waiving a proportion of the application processing fees for developments in which at least five percent of units are affordable to extremely low-income households.	• CEDD • PEDC • Town Council	2014-2015	General Fund
H.4.E.1. Monitor the Town's DIF Ordinance to assure that impact fees do not impede housing production to meet the Town's RHNA.	• Town Manager's Office • Town Council	2014 and Ongoing	General Fund
H.5.B.1. Provide information regarding fair housing practices at the Town of Mammoth Lakes offices and website, the Mammoth Lakes Community Center and Library, and the Mono County offices located in Mammoth Lakes.	• CEDD • Mammoth Lakes Housing, Inc.	2014 and Ongoing	General Fund Housing Fund (TOT)

Table 5-51 Housing Program Summary

Housing Program (Summarized)	*Responsibility*	*Timeframe*	*Funding*
H.5.C.1. Develop a process for addressing Fair Housing inquiries and complaints.	• CEDD • Mammoth Lakes Housing, Inc.	2014 and Ongoing	General Fund Housing Fund (TOT)
H.6.B.1. The Town will enforce the California Green Building Standards Code, Title 24, Part 11 of the California Code of Regulations.	• CEDD	Ongoing	General Fund
H.6.C.1. Work with Inyo Mono Advocates for Community Action (IMACA) and Mammoth Lakes Housing, Inc. to increase the number of weatherization retrofits and other upgrades of owner occupied and non-transient rental housing units in Mammoth Lakes.	• CEDD • IMACA • Mammoth Lakes Housing, Inc.	Ongoing	General Fund Housing Fund (TOT)

5.3 QUANTIFIED OBJECTIVES

The Town of Mammoth Lakes has established quantified (numerical) objectives for various program categories to provide measurable standards for monitoring and evaluating program achievements within the five year period. Quantified objectives shown in Table 5-52 have been established for the following categories:

- Accommodate the Town's share of the regional housing need
- Housing construction
- Homebuyer assistance
- Housing rehabilitation
- Preservation of existing affordable housing units

Table 5-52 Quantified Objectives 2014-2019

Income Level	*Accommodate Regional Share*[1]	*New Construction*[2]	*Homebuyer Assistance*	*Housing Rehabilitation*[3]	*Preserve Affordable Units*	
					Deed-Restricted Units[4]	*Mobile Homes*[5]
Extremely Low	9	15	0	5	0	
Very Low	8	30	0	5	22	147
Low	12	34	30	5	149	
Moderate	14	72	15	0	32	
Above-Moderate	31	96	0	0	63	
Total	***74***	***247***	***45***	***15***	***288***	***147***

[1] This quantified objective is per the Regional Housing Needs Assessment target.
[2] This quantified objective covers the period 2014-2019, consistent with Table 4-45.
[3] This figure is conservative since a housing rehabilitation program has not yet been established.
[4] This figure includes the 266 units documented in the 2010 Housing Element, plus 22 additional units that have been converted to deed-restricted units since 2010.
[5] HCD Table 1.a. (DOF, 2010).

APPENDIX A: RELEVANT GENERAL PLAN POLICIES

Table A-1: General Plan Policies Relevant to the Housing Element

General Plan Element	*Goal or Policy*
Economy	
Goal E.3	**Achieve a more diversified economy and employment base consistent with community character.**
Policy E.3.A	Encourage mix of uses in the Main Street, Old Mammoth Road, and Shady Rest District and the North Village District.
Policy E.3.J	Continue to attract a diversified labor force through a mix of housing types and housing affordability.
Policy E.3.K	Support expansion of local higher educational and continuing education institutions to meet workforce training needs.
Community Character	
Goal C.1	**Improve and enhance the community's unique character by requiring a high standard of design in all development in Mammoth Lakes.**
Goal C.2	Design the man-made environment to complement, not dominate, the natural environment.
Policy C.2.C	Encourage development of distinct districts, each with an appropriate density and a strong center of retail, services or amenities.
Policy C.2.D	Policy: Preserve and enhance special qualities of districts through focused attention on land use, community design and economic development.

