

# **TOWN OF MAMMOTH LAKES**

## **HOUSING ELEMENT**

**ADOPTED JULY 1, 1992**

**UPDATED DECEMBER 17, 2003**

# TABLE OF CONTENTS

## Page Number

### **Chapter One: Introduction**

|   |   |
|---|---|
| Purpose of the Element .....            | 5 |
| Introduction .....                      | 5 |
| Public Participation .....              | 6 |
| Consistency with the General Plan ..... | 7 |

### **Chapter Two: Housing Needs**

|  |    |
|--|----|
| Population .....                             | 8  |
| Employment .....                             | 8  |
| Household Characteristics                    |    |
| ▫ Household Growth and Tenure Trends .....   | 9  |
| ▫ Overcrowded Households.....                | 10 |
| ▫ Households Overpaying .....                | 11 |
| Housing Stock Characteristics                |    |
| ▫ Housing Units by Type.....                 | 11 |
| ▫ Housing Stock Conditions .....             | 12 |
| Special Housing Needs                        |    |
| ▫ Persons with Disabilities .....            | 13 |
| ▫ Seniors .....                              | 14 |
| ▫ Large Families .....                       | 14 |
| ▫ Farmworkers.....                           | 15 |
| ▫ Female Headed Households .....             | 15 |
| ▫ Persons in Need of Emergency Shelter ..... | 15 |
| ▫ Ethnic Groups.....                         | 16 |
| ▫ Seasonal Workers .....                     | 16 |

### **Chapter Three: Resources and Constraints**

|  |    |
|--|----|
| Regional Housing Need .....  | 17 |
| Land Inventory .....   | 17 |
| ▫ Inventory of Suitable Land .....   | 18 |
| ▫ Analysis Suitability: Physical and Environmental .....                                   | 20 |
| ▫ Analysis of Zoning that Facilitates Development of Affordable Housing.....               | 20 |
| ▫ Availability of Infrastructure Available to Identified Lands .....                       | 22 |
| ▫ Analysis of Redevelopable Sites .....  | 23 |
| ▫ Analysis of Sites and Zoning that Facilitates Housing for Farmworkers and Homeless ..... | 23 |

- Analysis of Realistic Capacity..... 23
- Analysis of Governmental Constraints
  - Land Use Controls ..... 24
  - Building Codes and Enforcement..... 25
  - On/Off-site Improvement Standards..... 25
  - Fees and Exactions..... 26
  - Permitting Procedures ..... 27
- Analysis of Governmental Constraints on the Development of Housing for Persons with Disabilities .....27
- Analysis of Non-governmental Constraints
  - Land Availability ..... 29
  - Land Costs ..... 30
  - Construction Costs..... 30
  - Climatic and Geological Constraints..... 30
  - Utilities, Water and Sewer..... 31
  - Seasonal Demand Fluctuations..... 31
  - Financing Costs ..... 31
- Units At-risk of Converting to Market Rate Uses..... 31
- Energy Conservation..... 32

**Chapter Four: Review and Revise**

- Program by Program Review of the Previous Housing Program ..... 33

**Chapter Five: Housing Program**

- Goals and Policies ..... 38
- Implementation Programs ..... 39
- Financial Resources ..... 45
- Quantified Objectives..... 45

**Appendix Documents**

- A. Town of Mammoth Lakes Planning Fee Schedule
- B. Estimated Permit Fees, Single Family Home
- C. Estimated Permit Fees, 1-4 Unit Multifamily
- D. Estimated Permit Fees, 5+ Unit Multifamily
- E. The Town of Mammoth Lakes Development Review Process Flowchart
- F. Determination of Adequate Sites Illustration

## LIST OF TABLES

|  | <u>Page Number</u> |
|--|--------------------|
| Table 1: Population Growth Trends (1970-2003).....                           | 8                  |
| Table 2: Employment by Industry (2000).....                                  | 9                  |
| Table 3: Household Growth Trends (1980-2003).....                            | 9                  |
| Table 4: Households by Tenure (1980 – 2000).....                             | 10                 |
| Table 5: Overcrowded Households (2000) .....                                 | 10                 |
| Table 6: Households Overpaying (2000).....                                   | 11                 |
| Table 7: Housing Units by Type (1990-2000).....                              | 11                 |
| Table 8: Age of Housing Stock.....   | 12                 |
| Table 9: Housing Conditions .....  | 12                 |
| Table 10: Persons with Disability by Employment Status (2000).....           | 13                 |
| Table 11: Persons with Disabilities by Disability Type (2000).....           | 13                 |
| Table 12: Householders by Tenure by Age (2000).....                          | 14                 |
| Table 13: Household Size by Tenure (2000) .....                              | 15                 |
| Table 14: Female Headed Households (2000).....                               | 15                 |
| Table 15: Regional Housing Needs (2001 to 2008).....                         | 17                 |
| Table 16: Deed Restricted Housing Units Developed .....                      | 17                 |
| Table 17: Housing Controlled by Town or Mammoth Housing Inc. ....            | 18                 |
| Table 18: Other Housing Sites .....  | 19                 |
| Table 19: Planned Development in Comparison to Fair Share Requirements ..... | 19                 |
| Table 20: Affordable Housing Mitigation In-Lieu Fee Schedule of Fees .....   | 21                 |
| Table 21: Vacant Land Inventory .....  | 23                 |
| Table 22: Development Standards .....  | 25                 |
| Table 23: Housing Types Permitted by Zoning District .....                   | 27                 |
| Table 24: Quantified Objectives .....  | 45                 |

# Chapter One: Introduction

---

## ***Purpose of the Element***

In response to California's critical housing needs, the legislature enacted housing element law with the goal of adequate and safe housing for every Californian. The attainment of housing for all requires the cooperation of local and State governments.

Housing element law requires local governments to adequately plan to meet their existing and projected housing needs, including their share of the regional housing need. Housing element law is the State's primary market-based strategy to increase housing supply. The law recognizes the most critical decisions regarding housing development occur at the local level within the context of the general plan. In order for the private sector to adequately address housing needs and demand, local governments must adopt land-use plans and regulatory schemes that provide opportunities for, and do not unduly constrain, housing development for all income groups.

Unlike the other mandatory elements of the general plan, the housing element is subject to detailed statutory requirements regarding its content and must be updated every five years. The housing element is also subject to mandatory review by the California Department of Housing and Community Development. This reflects the statutory recognition that the availability of housing is a matter of statewide importance and that cooperation between all levels of government and the private sector is critical to attainment of the State's housing goals.

## ***Introduction***

Since the adoption of the first Housing Element in 1992, the Town of Mammoth Lakes has taken many proactive steps toward tackling the housing issues facing the community. First, The Town Council adopted Affordable Housing Mitigation Regulations on October 4, 2001 (also referred to as Inclusionary Zoning and Linkage Fee). Second, In March 2002 an ordinance of the people of the Town of Mammoth Lakes increased the Transient Occupancy Tax Rate (TOT) in order to provide 1/12<sup>th</sup> of all TOT revenues for the development of affordable housing (approx. \$600,000 per year). Third, Mammoth Lakes Housing, Inc., a nonprofit housing development corporation was established with an initial operating budget of \$201,500 through contributions from Mammoth Mountain Ski Area, Intrawest Corporation, and the Town of Mammoth Lakes. Fourth, The Town of Mammoth Lakes formally created the Town of Mammoth Lakes Housing Trust Fund, which currently has over \$2 million in assets. And lastly, the Town adopted a Reasonable Accommodation ordinance. These programs directly contributed to the creation of over 282.5 deed restricted, affordable residential units in the Town of Mammoth Lakes.

The Town of Mammoth Lakes is a tourism-based community located in California's Eastern Sierra, in the Southern half of Mono County, positioned nearly equidistant between the Los Angeles Basin and San Francisco. Of the 7,094 permanent residents 53 percent live in owner-occupied housing units and 47 percent live in renter-occupied units. Almost 55 percent percent of the households in the town are

families, and single-family homes comprise under half of the housing supply. The Town of Mammoth Lakes is also subject to large fluctuations in resident populations and visitation levels due to its tourism based economy, these fluctuations are not reflected in census data; however, they have a huge impact on the community and have been incorporated in the development of this Element.

As a result of Mammoth Lakes’ tourism-based economy, a large percentage of the population is employed in the service sector which traditionally provides lower paying jobs. Forty-one (41) percent of Mammoth’s households earn lower incomes generally below 80 percent of the area median income. However, there is also a large population (55%) of households that have incomes greater than the income limits established for traditional affordable housing assistance, and yet do not earn enough to purchase a home at current market rates. The Housing Element represents the Town’s efforts to provide housing opportunities for all segments of the community; both the traditional Target Income Groups and those with higher incomes that may also need housing assistance in today’s housing market. The Element identifies housing needs in the Town and sets forth the policies to guide future housing development consistent with the policies in the General Plan.