Policy C.2.L.	Create a visually interesting and aesthetically pleasing built environment by requiring all development to incorporate the highest quality of architecture and thoughtful site design and planning.
Policy C.2.T	Use natural, high quality building materials to reflect Mammoth Lakes' character and mountain setting.
Policy C.2.U.	Require unique, authentic and diverse design that conveys innovation and creativity and discourages architectural monotony.
Policy C.2.V.	Building height, massing and scale shall complement neighboring land uses and preserve views to the surrounding mountains.
Policy C.2.X.	Limit building height to the trees on development sites where material tree coverage exists and use top of forest canopy in general area as height limit if no trees exist on site.
Land Use	
Goal L.1.:	**Be stewards of the community's small town character and charm, compact form, spectacular natural surroundings and access to public lands by planning for and managing growth.**
Policy L.1.A.	Limit total peak population of permanent and seasonal residents and visitors to 52,000 people.
Policy L.1.C.	Give preference to infill development.
Policy L.1.D.	Conduct district planning and focused studies for special areas and sites within the community to aid in future planning.
Goal L.2.	**Substantially increase housing supply available to the workforce.**
Policy L.2.A.	Emphasize workforce housing for essential public service employees, such as firefighters, police, snow removal operators, and teachers.
Policy L.2.B.	Encourage a mix of housing types and forms consistent with design and land use policies.

Policy L.2.C.	Rehabilitate existing housing and build new housing for workforce housing.
Policy L.2.D.	For housing development projects where all units are deed restricted for workforce housing, a density bonus may be granted in addition to any bonus granted pursuant to the State Density Bonus Law up to a combined bonus of twice the density identified for the designation in which the project is located.
GOAL L.3:	**Enhance livability by designing neighborhoods and districts for walking through the arrangement of land uses and development intensities.**
Policy L.3.A.:	Achieve a diversity of uses and activities and efficient use of land by maintaining a range of development types.
Policy L.3.E.	Require a minimum amount of development in the Main Street, Old Mammoth Road, and Shady Rest Districts to ensure supplies of housing for employees and to reduce automobile trips.
Policy L.3.F.	Ensure appropriate community benefits are provided through district planning and development projects.
Policy L.3.G.	Do not allow the transfer of unused density from built parcels.
Policy L.3.H.	Density may be clustered or transferred within clearly articulated district, master, and specific plans to enhance General Plan goals and policies. Development rights may also be transferred between districts when that transfer furthers protection of identified environmentally sensitive areas.
Goal L.6.	**Maintain the Urban Growth Boundary to ensure a compact urban form; protect natural and outdoor recreational resources; prevent sprawl.**
Policy L.6.A.:	No residential, commercial, or industrial development is permitted outside the Urban Growth Boundary (UGB) identified in Figure 4.
Policy L.6.D.:	Support land exchanges for existing special uses that maintain the integrity of the General Plan and promote Town policies when determined to be in the public interest and compatible with other Town goals.

Policy L.6.F.	The Town may consider adjustments to the UGB that do not increase the acres of developable land of Mammoth Lakes, are contiguous to the UGB, and are otherwise in the public interest.
Policy L.6.G.	Coordinate with agencies undertaking planning or development activities outside of the UGB and within the Town's Planning Area.
Mobility	
Policy M.3.C.	Reduce automobile trips by promoting land use and transportation strategies such as: implementation of compact pedestrian oriented development; clustered and infill development; mixed uses and neighborhood serving commercial mixed use centers.
Noise	
Policy Noise.4.2.1.	New development of noise-sensitive land uses shall not be permitted in areas exposed to existing or projected future levels of noise from transportation B noise sources which exceed 60 dB L^ in outdoor activity areas or 45 dB L^n in interior spaces.
Policy Noise.4.2.2.	Noise created by new transportation noise sources, including roadway I improvement projects, shall be mitigated so as not to exceed 60 dB L^ within outdoor activity areas and 45 dB L^ within interior spaces of existing noise-sensitive land uses.
Resource Management and Conservation	
Goal R.4.:	**Conserve and enhance the quality and quantity of Mammoth Lakes' water resources.**
Policy R.4.A.	The Town shall work with MCWD to ensure that land use approvals are phased so that the development of necessary water supply sources is established prior to development approvals.
Goal R.6.:	**Optimize efficient use of energy.**
Policy R.6.A.	Reduce energy demand by promoting energy efficiency in all sectors of the community.

Policy R.6.B.	Encourage and support reduction of energy demand in existing buildings.
Policy R.6.C.	Encourage energy efficiency in new building and retrofit construction, as well as resource conservation and use of recycled materials.
Policy R.7.A.	Use green building practices to greatest extent possible in all construction projects.
Policy R.7.B.0	Encourage development of housing close to work, commercial services, recreation areas and transit routes to reduce fuel consumption.
Goal R.8.	**Increase use of renewable energy resources and encourage conservation of existing sources of energy.**
Policy R.8.A.	Educate community, both residents and visitors, on economic and environmental benefits of energy efficiency, use of renewable resources and potential cost savings with energy efficient retrofits and remodels.
Policy R.8.C. y:	Research and facilitate cost-benefit analysis for energy and resource conservation in new and existing building systems.
Policy R.8.F.	Encourage building design and orientation for passive solar heating.

Source: Town of Mammoth Lakes General Plan, 2007

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APPENDIX B: AGENCIES AND SOURCES CONSULTED

AGENCIES AND ORGANIZATIONS CONSULTED

Town of Mammoth Lakes

Mammoth Lakes Housing, Inc.

Inyo Mono Advocates for Community Action

PRIMARY SOURCES

Town of Mammoth Lakes General Plan, 2007

Town of Mammoth Lakes Municipal Code

Mammoth Lakes Main Street Plan

Mammoth Housing Needs Assessment, 2011

Mono County

U.S. Census 2010 (on-line statistics)

U.S. Department of Housing and Urban Development (on-line)

American Communities Survey, 2007-2011(on-line statistics)

California Department of Finance (on-line statistics)

California Department of Housing and Community Development

California Housing Finance Agency (on-line)

California Employment Development Department (on-line statistics)

California Department of Industrial Relations (on-line)

Coldwell Banker, Bishop Office (on-line)

Eastern Sierra Realty (on-line)

CoreLogic (on-line)

Mountain Housing Forum (on-line)

The Sheet (on-line)

Trulia.com

Zillow.com

Foreclosuredata.com

Mysierrahomes.com

Reed Construction Data

Building-Cost.net

RS Means (on-line)

Freddie Mac (on-line)

Mammoth Mountain Ski Area

APPENDIX C: HOUSING ORDINANCE

Chapter 17.36

HOUSING*

Sections:

17.36.010 Purpose.
17.36.020 Definitions.
17.36.030 Housing requirements.
17.36.040 Housing mitigation development plan.
17.36.050 Alternate housing proposals.
17.36.060 Income and eligibility guidelines.
17.36.070 Payment in-lieu.
17.36.080 Administration.
17.36.090 Density bonus provisions.

* Editor's Note: The title of Ch. 17.36 was amended by Ord. 06-09 §1.

17.36.010 Purpose.

A. The goal of this policy is the creation of workforce housing in Mammoth Lakes sufficient to mitigate the increased workforce housing demands created by new development. This includes the needs of part-time employees, full-time employees, and nonworking household members.

B. The continued development of Mammoth Lakes will result in an increase in service-oriented employment opportunities and consequently in the need for living accommodations. This chapter details the method and manner by which new development shall satisfy the requirements for mitigating workforce housing impacts.

C. Applicability. The provisions and requirements contained in this chapter shall be binding upon all new developments and new construction including additions to existing development. (Ord. 06-09 §1 (Att. A (part)), 2006; Ord. 04-13 §1 (Exh. A (part)), 2004)

17.36.020 Definitions.

"Affordable housing" means housing that is restricted as to rental rate or sales price based upon household income and size criteria as defined by the state of California or the town of Mammoth Lakes.

"Bedroom" means a room designed to be used for sleeping purposes which may contain closets, shall have access to a bathroom and which meets applicable building code requirements for light, ventilation, sanitation and egress and has a minimum floor area of one hundred square feet plus closet.

"Deed restriction" means a recorded contract entered into between the town of Mammoth Lakes and the owner or purchaser of real property identifying the conditions of occupancy and resale.

"Dwelling unit" means for the purposes of calculating density in multiple-family zones, a one bedroom unit or studio unit up to a maximum eight hundred fifty net square feet of living area, shall be considered to equal one-half of a dwelling.

"Existing long-term rental unit" means any dwelling that has been leased for residential purposes for a period or periods in excess of thirty consecutive days for more than five months per year within the last two years.

"FTEE - Full-time equivalent employee" means a full-time employee or combination of part-time employees. When employee generation calculation results in seasonal or part-time employees, those employees are grouped together to form FTEEs. Full-time year round employees equal one FTEE, part-time year round employees and full-time sea-

sonal employees equal one-half FTEE, and part-time seasonal employees equal one-quarter FTEE.

"HMDP - Housing mitigation development plan" means a housing mitigation plan, written and submitted by the developer, that details how the developer intends to mitigate affordable housing impacts.

"New development" means any new construction or conversion of use resulting in an increase in the employee generation as described in Table 17.36.030-1. New development includes expansions of, or additions to, existing uses.