## **Public Participation**

The Housing Element must reflect the values and preferences of the residents. Therefore, citizen participation was an important component of the development of the Element. The Town of Mammoth is currently in the process of updating the General Plan and has held numerous workshops, community meetings, and focus groups to discuss the diverse housing needs that exist among every resident, being sensitive to gather data on every age group, ethnicity, and income bracket. Some of the workshops and meetings held to gather public input are as follows:

|                    |   |
|--------------------|---|
| April 1, 2003      | Mammoth Lakes Chamber of Commerce                           |
| April 4, 2003      | General Plan Workshop 1: Objectives                         |
| April 2003         | Mammoth Lakes Rotary Club                                   |
| April 2003         | Mammoth Lakes Lions Club                                    |
| June 24, 2003      | Mono County Child Care Council                              |
| July 2, 2003       | El Foro Latino  |
| July 8, 2003       | Mammoth Lakes Chamber of Commerce Board                     |
| July 9, 2003       | Ward Jones Development Group                                |
| July 10, 2003      | Mammoth Lakes Contractors Association                       |
| July 23, 2003      | Lions Club  |
| July 24, 2003      | Inyo Mono Advocates for Community Action Board of Directors |
| September 23, 2002 | Sierra Business Council Annual Meeting housing team         |

In 2002 the Town of Mammoth Lakes began conducting annual housing and transit needs assessments through a community wide survey targeting both employees and employers in the community. Results of the Resident Housing and Transit Needs Assessment clearly reinforced the need for affordable housing among Mammoth Lakes residents. The Assessment provided a separate analysis of employees of Mammoth Mountain Ski Area in order to ascertain the unique needs of the seasonal employee segment of the community. In 2003 a separate analysis of the Spanish speaking community

was conducted to determine any specific needs of this important segment of the resident workforce. Additionally, the Town has sought the cooperation and advice of El Foro Latino, a focus group comprised of local Hispanic community members.

### ***Consistency with the General Plan***

The Housing Element is entirely consistent with the goals and policies of the current Town of Mammoth Lakes General Plan. There are no General Plan land use designations or regulations that require revision in order to meet the policies and objectives of this element, or provide for the Town's fair share of the regional housing need. This Housing Element will be amended as necessary to maintain consistency with the General Plan by incorporating appropriate revisions to the goals and policies. Additionally, the Town will maintain consistency throughout the planning period upon any further amendments to the General Plan.

## Chapter Two: Housing Needs

### Population

#### Population Growth Trends

The Town is experiencing growth rates similar to the rest of the Eastern Sierra Region. As of 2000 the full-time resident population was 7,094 with a growth rate of 48 percent from 1990 to 2000. Over 60 percent of the total population is between the ages of 20 and 44 with the average age being 32.2 years. The town is prone to large fluctuations in the total non-resident population because of the seasonal nature of its tourism economy. During peak tourist seasons the community and Mammoth Mountain Ski Area require many more employees (more than can be filled by the full-time resident community). As a result, the resident population increases by 2,000 during the peak tourism season. Population growth and seasonal fluctuations in population place a strain on housing and other services.

In 2000, 56.9 percent of the population was male and 43.1 percent of the population was female. Additionally, the bulk of the population (38.4%) was between the ages of 25 and 44 with the median age being 32.2, while 22.5 percent of the population were children 0-18. It is estimated that within 20 years, the permanent population of Mammoth Lakes will reach 11,000 people.

**Table 1: Population Growth Trends (1970 – 2003)**

| Year | Population | Numerical Change | Average Annual Change |         |
|------|------------|------------------|-----------------------|---------|
|      |            |                  | Number                | Percent |
| 1970 | 3,528      |                  |                       |         |
| 1980 | 3,929      | 401              | 40.1                  | 1.14%   |
| 1990 | 4,785      | 856              | 85.6                  | 2.18%   |
| 2000 | 7,094      | 2308             | 230.8                 | 4.82%   |
| 2003 | 7,495      | 402              | 134                   | 1.89%   |

Source: Census Bureau (2000 Census, SF3: P1) and (1990 Census, STF3: P1), DOF (Report E-5)

### Employment

#### Employment by Industry

Due to Mammoth Lakes' tourism-based economy the majority of the population living in Mammoth Lakes is employed in the retail and services industry, education, and health and social services. Unfortunately, it is this employment group that is most profoundly impacted by increasing real-estate values and rents. Escalating real-estate values are forcing many employees to relocate further and further away from their place of full-time employment. Many households must spend more

than 30 percent of their monthly income on housing, or are faced with increased commuting costs and potentially decreased living standards.

**Table 2: Employment by Industry (2000)**

| Industry Type   | 2000        |            |
|---|-------------|------------|
|   |             | Percent    |
| Agriculture, forestry, fishing and hunting, and mining: | 40          | .9         |
| Construction  | 350         | 8.1        |
| Manufacturing   | 113         | 2.6        |
| Wholesale trade   | 77          | 1.8        |
| Retail trade  | 424         | 9.8        |
| Transportation and warehousing, and utilities:          | 60          | 1.4        |
| Information   | 46          | 1.1        |
| Finance, insurance, real estate and rental and leasing: | 166         | 10.8       |
| Professional, scientific, management, admin.            | 379         | 8.8        |
| Educational, health and social services:                | 482         | 11.2       |
| Arts, entertainment, recreation, and services:          | 1,598       | 37.1       |
| Other services  | 117         | 2.7        |
| Public administration                                   | 161         | 3.7        |
| <b>TOTAL</b>  | <b>4013</b> | <b>100</b> |
| Source: Census Bureau (2000 Census, SF3: P49)           |             |            |

## Household Characteristics

### Household Growth and Tenure Trends

Census data concluded that there were 2,814 households residing in Mammoth Lakes during 2000, 53.9 percent of which were classified as family households.

**Table 3: Household Growth Trends (1980 - 2000)**

| Year   | Households | Numerical Change | Annual Numerical Change |
|--|------------|------------------|-------------------------|
| 1980 <sup>1</sup>  | 1,617      |                  |                         |
| 1990   | 1,952      | 335              | 34                      |
| 2000   | 2,814      | 862              | 86                      |
| Source: Census Bureau (2000 Census, SF3: H6), (1990 Census, STF3: H4) and DOF (E-5 Report) |            |                  |                         |

Although there are more housing units in Mammoth Lakes than there are households, they are not affordable or available for the average resident. Census 2000 shows the housing unit count to be 7,960, but only 2,814 of these housing units are occupied year round. The remaining 5,146 housing units (57.5%) are owned by second homeowners and are utilized on a seasonal, recreational, or occasional basis.

<sup>1</sup> The Town of Mammoth Lakes was incorporated in 1984, therefore the 1980 statistics are based on data extrapolations for Mono County.

**Table 4: Households by Tenure (1980 – 2000)**

|  | 1980 <sup>2</sup> |             | 1990         |             | 2000         |             |
|--|-------------------|-------------|--------------|-------------|--------------|-------------|
|  | Number            | Percent     | Number       | Percent     | Number       | Percent     |
| Owner  | 803               | 51%         | 858          | 44%         | 1,485        | 53%         |
| Renter   | 785               | 49%         | 1,094        | 56%         | 1,329        | 47%         |
| <b>TOTAL</b>   | <b>1,588</b>      | <b>100%</b> | <b>1,952</b> | <b>100%</b> | <b>2,814</b> | <b>100%</b> |
| Source: Census Bureau (2000 Census, SF 3: H7), (1990 Census, SF 3: H8) and 1980 Census |                   |             |              |             |              |             |

### Overcrowded Households

The United States Census Bureau defines overcrowding as a housing unit that is occupied by more than one person per room (not including kitchens and bathrooms). Overcrowded households are defined as those with 1.01 or more persons per room, and units with more than 1.5 persons per room are considered severely overcrowded.

According to the 2000 census, 301 households in Mammoth Lakes are living in overcrowded conditions compared to the 164 units that were overcrowded in 1990. Mammoth Mountain Ski Area employees have an average of 2.8 roommates compared to the 2.3 roommates of the average Mammoth area employee. These numbers may not be reflected in census data because many ski area employees are not permanent residents.

**Table 5: Overcrowded Households (2000)**

| Households                                    | Total  | Percentage |       |
|---|--------|------------|-------|
| TOTAL HOUSEHOLDS                              | 2815   | 100%       |       |
| TOTAL Overcrowded Households                  | 301    | 10.7%      |       |
| 1-1.5 Persons per Room                        | 140    | 5%         |       |
| 1.5 or More Persons per Room                  | 161    | 5.7%       |       |
| Households                                    | Owners | Renters    | TOTAL |
| Total Overcrowded Households                  | 72     | 229        | 301   |
| 1-1.5 Persons per Room                        | 61     | 79         | 140   |
| 1.5 or More Persons per Room                  | 11     | 150        | 161   |
| Source: Census Bureau (2000 Census SF 3: H20) |        |            |       |

In comparison with the statewide average for overcrowding (15.2%), census data shows the Town of Mammoth Lakes has fewer overcrowded units than the average California community. However, the true number of overcrowded households is likely greater than reflected in the census due to seasonal overcrowding, which was not accounted for in the census data.

<sup>2</sup> The Town of Mammoth Lakes was incorporated in 1984, therefore the 1980 statistics are based on data extrapolations for Mono County.

## Households Overpaying

Households are considered to be overpaying for housing if payment (rent or mortgage) is greater than 30 percent of than household income. In 2000, approximately 872 households (30.9%) reporting to the 2000 census were overpaying. This incidence of overpayments occurs more frequently in renter households (35.5%) than in owner households (26.8%). Of the 1,185 households reporting incomes less than \$35,000, approximately half (551) were overpaying in 1999. According to the annual Resident Housing and Transit Needs Assessment conducted by the Town of Mammoth Lakes Community Development Department approximately 55 percent of surveyed respondents indicated that they were paying over 30 percent of their income on accommodation.

**Table 6: Households Overpaying (1999)**

| Households   | Owners | Renters | TOTAL |
|--|--------|---------|-------|
| Total Households Overpaying                                      | 400    | 472     | 872   |
| <b>LOWER INCOME HOUSEHOLDS</b>                                   |        |         |       |
| Total Households with Income Less than \$35,000                  | 419    | 766     | 1185  |
| Households Overpaying with Less than \$35,000                    | 124    | 427     | 551   |
| Source: Census Bureau ( 2000 Census SF 3: H69, H73, H94 and H97) |        |         |       |

In 2000, the median rent in Mammoth Lakes was \$715 a month. As of September 2003, the average rent was approximately \$1,000 a month, representing an increase of 40 percent in three years. In 2001 the average cost of a house in Mammoth Lakes was \$483,000. As of September 2003, the average price of a house in Mammoth Lakes was \$699,730, representing an increase of 45 percent. The average price of a condominium unit as of September 2003 was \$400,386.

## ***Housing Stock Characteristics***

### Housing Units by Type

Although there are more housing units located in Mammoth Lakes than there are households, the majority of these units are owned by second homeowners and used for seasonal, recreational, or occasional occupation. At a glance, census statistics show single family detached homes are the most common form of residential housing (2,122). However, the combined total for multi-unit condominiums surpasses this figure (2,709). Apartments with 20 or more units are the residential unit type that had the greatest increase in the past 10 years (86%). The increase in apartment complex units may have contributed to the decrease (-83%) in more transient forms of residency such as vans and recreational vehicles (RVs).

**Table 7: Housing Units by Type (1990-2000)**

| Housing Unit Type    | 1990   |         | 2000   |         | Change |         |
|----------------------|--------|---------|--------|---------|--------|---------|
|                      | Number | Percent | Number | Percent | Number | Percent |
| Single-family-Detach | 1671   | 23.5%   | 2122   | 26.7%   | 451    | 27%     |
| Single-family-Attach | 588    | 8.3%    | 965    | 12.1%   | 377    | 64%     |
| 2 units              | 325    | 4.6%    | 301    | 3.8%    | -24    | -7%     |

|   |             |               |              |              |            |            |
|---|-------------|---------------|--------------|--------------|------------|------------|
| 3 - 4 units   | 1300        | 18.3%         | 1,239        | 15.6%        | -61        | -5%        |
| 5 - 9 units   | 1310        | 18.4%         | 1,169        | 14.7%        | -141       | -11%       |
| 10 to 19 units  | 1018        | 14.3%         | 749          | 9.4%         | -269       | -26%       |
| 20+ units   | 655         | 9.2%          | 1,220        | 15.3%        | 565        | 86%        |
| Mobilehome  | 177         | 2.5%          | 183          | 2.3%         | 6          | 3%         |
| Boat, RV, van, etc.   | 58          | 0.8%          | 10           | -0.1%        | -48        | -83%       |
| <b>TOTAL</b>  | <b>7102</b> | <b>100.0%</b> | <b>7,958</b> | <b>99.7%</b> | <b>856</b> | <b>12%</b> |
| Source: Census Bureau (2000 Census, SF 3: H30) and (1990 Census, SF: H20) |             |               |              |              |            |            |

### Housing Stock Conditions

Most of the housing stock in Mammoth Lakes is relatively new with only 115 housing units constructed prior to 1950. Table 8 shows the age of housing in Mammoth Lakes. As a result of the relative newness of the housing stock, most units are in good shape. According to a housing conditions survey conducted in the fall of 2003 as part of the General Plan Update process, identified only 24 units were in need of rehabilitation and only 3 of these units were considered to need such major repair that demolition was recommended. This represents a 27 percent decrease in units identified as needing rehabilitation from the previous housing condition survey conducted in 1990. The Town of Mammoth Lakes, in its efforts to assist homeowners in upgrading these units, will seek rehabilitation funding from the State Community Development Block Grant or HOME programs.

**Table 8: Age of Housing Stock**

| Date of Construction                            | Number of Units | Percentage |
|---|-----------------|------------|
| 1939 or earlier                                 | 92              | 1%         |
| 1940 - 1949                                     | 23              | 0%         |
| 1950 - 1959                                     | 95              | 1%         |
| 1960 - 1969                                     | 95              | 1%         |
| 1970 - 1979                                     | 3748            | 48%        |
| 1980 - 1989                                     | 2039            | 26%        |
| 1990 - 2000                                     | 1175            | 15%        |
| 2000-2003                                       | 609             | 8%         |
| <b>TOTAL</b>                                    | <b>7876</b>     | <b>92%</b> |
| Source: Census Bureau (2000 Census, SF 4: DP-4) |                 |            |

**Table 9: Housing Conditions**

| Condition   | Number      | Percent        |
|---|-------------|----------------|
| Sound   | 7078        | 99.66%         |
| Need Rehabilitation   | 21          | 0.30%          |
| Need Replacement  | 3           | 0.04%          |
| <b>TOTAL</b>  | <b>7102</b> | <b>100.00%</b> |
| Source: Estimates by local building officials, builders, redevelopment agencies, non-profit agencies and windshield surveys |             |                |

## Special Housing Needs

Within the general population, there are several groups of people that have special housing needs. These needs can make it difficult for members of these groups to locate suitable housing. The following subsections discuss the special housing needs of six groups identified in State Housing Element law (Government Code, Section 65583(a)(6)). Specifically, these include senior households, persons with disabilities, large households, female-headed households, farm workers, and the homeless. Within Mammoth Lakes, seasonal workers are another group with special housing needs.

### Persons with Disabilities

The housing needs of persons with disabilities are difficult to measure. The Inyo-Mono Association for the Handicapped operates a group home in Bishop and provides other services for the handicapped. Neither this agency nor the Mono County Department of Social Services is aware of any handicapped persons in Mammoth Lakes currently in need of housing assistance, nor did they identify any special housing needs for the handicapped in Mammoth Lakes.

The Town of Mammoth Lakes has 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 has been ensuring that all new developments and rehabilitations of housing units meet the requirements of Title 24 of the California Code of Regulations (Building Code).

**Table 10: Persons with Disability by Employment Status (2000)**

|   | Number | Percent |
|---|--------|---------|
| Age 5-20 with a Disability                        | 68     | 4.7     |
| Age 21-64, Employed Persons with a Disability     | 472    | 73.5    |
| Age 21-64, Not Employed Persons with a Disability | 170    | 26.5    |
| Persons Age 65 Plus with a Disability             | 52     | 17.6    |
| Total Persons with a Disability                   | 762    | 11.4    |
| Total Population (Civilian Non-institutional)     | 6682   | 100     |
| Source: Census Bureau (2000 Census SF 4: QT-P21)  |        |         |

**Table 11: Persons with Disabilities by Disability Type (2000)**

|   | Number | Percent |
|---|--------|---------|
| <i>Total Disabilities Tallied</i>       | 762    | 11.9%   |
| <i>Total Disabilities for Ages 5-64</i> | 710    | 11.1%   |
| Sensory Disability                      | 92     | 1.4%    |
| Physical Disability                     | 206    | 3.2%    |
| Mental Disability                       | 137    | 2.1%    |

|  |     |       |
|--|-----|-------|
| Self-care disability                             | 12  | 0.2%  |
| Go-outside-home disability                       | 215 | 3.4%  |
| Employment disability                            | 462 | 7.2%  |
| <i>Total Disabilities for Ages 65 and Over</i>   | 52  | 17.6% |
| Sensory Disability                               | 35  | 11.9% |
| Physical Disability                              | 35  | 11.9% |
| Mental Disability                                | 26  | 8.8%  |
| Self-care Disability                             | 18  | 6.1%  |
| Go-outside-home Disability                       | 25  | 8.5%  |
| Source: Census Bureau (2000 Census SF 4: QT-P21) |     |       |

### **Seniors**

The elderly do not make up a large percentage of Mammoth Lakes’ residents. Only 2.3 percent of all households in Mammoth Lakes contain members 65 and older. The elderly population has grown over the past twenty years from 2 percent of Mammoth Lakes’ residents being over the age of 60 in 1980 to 4.5 percent in 1990, and 7.4 percent in 2000. The increase in elderly residents reflects the desire for many Southern California residents to retire in a community like Mammoth Lakes. Neither the Inyo Mono Area Agency on Aging nor the Mono County Department of Social Services are aware of elderly households within Mammoth Lakes currently in need of housing assistance.