"Sleeping area" means a sleeping area is defined as any bedroom, loft, or other space that can be equipped with beds, foldout sofas or other similar sleeping furniture within a visitor accommodation/transient occupancy facility.

"Workforce housing" means as used in this chapter, workforce housing is housing that is restricted for rent or purchase by individuals and households working in the community of Mammoth Lakes. Employment criteria, rental rates and sales prices for workforce housing shall be established administratively. (Ord. 06-09 §1 (Att. A (part)), 2006; Ord. 04-13 §1 (Exh. A (part)), 2004)

17.36.030 Housing requirements.

A. Employee Generation by Use. Table 17.36.030-1 determines a standard number of employees per land use type. In recognition of visitor accommodations as the primary driver of economic growth in Mammoth Lakes, these provision rates are based upon the land use category's pro rata share of the aggregate induced demand for employment in town, rather than direct employee generation. The single-family residence employee generation rate is based on a sliding scale to reflect documented evidence that larger homes require more employees per square foot.

Table 17.36.030-1
EMPLOYEE GENERATION BY USE

1.	Multi-unit[1] and single-family[2] transient.	.0005 FTEE per square foot	
2.	Commercial/office uses: Includes all nonresidential except industrial.	.00042 FTEE per square foot	
3.	Industrial uses: Includes all uses involving manufacturing, distribution and warehousing.	.00011 FTEE per square foot	
4.	Multi-unit nontransient: This category includes all attached dwelling units including deed restricted and market rate apartments and multifamily condominiums which prohibit transient rentals. This also includes all multi-unit developments located within the Residential Multifamily 1 zone and affordable housing zone and any other multi-unit development in town that prohibits transient rental.	Market rate units	.00012 FTEE per square foot
		Rental apartments and deed restricted units	0 FTEE
5.	Single-family nontransient. This category of land use encompasses all detached dwelling units located in the town's low density residential (LDR) land use designation and includes both the rural residential and residential single-family zones.	For that portion of the building area from: 0--2,000 square feet, .00006 FTEE per square foot 2,001--4,000 square feet, .00009 FTEE per square foot 4,001--6,000 square feet, .00012 FTEE per square foot 6,001--8,000 square feet, .00015 FTEE per square foot 8,001 square feet and up, .00018 FTEE per square foot	

	*Calculate the building square footage between 0 and 2,000 square feet at rate as shown. Then, for square footage exceeding 2,000 square feet calculate at rates as shown. Continue until all square footage has been calculated. Add all lines for total.
6. Uses not listed.	To be determined by community development director based upon comparisons with like businesses.

1 This category includes all attached dwelling units within the resort, specific plan, commercial general, commercial lodging and Residential Multifamily 2 zones which are either intended for transient occupancy or can be rented out on a nightly basis. These include all hotel, motel, fractional and resort condominium lodging as well as condominium units which are privately owned and can be rented out on a nightly basis.

2 This category of land use encompasses all detached dwelling units located within the resort and specific plan zones which are permitted by master plan and/or specific plan conditions to be rented out on a nightly basis.

B. Included Square Footage. For those uses where FTEE generation is based upon square footage, the square footage of habitable spaces as measured between the exterior walls shall be used, excluding garages. In multi-unit transient, multi-unit transient rental apartments, and deed/rent restricted housing structures, common areas shall also be excluded. Where common areas contain additional uses such as commercial space, these shall be subject to the mitigation requirement of said use. Where a building contains multiple uses; e.g., industrial, office, and retail, the calculation shall be based upon the sum of the FTEEs of each use calculated separately. For additions to existing uses, including demolition and reconstruction of existing structures, only the new incremental demand shall be required to be mitigated.

C. Provision Rate. For the purpose of mitigating the employee housing demands created by each new development, the developer shall provide housing based upon the following formula or as described in Sections 17.36.050. Commercial projects of less than five thousand square feet, residential projects with fewer than five units, visitor lodging projects with fewer than four rooms, and all developments in the industrial zone qualify for in-lieu fees without requiring analysis under Section 17.36.050.

Housing is provided for one hundred percent of the FTEEs generated according to Table 17.36.030-1 at the following rate*:

All calculations are based upon one FTEE equaling a minimum of two hundred fifty square feet of living space.

2 FTEEs	= a studio or one-bedroom unit with a minimum of 500 sq. ft. of living space
2.5 FTEEs	= a one or two-bedroom unit with a minimum of 625 sq. ft.
3 FTEEs	= a two-bedroom unit with a minimum of 750 sq. ft.
3.5 FTEEs	= a three-bedroom unit with a minimum of 875 sq. ft.
4 FTEEs	= a three-bedroom unit with a minimum of 1,000 sq. ft.
5 FTEEs	= a four-bedroom unit with a minimum of 1,250 sq. ft.