Based on the 2000 census, there are approximately 129 elderly households that are owner occupied and another 43 that are rentals. “Granny” units as defined in Government Code section 65852.1 are permitted in Mammoth Lakes.

**Table 12: Householders by Tenure by Age (2000)**

| Householder Age                                 | Owners | Renters | Total |
|---|--------|---------|-------|
| 15-24 years                                     | 31     | 221     | 252   |
| 25-34 years                                     | 182    | 510     | 692   |
| 35-64 years                                     | 1145   | 554     | 1699  |
| 65-74 years                                     | 108    | 35      | 143   |
| 75 plus years                                   | 21     | 8       | 29    |
| TOTAL   | 1487   | 1328    | 2815  |
| Source: Census Bureau (2000 Census SF 4: QT-H2) |        |         |       |

### **Large Families**

Large households are defined as households with more than five persons. The average household size of Mammoth Lakes Residents is 2.44 with the average family size being 3.09 persons.

**Table 13: Household Size by Tenure (2000)**

| Tenures | 1-4 persons |          | 5+ persons |         | Total  |         |
|---------|-------------|----------|------------|---------|--------|---------|
|         | Number      | Percent  | Number     | Percent | Number | Percent |
| Owner   | 1,396       | 50%      | 91         | 3%      | 1,487  | 53%     |
| Renter  | 1,163       | 41%      | 165        | 6%      | 1,328  | 47%     |
| TOTAL   | 2,559       | 0.909059 | 256        | 9%      | 2,815  | 100%    |

Source: Census Bureau (2000 Census SF 3: H17)

**Farmworkers**

Mammoth Lakes does not contain any agricultural lands and there are no farmworkers in the Town.

**Female-headed Households**

According to Census 2000, there are roughly 170 female-headed households, or 6 percent of all households in Mammoth Lakes. Approximately 75 percent of these households contain children under the age of 18. In 1999, 25 female-headed households with children under the age of 18 were below the poverty level. The housing needs of these single parent households have increased in recent years as the costs of accommodation and living expenses continue to increase.

The housing needs of the single, employed parent typically include housing that requires minimal maintenance, located near employment, schools, transit, shopping, and day care.

**Table 14: Female Headed Households (2000)**

| Householder Type                                   | Number | Percent of all Households |
|--|--------|---------------------------|
| Female Headed Householders                         | 170    | 6%                        |
| <i>Female Heads with Own Children</i>              | 127    | 5%                        |
| <i>Female Heads without Children</i>               | 43     | 2%                        |
| Total Householders                                 | 2,814  | 100%                      |
| Female Headed Householders Under the Poverty Level | 25     | 19%                       |
| Total families Under the Poverty Level             | 134    | 100%                      |

Source: Census Bureau (2000 Census SF 3: P10 and P90)

**Families and Persons in Need of Emergency Shelter**

There are no permanent residents in the Town of Mammoth Lakes in need of Emergency Shelter. Although Inyo Mono Advocates for Community Action in partnership with Salvation Army, do have a hotel/motel voucher program, it is rarely used. The majority of those without permanent shelter are transients who camp during the summer but then relocated to a warmer climate during the winter months. Because camping is popular, even within the Town of Mammoth Lakes, it is difficult to determine who is in need of emergency shelter and who is camping for recreation. 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.

### **Ethnic Groups**

Perhaps the largest increase in housing needs over the past 20 years can be seen within the Hispanic segment of the community. In 1980, only 4.5 percent of the population was of Hispanic origin. This percentage has more than quadrupled. In 1990, persons of Hispanic origin made up nearly 14.5 percent of the population; in 2000 this group comprised over 22 percent of the population. In 2003 a grass roots organization called El Foro Latino was formed to address needs of Spanish speaking residents. Affordable housing has been identified as their most critical need.

### **Seasonal Workers**

The largest special needs group in Mammoth Lakes is the seasonal workforce. Normally, these workers are employed for the winter season by the Ski Area and other commercial enterprises in the Town which cater to the winter recreationist. The jobs are generally low paying, service related positions. Additionally, the length of employment and hours worked are dependent on the timing and amount of snowfall and fluctuate on annual basis. During the summer some of these individuals pursue other employment in Mammoth Lakes, some leave the area, and some are unemployed. Many in this group are college age or early 20s and do not have families. Mammoth Mountain Ski Area is most effected by the lack of seasonal housing for its employees and owns and operates a large number of units within the community in order to address this need. As of September 2003, the Mountain owns and operates 549 beds of seasonal housing within the community.

However, the “typical seasonal worker” is changing as a result of the growing Hispanic community, and seasonal work is supporting families. Many households are employed “seasonally” but live and work in Mammoth Lakes year-round. The housing needs of this population are not necessarily seasonal in nature, but require year-round housing that is not directly tied to their employment

## Chapter Three: Resources and Constraints

### ***Regional Housing Need***

A Regional Housing Needs Allocation Plan is required pursuant to Section 65584 of Article 10.6 of State housing element law. The housing need is the minimum number of units needed to serve the Town of Mammoth Lakes' own projected household population and to accommodate a normal vacancy rate and the expected loss of housing stock. In a January 8, 2002 letter, the State Department of Housing and Community Development (HCD) provided a range of numbers of housing units for which the Town of Mammoth Lakes should plan.

**Table 15: Mammoth Lakes Fair Share of Regional Housing Needs (2001 to 2008)**

| Income Group                       | Number     | Percent     |
|------------------------------------|------------|-------------|
| Very Low                           | 60         | 20.2%       |
| Low                                | 53         | 17.9%       |
| Moderate                           | 69         | 23.2%       |
| Above Moderate                     | 114        | 38.4%       |
| <b>TOTAL</b>                       | <b>297</b> | <b>100%</b> |
| Source: Regional Housing Need Plan |            |             |

### ***Land Inventory***

The Town of Mammoth Lakes encompasses approximately 24 square miles. Of that area, less than four square miles is privately owned and developable. The remainder is public land administered by the Inyo National Forest. Fortunately, as a result of the successes of the last Housing Element and programs that have been put in place, many affordable housing units have been developed and there is a significant land inventory available to meet the Town's fair share of the regional housing need.

**Table 16: Deed Restricted Housing Units Developed in the Last Planning Period**

|   | Very Low  | Low          | Moderate  | + Moderate |
|---|-----------|--------------|-----------|------------|
| Intrawest/MMSA  |           | 71.5         | 24        |            |
| Others  | 57        | 103          | 27        |            |
| <b>TOTAL</b>  | <b>57</b> | <b>174.5</b> | <b>51</b> |            |
| Bristlecone, Glass Mountain, Condo Conversions, Hooper, Mammoth Hospital, Gibbs, Presson, Schuyler, Davis |           |              |           |            |

Table 16 indicates the number of deed restricted housing units developed since the adoption of the previous Housing Element. Of the above mentioned units, the 57 very low-income units were built prior to 2001. The 174.5 low-income units and the 51 moderate-income units have all been constructed and occupied since 2001, and are therefore counted toward the Town's fair share of the regional housing need for the 2001-2008 period. In addition to the deed restricted units constructed and occupied since 2001, 357.5 above moderate income residential units have been built. This

satisfies the Above Moderate Income Group for the Town’s fair share of the regional housing need for the planning period.

Inventory of Suitable Land

Within the Town there are four exclusively residential zones. RR, Rural Residential, allows two dwellings per acre, and RSF, Residential Single-Family, allows four dwellings per acre. Minimum lot size in the RR zone is 15,000 square feet and in the RSF it is 7,500 square feet. There are two high density zones that exist, RMF-1 and 2. The minimum lot sizes in these zones are 10,000 square feet and 40,000 square feet respectively. These zones allow 12 units per acre, with studio and one-bedroom units counting as a one-half unit of density

There are three main components of the Town’s land inventory. First, there is the inventory of sites that are currently owned by the Town of Mammoth Lakes or Mammoth Lakes Housing, Inc. a non-profit affordable housing development corporation supported by the Town (Table 17). Second, there is the inventory of large resort development properties that will be required to provide housing as a result of Inclusionary Zoning and the Affordable Housing Overlay (Table 18). And the third component is comprised of vacant land that is currently zoned for housing (Table 21). The sites/projects indicated in Tables 17 and 18 are not included in the Land Inventory listed in Table 21 on page 23.

**Table 17: Housing Sites Owned or controlled by the Town of Mammoth Lakes or Mammoth Lakes Housing, Inc. and Available for Development within the Planning Period**

|              | Size (Acres) | Zoning | Capacity Very Low | Capacity Low | Capacity Moderate | Capacity + Moderate |
|--------------|--------------|--------|-------------------|--------------|-------------------|---------------------|
| Meridian     | .95          | RMF    | 10                | 3            | 6                 | 2                   |
| Callahan     | 1            | RMF    | 14                | 4            | 0                 | 0                   |
| Dempsey      | 4.41         | R      | 25                | 10           | 20                | 16                  |
| <b>TOTAL</b> | <b>6.36</b>  |        | <b>49</b>         | <b>17</b>    | <b>26</b>         | <b>18</b>           |

The above Table indicates housing sites that are currently owned by the Town of Mammoth Lakes and have been dedicated for the purposes of resident workforce housing by the Mammoth Lakes Town Council. As of the adoption date of this Element, the current status of development of the properties are as follows:

Meridian – The Town is currently negotiating a lease agreement with Mammoth Lakes Housing, Inc. (MLH) to facilitate the development of this property. MLH intends to submit plans for approval by the Town of Mammoth Lakes Community Development Department by Spring 2004, and initiate construction by Fall 2004. Financing for this project is being provided locally.

Callahan – The Town of Mammoth Lakes currently owns this property and is having it planned in conjunction with a multi-family development on an adjacent property to maximize the use of the site. Plans will be submitted to and reviewed and approved by the Town of Mammoth Lakes Planning Commission by Summer 2004. Construction is slated for summer 2005. Financing for this project is being provided through local partnerships.

Dempsey – The Town of Mammoth Lakes currently owns this property and Mammoth Lakes Housing, Inc. and its development partnership currently have an Option to Lease this property for work force housing. The site is currently being planned for development and a Conditional Use Permit Application will be submitted and reviewed by the Town of Mammoth Lakes Planning Commission by Spring 2004. A \$3.5 million Home Investment Partnership Program (HOME) application was submitted to support development of this site, and the Town anticipates issuing multi-family housing bonds to support the project. Provided the financing is secured, construction of this project could begin in 2004. It is possible that the project could be postponed for one building season if financing is not secured as intended.

**Table 18: Housing Sites (Owner or Controlled for Resort Development) Available for Housing Sites Available for Development within the Planning Period**

|                    | Size (Acres) | Zoning | Capacity Very Low | Capacity Low | Capacity Moderate | Capacity + Moderate |
|--------------------|--------------|--------|-------------------|--------------|-------------------|---------------------|
| Shady Rest         | 25           | AH     | 50                | 70           | 52                |                     |
| Intrawest Projects |              |        |                   | 105          | 35                |                     |
| <b>TOTAL</b>       |              |        | <b>50</b>         | <b>175</b>   | <b>87</b>         |                     |

Table 18 above indicates housing as a result of Inclusionary Zoning and the Affordable Housing Overlay. Shady Rest is a large parcel of land that was publicly owned land administered by the Inyo National Forest. After a lengthy public agency land exchange process, the property was permanently transferred into private ownership in 2003. The property does have an Affordable Housing Overlay and is currently entitled through a master plan for 50 very low-income units, 70 low-income units, and 52 moderate-income units. The new private landowners have held pre-development meetings with the Community Development Department and have indicated their intent to develop the property to its fullest capacity over the next five years.

The Intrawest Projects listed above will be required as a result of Inclusionary Zoning. Intrawest is Mammoth Lakes' primary resort developer owning large sections of undeveloped land. Intrawest has been working very closely with the Town of Mammoth Lakes on its intended development schedule over the next five years. The above projection of 105 low-income and 35 moderate-income units is a conservative estimate of what will be required to support the development planned by the corporation over the next five years.

**Table 19: Planned Development in Comparison to Fair Share Requirements**

| Income Group   | Required   | Built since 2001 | Planned    | Percent     |
|----------------|------------|------------------|------------|-------------|
| Very Low       | 60         |                  | 99         | 165%        |
| Low            | 53         | 174.5            | 192        | 692%        |
| Moderate       | 69         | 51               | 138        | 274%        |
| Above Moderate | 114        | 357.5            | 18         | 329%        |
| <b>TOTAL</b>   | <b>297</b> | <b>583</b>       | <b>422</b> | <b>338%</b> |

Source: Regional Housing Need Plan, Town of Mammoth Lakes Housing Inventory, Sept. 2003

Based on the above analysis the Town will meet its share of the regional housing need by calculating the number of units that have been built since 2001, units that have been approved and likely to be built, units that are statutorily required to be built as a result of inclusionary zoning, and units that will be built on property owned by the Town of Mammoth Lakes and dedicated for housing purposes.

The Vacant Land Inventory documented in Table 21 further documents the capacity to build an additional 584 residential units of various types for a variety of incomes, but development on these sites is not required to meet the Town's fair share of the regional housing need.

#### Analysis of Suitability: Physical and Environmental

Of the identified lands indicated in the above Tables describing land inventory, there are both physical and environmental attributes that can impede development on the identified lands.

*Physical Attributes* – Several properties in Mammoth Lakes are on steep slopes. This can cause an increase in the cost of development.

Many parcels are a one-half acre or less in size which prevents any large increases in density for affordability. In many cases, a 25 percent density bonus may only result in one additional unit on a given parcel.

These physical attributes, although presenting challenges, do not prohibit development from occurring, but rather restrict development or increase costs. The projected capacity for the parcels in the Tables take into account these limitations and are reasonable in their projection given physical constraints.

*Environmental Attributes* – Several of the identified properties have physical attributes that effect the developable area of the parcels. Wetlands are an issue on the two larger parcels, Shady Rest (25 acres) and Dempsey (4.4 acres). These parcels are large enough that development can be clustered away from the wetlands. The capacity projections for these sites reflect this environmental constraint.

The Town of Mammoth does not have any agricultural or Williamson Act properties, and thus these factors are not constraints.

#### Analysis of Zoning that Facilitates Development of Affordable Housing

There are several tools in the current Zoning Code that facilitate affordable housing development. The first is a 25 percent density bonus consistent with the State of California Density Bonus Law. The second is local density bonus which allows up to double the permitted density if all the units provided are consistent with low- and very low-income affordability levels as defined by the State of California. Furthermore, the Zoning Code also allows apartments in commercial zones to help facilitate the construction of apartments within mixed-use developments and allows apartments by right in the two multi-family zones.

The Town of Mammoth Lakes has also amended the Zoning Code over the last five years to implement the following measures to facilitate the development of affordable housing units.

*Affordable Housing Mitigation Regulations*

The Town Council adopted Affordable Housing Mitigation Regulations on October 4, 2001 (also referred to elsewhere in the Element as Inclusionary Zoning). The regulations address the impact of new development on the supply of affordable housing. A formula is used to estimate the number of full-time equivalent employees for each business type. The result is that new development is required to provide housing for the estimated number of employees that fall below median income levels, or 58.5 percent of its full-time equivalent employees. The housing required is expressed in employee housing units (EHU), in which 1 EHU = 1 bedroom.

A housing mitigation development plan must be submitted along with the project generating the need for the housing. Housing must be provided at one bedroom per EHU. On-site housing is preferred. The majority of the EHUs must be for rent and at least 75 percent of the EHUs must be available to low-income residents.

**Table 20: Affordable Housing Mitigation In-Lieu Fee Schedule of Fees**

| Land Use  | Generation Rate  | Cost per FTEE | Fee                 |
|---|--|---------------|---------------------|
| Hotel (Operates solely as a commercial establishment, provides high level of service including bell service and valet parking, and is staffed on a 24 hour basis) | .5 FTEE per room (commercial/meeting space within hotel will be calculated separately) | \$30,889      | \$15,444 per room   |
| Commercial Lodging (resort club, timeshare)   | .5 FTEE per room   | \$30,889      | \$15,444 per room   |
| Commercial Lodging, limited (e.g., hotels and motels without bell service, food service, or similar amenities)  | .2 FTEE per room   | \$30,889      | \$6,177.80 per room |
| Condominium – transient rental  | .42 FTEE per unit  | \$30,889      | \$12,973 per unit   |
| Multi-family transient with separate entries, no lobby or check-in facilities or on site management, and limited common facilities.                               | .42 FTEE per unit  | \$30,889      | \$12,973 per unit   |
| Commercial including retail/office/restaurant, etc  | .42 FTEE per 1,000 sq. ft.   | \$30,889      | \$12.97 per sq. ft. |
| Single Family Residences  | .00001 FTEE per sq. ft.  | \$30,889      | \$0.31 per sq. ft.  |
| Apartments, and residential condominiums not available  | 0 FTEE   | \$30,889      | 0                   |

|   |   |          |   |
|---|---|----------|---|
| for transient rental, and deed/rent restricted housing. |   |          |   |
| Industrial/Service Commercial                           | .11 FTEE per 1,000sq. ft.   | \$30,889 | \$3.40 per sq. ft.                          |
| Uses not listed   | To be determined by Community Development Director based upon comparisons with like businesses. | \$30,889 | To be determined based upon FTEE generation |

Commercial projects less than 5,000 square feet, resort or residential projects less than one-half acre, and all industrial projects may pay a fee in lieu of providing housing.