The total number of FTEEs may be accommodated using any combination of the above. Where the calculation of FTEEs results in a fraction, that fraction shall be rounded up to the next higher whole or half FTEE.

*This rate takes into consideration the percentage of employees not requiring housing assistance and the number of nonworking others (spouses, children, etc.) associated with one FTEE. (Ord. 06-09 §1 (Att. A (part)), 2006: Ord. 04-13 §1 (Exh. A (part)), 2004)

17.36.040 Housing mitigation development plan.

A. Housing Mitigation Development Plan (HMDP). Each developer will submit to the town for approval a HMDP which shall contain the following specific and detailed information:

1. The housing requirements generated by their project as defined herein;

2. The method or combination of methods by which housing is to be mitigated;

3. The timetable for the mitigation;

4. A description of the land proposed and the type, number and unit size of the proposed housing plus any management/operational plans;

5. Preliminary plans showing the site and floor plans;

6. The proposed rent or sales prices;

7. A statement as to the way that the HMDP meets the intent of these regulations.

For projects eligible for payment of in-lieu fees, the calculation of those fees constitutes the HMDP.

B. Timing. The HMDP shall be submitted to the town in conjunction with the application for the development. In-lieu fees will be submitted to the town prior to the issuance of a building permit. Housing developed or acquired must be ready for occupancy prior to or concurrent with obtaining an initial certificate of occupancy from the town for the structure(s) or land use generating the housing requirements. For phased projects, mitigation units shall be provided in proportion to the requirement of each phase.

C. Unit Mix. Developers shall provide housing in proportion to the FTEEs generated by their respective developments as described in Section 17.36.030(C). There

isfaction of the planning commission that said provisions or requirements are inapplicable to the proposed development. The planning commission may adjust any provision or requirement contained herein, based upon substantial evidence. (Ord. 04-13 §1 (Exh. A (part)), 2004)

17.36.050 Alternate housing proposals.

A. The other sections of this chapter notwithstanding, the town may approve mitigation proposals which deviate from the standards outlined herein in those cases where it can be demonstrated that the alternate mitigation proposal meets the purpose of this chapter and provides a greater housing benefit to the community than would be attained through strict adherence to the provisions of this chapter.

B. Criteria for Approving Alternate Mitigation Plans. The town shall consider, but not be limited to, the following criteria in evaluating an applicant's proposal for use of off-site development, in-lieu fees, establishing a housing credit or other alternate mitigation plan:

1. That the development does not require the provision of affordable housing on-site to meet service needs;

2. That the size of the proposed new development is such that production of affordable housing on-site by the applicant is not feasible;

3. That the applicant's site is not suitable for the development of affordable housing based upon location or conflicting land uses;

4. That commercial lending requirements render construction of housing infeasible;

5. That the use of mitigation fees by the town is more appropriate than the provision by the applicant of affordable housing;

6. Purchase of qualifying existing units (Section 17.36.040(D)) is desirable as an off-site solution;

7. That the proposed mitigation plan will provide housing at the earliest possible date;

8. That the alternate housing mitigation plan provides more affordable units than required under Section 17.36.030;

can be a mix of rental and owner-occupied units, with a minimum of seventy percent of the units being for rent.

D. Location. On-site housing is the preferred mitigation. On-site means on the same lot, within the same building, or within the same master-planned development. An alternate mitigation plan may be proposed by an applicant for consideration by the planning commission. One hundred percent of the housing shall be provided within the town boundaries. Wherever possible, mitigation housing should be located in proximity to employment and public transportation routes. Housing required to mitigate industrial development may not be provided in the industrial zone.

Where additional findings can be made by the planning commission or, if subject to administrative review, the community development director, based upon substantial evidence, that on-site mitigation is undesirable for the community or infeasible, or that there is substantial additional community housing or housing related services benefit, may the planning commission or community development director then approve an off-site alternative. Only where findings can be made by the planning commission, based upon substantial evidence, that an on-site or off-site alternative is undesirable for the community or infeasible as determined by the commission or community development director, may the town then approve payment of a fee in lieu of provision of housing.

Suitable zones for mitigation housing located off-site are the R, RMF-2, CG, or CL zones. Existing long-term rental units may not be purchased for the purpose of providing project mitigation housing, nor may the Shady Rest Tract be used for this purpose.