To encourage additional on-site housing in commercial projects beyond the mitigation regulations, incentives are provided allowing a decrease in the residential portion of the parking requirements by at least 50 percent and an increase in lot coverage of at least 10 percent. Snow storage may be reduced commensurately with lot coverage increases.

#### *Affordable Housing Overlay*

The Town of Mammoth Lakes Municipal Code includes an Affordable Housing Overlay Zone. The Affordable Housing Overlay helps facilitate the development of lower income units. In this zone, all units must be for very low-, low- and moderate-income households. The underlying zone sets density. Increases are allowed per the above mentioned 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.

#### Availability of Infrastructure Available to Identified Lands

Currently connection to community water and sewer systems are available to all lands listed in the land inventory tables identified as tables 18, 19, and 21. Given the small size of the community of Mammoth Lakes and the relatively dense development that is a result of the publicly owned lands surrounding the community's four square miles, the public services and facilities needed to facilitate and encourage development of a variety of types of housing for all income levels are readily available. The total capacity of the Mammoth Community Water District is currently sufficient to provide for the Mammoth's fair share of the regional housing need. Additionally, the Mammoth Community Water District capital improvement plan is sufficient to embark on any necessary upgrades to either water or sewer service delivery systems within the planning period.

### Analysis of Redevelopable Sites

The Town of Mammoth Lakes had its Redevelopment Plan rejected by the courts. Redevelopment is not a tool that is available to the Town of Mammoth Lakes at this time.

### Analysis of Sites and Zoning that Facilitates Housing for Farmworkers and Homeless

The Town of Mammoth Lakes does not have any farm or agricultural land within its jurisdictional boundaries.

Mammoth Lakes does not have a large homeless population, due in large part to the harsh winter climate. Because of the shortage of rental units during ski season, some seasonal workers have camped on National Forest lands surrounding the Town or have slept in cars or RVs as alternatives to living in cramped living quarters or leaving the area. The members of the Mammoth Lakes Ministerial Association have and will provide emergency shelter for homeless individuals. The Mammoth Lakes Police Department also assists homeless individuals in securing emergency shelter.

Emergency shelters and transitional housing are currently allowed in the Commercial General zone.

### Analysis of Realistic Capacity

Please see Tables 17, 18, and 19 above for an analysis of residential units built since 2001, and those planned and/or likely to be built in the planning period which will meet the Town's fair share of the regional housing need for very low-, low-, moderate-, and above moderate-income units. Table 21 below includes a capacity analysis for privately owned, vacant properties that are appropriately zoned for residential use. The estimated realistic capacity of the Identified Lands is 584 units, with 15 percent of that capacity identified for very low-income units, 36 percent identified for low-income units, and 30 percent portion identified for moderate-income units. This capacity is in addition to land identified to meet the Towns fair share of the regional housing need.

**Table 21: Vacant Land Inventory**

| Zoning District | Density Range | #   | Range of Parcel Sizes         | Ac.     | Typical Built Density | Services Availability | Estimated Realistic Capacity |
|-----------------|---------------|-----|-------------------------------|---------|-----------------------|-----------------------|------------------------------|
| RR              | 0-2 units/Ac. | 120 | 10,000 sq ft. to 2 ac.        | 3.30579 | 1 unit/acre           | Water and Sewer       | 120                          |
| RSF             | 0-4 units/Ac. | 217 | 6,000 sq ft. to 13,000 sq ft. | 59.7796 | 4 unit/acre           | Water and Sewer       | 240                          |
| RMF-1           | 0-24          | 25  | 8,000 sq ft. to 1 ac.         | 6.88705 | 12 units/acre         | Water and Sewer       | 82                           |
| RMF-2           | 0-24          | 43  | 8,000 sq ft. to 1 ac          | 11.8457 | 12 units/acre         | Water and Sewer       | 142                          |

Although the above Vacant Land Inventory includes substandard lots in all of the residential zoning districts, the estimated realistic capacity figures indicated in the far right column of the table remain accurate as the capacity is based on the acreage available in each zone, not simply the number of parcels.

Substandard lots are a result of lawfully created lots that predate the current Municipal Code (Ord. 93-10 §1(part), 1993; Ord. 89-05 §1(part), 1989; prior code Ch. 19.08 A(part)). The Town of Mammoth Lakes does not prohibit development on these lots. The Community Development Department is committed to working with the owner and or developers of these lots to ensure development potential is maximized. Due to their smaller size, the value of these nonconforming, substandard lots is less than that of larger, conforming lots. However, due to the high cost of land in Mammoth Lakes (see Analysis of Non-governmental Constraints) these lots do not necessarily facilitate the development of housing for lower income households. As a result, The Town of Mammoth Lakes does not recognize the development of substandard lots as a means of providing affordable housing.

In conclusion, the Town of Mammoth Lakes has implemented and codified appropriate zoning and development standards needed to facilitate and encourage development of a variety of types of housing for all income levels, and ensured that public services and facilities are available as well. However, these measures have not been sufficient to ensure that a variety of housing types are built for all income levels and thus the Town has focused its efforts on programmatic and financial tools to meet its housing needs.

## ***Analysis of Governmental Constraints***

### Land Use Controls

The land use controls of the Town can have a direct impact on the affordability of housing. The Town complies with the requirements of the California Environmental Quality Act which is one of the development costs mandated by California law. The zoning regulations of the Town are designed to allow flexibility in design and permit a wide variety of residential uses and structures, including manufactured housing and, under a planned development, zero-lot line housing.

Minimum lot sizes in residential zones range from 7500 square feet in the RSF zone to 40,000 square feet in the RMF zone. While these minimums may increase land costs, they result from constraints imposed by an alpine climate. Under current Town regulations, the lot area requirements may be modified for qualifying affordable housing projects.

"Granny Housing" is permitted in all residential zones if it conforms to the Town Housing/Code §17.16.140. Density bonuses are provided in accordance with the provisions of the State Density Bonus law. There is also a local density bonus which allows up to double the permitted density if the units provided are consistent with affordability levels as defined by the State of California.

Manufactured housing is permitted in all residential zones.

**Table 22: Development Standards**

|   | RR          | RSF         | RMF-1                        | RMF-2                        |
|---|-------------|-------------|------------------------------|------------------------------|
| Density Range per/acre                  | 2           | 4           | 12                           | 12                           |
| Setbacks<br>front/side/street side/rear | 25/10/20/20 | 20/10/20/10 | 20/10/20/10                  | 25/10/20/20                  |
| Lot Coverage                            | 30%         | 40%         | 50%                          | 60%                          |
| Minimum Lot Size                        | 15,000      | 7,500       | 10,000                       | 40,000                       |
| Minimum Unit Size                       | N/A         | N/A         | N/A                          | N/A                          |
| Parking                                 | 3           | 3           | 1/bdr. 2/2-3bdr.<br>3/4 bdr+ | 1/bdr. 2/2-3bdr.<br>3/4 bdr+ |
| Height Maximum                          | 35 ft.      | 35 ft.      | 35 ft.*                      | 35 ft.*                      |
| Open Space<br>Requirement               | N/A         | N/A         | 150 sq. ft./unit**           | 150 sq. ft./unit**           |
| Source: Local Zoning Code               |             |             |                              |                              |

### Building Codes and 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 and snow loads.

The Town of Mammoth Lakes has an active Code Compliance Division that strives to protect the health and safety of residents and visitors. The Division's mission is to promote and enhance the quality of the community through:

- Immediate Response to citizen complaints and questions
- Rapid investigations
- Proactive identifications of possible violations
- Assistance to other internal departments
- Mediation and conflict resolution
- Resolution of code violations in a number of different ways

The Building Division of the Community Development Department enforces building codes at the time of construction. The Town Code Compliance Officer usually addresses compliance actions after construction on a complaint basis. The identification and rapid 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.

### On/Off-site Improvement Standards

Currently on/off site improvements within the Town of Mammoth Lakes are mandated by the Sidewalk Master Plan and the Storm Drain Master Plan.

Street standards outlined in §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 Director of Public Works. The Director of Public Works may approve modifications including: a minimum dedicated right-of-way width of 40 feet, a minimum of twenty-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, OSSC 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, Master Trail 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 review, and other adopted policies.