E. Approval. An HMDP provided in conjunction with a permit application for a permitted use shall be subject to review and approval by the community development director or his designee. An HMDP provided in conjunction with a permit application for a conditional or discretionary use shall be subject to review and approval by the planning commission. The community development director or planning commission shall determine adequacy of unit design for the intended occupants.

F. Appeal. A developer may appeal to the planning commission any of the provisions or requirements contained in this chapter providing they can demonstrate to the sat-

9. That the alternate mitigation plan provides a mix of affordability levels consistent with Section 17.36.060.

In addition to any other findings, approval of a housing mitigation plan, including the acceptance of in-lieu fees, shall be accompanied by findings of impracticality and/or findings of greater affordable housing benefit. (Ord. 04-13 §1 (Exh. A (part)), 2004)

17.36.060 Income and eligibility guidelines.

A. Deed or Use Restriction. The units shall be restricted to rental terms, sales terms and occupancy limitations that insure adherence to the use and income level for which they are intended. Of the units provided, a minimum forty percent of rental units shall be affordable to low-income households, a minimum of thirty percent of rental units shall be affordable to median-income households, and all other rental units shall be affordable to moderate-income households. Homeownership units shall be a minimum of two-third affordable to households making one hundred fifty percent or less of the median household income and the remainder affordable to households making two hundred percent or less of the median household income. The applicant may provide a greater percentage at lower income levels than required by this section. For determining the number of units in each affordability category under this formula, unit numbers in each category shall be reasonably rounded and final provision ratios shall be approved by the community development director on a project specific basis. (For example, a project creating two new units, both could be low-income or one could be low and one moderate, or both could be median. For three units, one in each affordability category would be typical. For projects creating only one dwelling, that dwelling may be a low-income unit or a median-income unit).

B. Allocation. Any developer or owner providing mitigation units in accordance with this chapter shall be able to request the town of Mammoth Lakes or its designee to provide tenant or purchaser selection for the mitigation units to the town of Mammoth Lakes or its designee if the owner does not intend to manage the units.

For rental units, the owner or developer may first offer the units to the employees of the project being mitigated. Any unleased units may be offered to the town

of Mammoth Lakes for tenant selection. All leases and tenant qualification procedures shall be in accordance with town of Mammoth Lakes policies and procedures. For sales units, the initial owner or developer may first offer the units to their employees. Thereafter, buyer eligibility and selection shall be in accordance with town of Mammoth Lakes policies and procedures. Any unsold units may be offered to the town of Mammoth Lakes for buyer selection. (Ord. 04-13 §1 (Exh. A (part)), 2004)

17.36.070 Payment in-lieu.

A. The developer of qualifying projects (see Section 17.36.030(C)) may pay an in-lieu fee for the number of mitigation units required to be provided and not otherwise mitigated.

1. Payment In-Lieu Fee. Payment of an in-lieu fee shall be made for each FTEE or partial FTEE not otherwise mitigated. This fee shall be established by resolution of the town council.

2. Timing of Payment and Use of Funds. Payment of in-lieu fees shall be made to the town finance director prior to, and on a proportionate basis to, the issuance of

any building permits for the applicable portion of the development.

3. Authorized Use of Funds. The funds and interest accrued shall remain in the fund and shall be used only for the purposes of planning for, administering, subsidizing or developing affordable housing.

4. Refunds of Expired Permits. Any payment made for a development for which a building permit has expired due to noncommencement of construction, may be refunded in accordance with the provisions of Section 15.16.090 of the town of Mammoth Lakes municipal code. (Ord. 04-13 § 1 (Exh. A (part)), 2004)

17.36.080 Administration.

The planning commission and town council shall from time to time, by resolution or ordinance, adopt such policies and requirements as are necessary to carry out the purpose of this chapter. At a minimum, the planning commission shall hold a public meeting once every two years, reviewing the effectiveness of these regulations. (Ord. 04-13 § 1 (Exh. A (part)), 2004)

17.36.090 Density bonus provisions.

A. Density shall be increased pursuant to the provisions of California Government Code Sections 65915 through 65917 and any amendments thereto. Proportionately greater bonuses may be granted by the planning commission, subject to a conditional use permit, for projects with a higher percentage of qualifying affordable units, up to a maximum project density of twice the permitted density. The affordable units shall be restricted to their designated affordability level for a minimum of thirty years. Affordability levels shall be as defined by the state of California. (Ord. 06-09 § 1 (Att. A (part)), 2006)