To encourage additional on-site housing in commercial projects beyond that required by the Affordable Housing Mitigation Regulations, the Code provides for developer incentives that allow the following:

- decrease the residential portion of the parking requirements by at least 50%
- increase lot coverage of at least 10%
- reduce snow storage areas commensurate with lot coverage
- eliminate enclosed parking requirements

These concessions have been designed to remove regulatory barriers and decrease development costs for affordable housing projects.

### Fees & Exactions

The Town assesses fees for the processing of applications for building permits, grading permits, and land use approvals. Town policies do allow the waiving of processing fees for affordable housing units. 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. Typical fees for a single-family residence, including all mitigation and school fees, total approximately \$11,000. Multi-family fees range from \$30,000 - \$50,000 depending upon the number of units and buildings. Fees for residential units vary depending upon the valuation of the new construction, square footage, garage and deck sizes, fire sprinkler requirements, etc. The Town of Mammoth Lakes Planning Fee Schedule is attached as Appendix A. Estimated permit fees for a 2,000 square foot single-family home, a 4-unit multi-family project, and a 5 or more unit multifamily project are attached as Appendix B, C, and D, respectively.

## Permitting Procedures

The Town streamlines applications and its procedures to reduce impediments to providing housing. Currently, applications for a primary permitted use are processed in less than six weeks. Residential development as a primary permitted use in the appropriate zones may be permitted ministerially through staff design review and plan check. Table 23 below indicates the permitted and conditional uses for residential development in the various residential and commercial zones.

Any conditional use or request for variances related to residential development must follow the Development Review Process, as outlined in The Town of Mammoth Lakes Development Review Process Flowchart attached as Appendix E. An applicant has a preliminary consultation with the Community Development Department staff and, subsequently, an application form with fees and plans are submitted. Once an application is submitted and deemed complete a preliminary recommendation is made by the Department Review Committee and conditions of approval are recommended, if necessary. The project is then scheduled for the next Planning Commission meeting for approval.

**Table 23: Housing Types Permitted by Zoning District**

| Housing Types Permitted                             | RR | RSF | RMF-1 | RMF-2 | CL | CG |
|---|----|-----|-------|-------|----|----|
| Single Family Attached                              | P  | P   | P     | P     |    |    |
| Single Family Detached                              | P  | P   | P     | P     |    |    |
| Duplexes to Fourplexes                              |    |     | P     | P     | C  | C  |
| Multifamily (5+ Units)                              |    |     | P     | P     | C  | C  |
| Mobile Homes  | C  | C   | C     | C     |    |    |
| Manufactured Homes                                  | P  | P   | P     | P     |    |    |
| Second Units  | P  | P   | P     | P     |    |    |
| Emergency Shelters                                  |    |     | C     | C     | P  | P  |
| Single Room Occupancy                               |    |     | C     | C     |    |    |
| Transitional Housing                                |    |     | C     | C     | P  | P  |
| Source: Mammoth Lakes Zoning Code                   |    |     |       |       |    |    |
| Notes: P = Permitted Use C = Conditional Use Permit |    |     |       |       |    |    |

## ***Analysis of Governmental Constraints on the Development of Housing for Persons with Disabilities***

### Over-arching and General

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 person who requires reasonable accommodation, because of a disability, 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 to be provided by the Community Development Department. The applicant shall provide the following information:

- A. Applicant's name, address and telephone number;
- B. Address of the property for which the request is being made;

- C. The current use of the property;
- D. The zoning code provision, regulation or policy, or building code provision, regulation, or policy from which accommodation is being requested; and
- E. The basis for the claim that the individual is considered disabled under the Fair Housing Act and why the accommodation is necessary to make the specific housing available to the individual.

The Town of Mammoth Lakes makes information about requesting a reasonable accommodation with respect to zoning, permit processing, or building laws readily available at the Town Community 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 group homes, the approval process is similar to that of a primary permitted use.

### Zoning and Land Use

The Town annually reviews its zoning laws, policies, and practices to ensure compliance with fair housing law. Currently, the Town Code reads that handicapped parking spaces shall be provided, designated, located, and signed in accordance with the California Administrative Code. 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.

Group living quarters for more than six persons are allowed with a Conditional Use Permit in the RMF-1 and RMF-2 zones. The Town Zoning Code does not currently have occupancy standards that apply specifically to unrelated adults and not to families. The only occupancy standards included in the Zoning Code, are those that allow or disallow “transient occupancy,” for the purpose of nightly resort/vacation rentals.

Neither the Land Use Element of the General Plan nor the Zoning Code regulate the siting of special needs housing, and thus minimum distances between two or more special housing needs developments are not required. 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.

### Permits and Processing

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 of Mammoth Lakes 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.

Group homes with fewer than six persons are allowed by right in single-family zones and no permits are required for the use. The Town does not have any special conditions or use restrictions for group homes with greater than six persons. This allows for the conversion of an existing residence to a group home, without any special permits or approvals, other than a building permit which could be required for retrofit construction. Because the approval of group homes is treated the same as any

residential development, the public input for the approval of a group home would occur at the Planning Commission meeting at which approval is considered. If the group home is in a zone where it is a primary permitted use that does not require Commission approval, public input is not sought.

Group homes that provide on-site services are treated as any other residential development and 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 group home owner/operator, and not an issue of planning and zoning.

### Building Codes

The Town of Mammoth Lakes adopted the Uniform Building Code in 1993 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 Code to reflect local conditions, including seismic activity and snow loads, it has not made any amendments 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:

- A. Special need created by the disability;
- B. Potential benefit that can be accomplished by the requested modification;
- C. Potential impact on surrounding uses;
- D. Physical attributes of the property and structures;
- E. Alternative accommodations that may provide an equivalent level of benefit;
- F. 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;
- G. Whether the requested accommodation would impose an undue financial or administrative burden on the town; and
- H. Whether the requested accommodation would require a fundamental alteration in the nature of a program.

## ***Analysis of Non-governmental Constraints***

In the development of a comprehensive housing program for the Town of Mammoth Lakes, constraints to housing development must be recognized. Certain constraints, such as the condition of the national economy, construction material, and labor costs cannot be completely ameliorated by a local community's housing program.

### Land Availability

The entire developable land base of the Town consists of less than 2,500 acres. The remainder of the land within the corporate limits is public land administered by the Inyo National Forest. While some additional land may be made available for development through land exchanges with the Forest

Service, that amount will be limited. Most of the non-federal land within the Town has been developed and the two largest remaining undeveloped parcels have approved development master plans. The ownership of land by the federal government is not a constraint subject to change as a result of local governmental regulation or action. The Town can affect land availability by permitting residential uses in a wider variety of zones.

### Land Costs

Residential land costs contribute significantly to the cost of new housing. Land prices in Mammoth Lakes now constitute roughly 30 percent of the cost of an average apartment unit. Because of the limited availability of developable land and the constant demand for resort land, land prices will continue to be high. Because land costs are not static, increases in density have not reduced development costs in the past, rather, land value has been tied directly to densities in the multi-family zones have led to higher land values. As of September 2003, an acre of land zone for multi-family development is selling for approximately \$1,000,000.

### Construction Costs

Basic construction costs for a residential unit have increased rapidly over the last decade. Because of the Town's remote location, shipping adds considerably to material costs. Currently multiple family construction in Mammoth Lakes costs about \$200 per square foot, exclusive of land costs.

### Climatic and Geological Constraints

The Town of Mammoth Lakes is at an elevation of approximately 8,000 feet. Average annual snowfall in the Town is over 200 inches and heavier winters are common. Because of this, structures in the Town must be constructed to support a roof load of at least 230 pounds per square foot. This requirement is necessary for structural safety and adds to the cost of construction.

The large snowfall also affects the land area available for development. Snow must be removed from streets and driveways and stored adjacent to the areas being cleared. Snow storage areas along public streets and adjacent to driveways and parking areas limit the amount of developable land area. The only alternative, trucking the snow out of the community, increases housing maintenance costs and is not cost effective. As a result of the need to keep streets clear of snow, no on-street parking is allowed from November first through April 30, this means that all parking must be on-site and increases the amount of land necessary for each dwelling.

The cold winter temperatures add to the cost of construction in Mammoth Lakes. The additional insulation needed usually results in six inch walls as opposed to the four inch walls commonly found elsewhere. The cost of framing may be increased by as much as 10 percent because of the heavier materials required.

The Eastern Sierra Nevada, like most of California, is seismically active. While no major active faults have been identified within the developable portions of the Town, the community is still within Seismic Zone IV, requiring additional reinforcing and adding to the cost of construction.

## Utilities, Water, and Sewer

The Mammoth Community Water District currently has enough supplies to meet demand projections through the build-out of the community during normal and wet years. However, in the event of an extended dry period (i.e., multiple dry years), it is expected that there will be a shortfall between supply and demand unless additional supplies are developed or more stringent conservation measures are implemented. Both water and sewer services are provided by the Mammoth Community Water District and capacity is adequate to meet the Town's fair share of the regional need. Storm sewers serve much of the community and, generally an affordable housing project would be responsible for on-site improvements only.