APPENDIX D: INTERIM HOUSING POLICY

RESOLUTION NO. 09-76

RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF MAMMOTH LAKES, STATE OF CALIFORNIA, ESTABLISHING AN INTERIM AFFORDABLE HOUSING MITIGATION POLICY WHICH SHALL BE FOLLOWED TO MEET MUNICIPAL CODE SECTION 17.36

WHEREAS, on July 21, 2004 the Town Council approved Ordinance 2004-13, establishing Affordable Housing Mitigation regulations; and,

WHEREAS, on August 16, 2006 the Town Council adopted Ordinance 06-09 amending said regulations; and,

WHEREAS, the Town is currently revising the Housing Element of the General Plan and developing a Housing Strategy in accordance with State law; and

WHEREAS, the Mammoth Lakes Housing Board designated a subcommittee ("Subcommittee") of their Board to work with Town staff to review the current regulations and fee structure related to the housing mitigation program; and,

WHEREAS, the Subcommittee has also worked with the Capital Facilities Funding Committee, as appointed by the Town Council, and with Walter Kieser, Principal, Economic Planning Systems, a consultant retained by the Town of Mammoth Lakes, to determine the goals of the housing mitigation program, recommend a strategy to develop and implement revised housing mitigation policies, and prepare a policy that is consistent with investment and requirements of peer resorts; and,

WHEREAS, the Subcommittee has proposed policies intended to replace the existing Municipal Code provisions for calculating workforce housing mitigation requirements with an inclusionary requirement which will provide interim project evaluation policies and findings, pending the adoption of the updated Housing Element and a revised Municipal Code Chapter 17.36; and,

WHEREAS, the Municipal Code Section 17.36.050 allows for alternate mitigation proposals to deviate from the requirements set forth in the Municipal Code based upon a set of findings; and

WHEREAS, by this Resolution the Town Council hereby declares that all projects shall be evaluated based upon an alternate mitigation proposal that shall meet the findings contained in this Resolution or as originally set forth in Municipal Code Section 17.26.050 and the formulas and requirements set forth in Section 17.36.030 shall not be applicable; and,

WHEREAS, Municipal Code Chapter 17.36 shall be amended in two phases to reflect the policies contained in this Resolution by first rescinding appropriate sections of the Municipal Code and then by amending the entire Chapter of the Municipal Code.

NOW, THEREFORE, BE IT RESOLVED, by the Town Council of the Town of Mammoth Lakes, California, as follows:

1. That the above recitations are true.
2. New development in Mammoth Lakes shall be required to mitigate its impact on the demand for affordable and workforce housing based on the following:
   a. All new residential (transient and non-transient) development of ten or more units and lodging of twenty or more rooms shall be required to construct on-site workforce housing at a rate of ten percent (10%) of all newly-constructed units within the project (e.g. a ten unit project will have 9 market rate units and one workforce unit) and at a target income level of 120% AMI or less. If the inclusionary percentage calculation results in fractional dwelling units, a proportional share of the in-lieu fee referenced below, shall be paid. The 10% requirement and 120% AMI target are based on current market conditions and shall be reviewed and revised annually prior to July 1st of each year.

   b. Total project density, inclusive of workforce units, shall not exceed the maximum density for the zone in which the project is located unless the project applies for and receives a density bonus pursuant to Government Code 65915 et seq.

   c. Certain project types are subject to a housing mitigation requirement, but shall not be required to provide on-site inclusionary units and may instead pay in-lieu fees. These project types are:
      - Small residential developments of nine or fewer units, and lodging developments of 19 or fewer rooms.
      - Non-lodging commercial developments.
      - Developments within the Industrial zone.

   d. In-lieu fees for housing mitigation shall be established and updated annually by the Town Council as a component of, and in relationship to, the overall fee program for new development. The initial in lieu fee for multi-family units shall be $23,222 pending adoption of a permanent fee.

   e. Projects that are required to provide inclusionary housing units on-site may propose an alternate housing mitigation plan (AHMP) subject to Mammoth Lakes Housing Board and Planning Commission approval.

The AHMP may make use of strategies within the MLH "Housing Toolbox." Approval of an AHMP must be based on the findings that:

- On-site mitigation is undesirable for the community or infeasible.
- There would be substantial additional affordable housing benefit derived from the alternate proposal. "Additional housing benefit" may be defined by a number of parameters including, but not limited to:
  - A greater number of affordable/workforce units.
  - Units that more closely meet current priorities established by Mammoth Lakes Housing and/or the Town.
  - Provision of units at an earlier date than would otherwise occur.

f. The following project types are exempt from all housing mitigation requirements:
   - New single family residences under 2,500 square feet.
   - Projects of four or fewer units in the Residential Multi-Family 1 zone.
   - Additions to or remodels of single-family residences that would not cause total living area to exceed 2,500 square feet or are less than 400 square feet in aggregate per building for floor areas above 2500 square feet. Fees shall only be charged for the incremental square footage addition above the 400 square foot exemption.
   - Non-transient rental apartments and deed restricted units.
   - Retail and restaurant development within the Specific Plan, Commercial General, Commercial Lodging, and Resort zones.

g. The livability requirements provided in attachment A shall apply to all workforce housing units built in accordance with this policy.

PASSED, APPROVED AND ADOPTED this 18th day of November, 2009.

NEIL Mc CARROLL, Mayor

ATTEST:

ANITA HATTER, Town Clerk

Town of Mammoth Lakes
Mammoth Lakes Housing
Workforce Housing Livability Requirements

In an effort to create workforce housing units that are appropriate and functional for the permanent residents who will live in these units as their home, MLH and the Town of Mammoth Lakes are adopting the following Workforce Housing Livability Requirements. These requirements are necessary to ensure that developers of inclusionary workforce housing units build units that meet minimum standards of square footage and amenities necessary for households living and working in Mammoth Lakes.

The main component of the livability requirement is that the workforce housing units provided shall be Functionally Equivalent to the market rate units that are being provided. The workforce housing units must be comparable in number and bedrooms, and number of bathrooms as the market rate units. Deed restrictions will be recorded against each workforce housing unit. Restrictions will be set at 80%, 100% and 120% equivalentity throughout the project.

Workforce Housing Livability Requirements are as follows:

1) Workforce Housing units shall be located throughout the development.
2) Workforce Housing units must be provided proportionately in the same unit type mix as the market rate units, except for hotel developments where mitigation will be based on a two (2) bedroom unit.
3) The workforce housing units must have the minimum square footages as follows:
   - One (1) Bedroom Unit shall be no less than 750 square feet
   - Two (2) Bedroom Unit shall be no less than 1000 square feet
   - Three (3) Bedroom Unit shall be no less than 1300 square feet
   - Four (4) Bedroom Unit shall be no less than 1600 square feet
4) The developer shall provide EnergyStar rated kitchen appliances including range, refrigerator, dishwasher, and garbage disposal.
5) All materials and appliances must have a minimum one year warranty.
6) Adequate cabinets and storage space to be provided for kitchen, linens, bathrooms, and outdoor equipment. Storage space shall be appropriate to life in an active mountain community.

7) Sound insulation shall be provided within both the interior and exterior walls.
8) Adequate dining space shall be provided. This may be a separate room, part of a combined living/dining area, or in the kitchen.
9) All units shall have provisions for laundry. If washer/dryer are provided for market rate units they shall also be provided for in workforce housing units.
10) Bedrooms must be designed to accommodate two persons and have at least 120 square feet of useful living space in addition to adequate closet space. The master bedroom shall be larger than the secondary bedrooms. There must be an adequate number of bathrooms for the expected household sizes. Three and four bedroom units must have at least two full bathrooms. Other unit types (studio, one-bedroom and two-bedroom units) shall have the same number of bathrooms as the market rate units.
11) The external appearance, finishing materials and quality of construction of the workforce housing units and any landscaping, private yards or open space that is part of the workforce housing unit property must be identical to the market rate units in the project.
12) All project facilities, amenities and parking must be available on the same basis to the affordable housing units as to the market units.
13) Access to personal outdoor space shall be provided from each unit.

If a developer is willing to provide deed restricted rental housing instead of deed restricted for sale units the Town may consider reducing one or more of the livability requirements provided that basic functionality and livability are not compromised. Such determination to be at the sole discretion of the Town.

STATE OF CALIFORNIA)
COUNTY OF MONO) ss.
TOWN OF MAMMOTH LAKES)

I, ANITA HATTER, Town Clerk of the Town of Mammoth Lakes, DO HEREBY CERTIFY under penalty of perjury that the foregoing is a true and correct copy of Resolution No. 09-76 adopted by the Town Council of the Town of Mammoth Lakes, California, at a meeting thereof held on the 18th day of November, 2009, by the following vote:

AYES:	Councilmembers Bacon, Harvey, Sugimura, Mayor Pro Tem Eastman, and Mayor McCarroll
NOES:	None
ABSENT:	None
ABSTAIN:	None
DISQUALIFICATION:	None

ANITA HATTER, Town Clerk

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