## Seasonal Demand Fluctuations

There is a large seasonal fluctuation in the work force and, therefore, in the demand for rental housing. Housing is not as difficult to find in the summer months and is often less expensive. If the winter demand were fully met, units would be vacant during the off season, possibly six months out of each year or longer.

Seasonal housing demand fluctuations may be the single greatest housing constraint in Mammoth Lakes. The use of dormitories or single-room occupancies may provide inexpensive housing which does not need year-round occupancy to be cost effective. Ultimately, those employers with large seasonal demand fluctuations will have to carry a significant portion of the burden of providing seasonal housing. Mammoth Mountain Ski Area is most affected by the lack of seasonal housing for its employees and owns and operates a large number of units within the community in order to address this need. As of September 2003 the ski area owns and operates 549 beds of seasonal housing within the community.

## Financing Costs

The Town cannot affect interest rates charged by lending institutions. The Town can, however, assist developers of low cost housing in finding more favorable financing, such as financing through the Community Reinvestment Act.

In 2003, a private non-profit corporation, Mammoth Lakes Housing, Inc. was formed to further assist in the provision of and/or facilitate the development, purchase, and sale of affordable housing within the Town of Mammoth Lakes. The corporation has the authority to contract, rent, buy, or sell real property and to finance the sale thereof. As used here, "finance" means originate, underwrite, service, sell and make loans, including, without limitation, loans bearing below market value rates of interest. Mammoth Lakes Housing, Inc. is currently developing a Homebuyer Assistance Program and other alternatives that will ultimately decrease financing costs and remove barriers to affordable housing for all members of the community.

## ***Units At-risk of Converting to Market Rate Uses***

Currently, there are no assisted units in Mammoth Lakes that are at risk of conversion. Two projects, the Bristlecone Apartments (30 units) and the Glass Mountain Apartments (25 units) will be at risk of conversion in 2040 and 2038, respectively.

## ***Energy Conservation***

The Community Development Department enforces the requirements of the enforcement of Title 24 of the California Code of Regulations (Building Code) with regard to the energy efficiency of structures. All new developments have utilized propane for space heating as opposed to electricity. Town zoning regulations provide flexibility when dealing with alternate energy systems such as solar panels. Use of wood as an alternate fuel has been restricted because of air quality problems. The Town adopted an Outdoor Lighting Ordinance in order to address the undesirable effects of poor lighting, including energy waste, and to encourage the use of new efficient technologies.

## Chapter Four: Review and Revise

---

### ***Progress and Effectiveness of Previous Housing Element***

The Town of Mammoth Lakes achieved several housing related accomplishments over the course of the last planning period. The Town has caused the creation of housing, both below market rate and at market rate, through implementing innovative measures in the Town Code, initiating programs, and pursuing non-traditional sources of revenue for affordable housing. The results of the previous planning period have left the Town of Mammoth Lakes in an excellent position to continue to build on its successes and improve its housing program.

### ***Program by Program Review of the Previous Housing Element***

Below is an analysis of the programs included in the previous Town of Mammoth Lakes Housing Element. The analysis compares the significant differences between what was projected or planned and what was achieved, the effectiveness of the programs, and how successes or failures will influence programs in this planning period.

**Program 1.A.** *The Town shall maintain the Mobile Home Park (MHZ) zoning on existing mobile home parks unless adequate relocation or replacement housing provisions are provided.*

Achieved successfully through Town Zoning Code. This program will continue through the Zoning Code and will not be included as a program in this planning period as it is now simply an implementation measure that is appropriately located in the Code, rather than the Housing Element of the Town General Plan.

**Program 1.B.** *The Town shall continue to offer density bonus provisions, reduction, or waiver of Town processing fees for qualifying projects and permitting of mixed projects where appropriate. This program is administered by the Community Development Department.*

Successfully implemented. In addition to successfully implementing the State of California Density Bonus Law, the Town amended the Code to provide a local density bonus which allows for a density bonus up to double the permitted density if the units provided are consistent with low- and very low-income affordability levels as defined by the State of California. This program will continue through effective implementation of the Zoning Code.

**Program 1.C.** *The Town will support establishment of a non-profit corporation or trust for the development and operation of affordable housing.*

Achieved successfully through partnerships. Mammoth Lakes Housing, Inc. was incorporated as a California Public Benefit Corporation in July 2002 and hired its first full-time Executive Director in July 2003. The non-profit housing corporation was established with an initial operating budget of \$201,500 through contributions from Mammoth Mountain Ski Area, Intrawest Corporation, and the Town of Mammoth Lakes. The organization currently has an active contract with the Town of

Mammoth Lakes to develop and manage affordable housing programs and projects. The Town will continue to support the non-profit through fiscal policy decisions rather than including it as a program for this planning period.

**Program 1.D.** *The Town shall, at the earliest opportunity, place a referendum before the voters, as required by Article XXXIV of the California Constitution, for the approval of publicly assisted low-income housing construction.*

Achieved successfully. In 1996, 200 units of publicly assisted low-income housing units were approved.

**Program 1.E.** *The Town shall modify its zoning regulations to allow emergency shelters and transitional housing for the homeless as a permitted use in the Commercial General and Commercial Lodging zones.*

Successfully implemented. This program will continue through the implementation and enforcement of the Zoning Code and will not be included as a program in this planning period as it is now simply an implementation measure that is appropriately located in the Code, rather than the Housing Element of the Town General Plan.

**Program 1.F.** *The Town has set a target of a minimum of 169 new units of low- and very low-income housing for the five year period ending in July of 1997. This number corresponds to the fair share of the regional need. Assistance for development of these units shall be through pursuit of Community Development Block Grants for infrastructure and land acquisition.*

Achieved successfully. With the development of affordable units (Bristlecone, Glass Mountain, Condo Conversions, Hooper, Mammoth Hospital, Gibbs, Presson, Schuyler, Davis) 231.5 new units were constructed for low- and very low-income households. The Town will continue to include measures in the Housing Element that allow for the achievement of the Town's fair share of the regional need.

*The Town shall target the Shady Rest Tract for infrastructure grants when the developer has sufficient site control and a financing commitment. This program is administered by the Community Development Department. The Town is planning for 172 units in Shady Rest, beginning construction in 1995. Of these units, a minimum of 83 would be for households of very low-income, up to 37 would be for households of low-income, and the remainder would be for moderate-income households.*

The Shady Rest Tract was recently (2002) transferred to private ownership through an exchange with the USDA Forest Service, Inyo National Forest. The transaction was anticipated to be finalized in the previous planning period, but it took substantially longer to process the exchange than anticipated. As result, development has not occurred on the site. However, the infrastructure grants were pursued as planned and the Town was required to return the funds to the State as development could not occur in the required time period.

**Program 1G.** *The Town has established a redevelopment agency. Should a project area be adopted, set aside funds will become available for the redevelopment of housing. The Town will be researching feasibility of establishing a project area and project description during fiscal year 92-*

93. *One of the primary goals of redevelopment in Mammoth Lakes is the provision of affordable housing.*

The Town of Mammoth Lakes had its Redevelopment Plan rejected by the courts. Redevelopment is not a tool that is available to the Town of Mammoth Lakes at this time.

**Program 2.A.** *The Town shall continue to enforce the requirements of the California Administrative Code as it pertains to handicapped accessibility. The Building Division of the Community Development Department administers this program.*

Successfully implemented. The Town of Mammoth Lakes has been ensuring that all new developments and rehabilitations of housing units meet the requirements of the California code of regulations. This program will continue through the implementation and enforcement of local, State, and Federal law and will not be included as a program in this planning period as it is now simply an implementation measure rather than a program to be located in the Housing Element of the Town General Plan.

**Program 2.B.** *Town regulations shall continue to permit manufactured housing in all residential zones and shall continue to permit "Granny" housing as defined in the Government Code. This program is administered by the Community Development Department.*

Achieved successfully. The Zoning Code appropriately reflects the State Law requiring local jurisdictions to allow "Granny" units on single family zoned properties.

**Program 2.C.** *The Town shall establish a referral program so that persons with complaints requiring housing discrimination may be directed to the appropriate state or federal agency. This program shall be established before the end of 1993. The Town will prepare a pamphlet informing tenants of their rights and responsibilities which can be distributed by rental companies and major employers.*

Achieved successfully. Brochures are available at the Town offices.

**Program 2.D.** *The Town shall work with local social service agencies and Housing and Urban Development to increase the number of Section 8 Vouchers available to the community, if possible.*

Achieved successfully. Currently there are 15 Section 8 vouchers available in Mono County. This is an increase in two vouchers over the last planning period. Based upon research and meetings with the State Department of Housing and Community Development, the Town will not pursue additional increases in Vouchers, as funding is not available from State or federal sources.

**Program 3.A.** *The Town Building Division shall enforce the requirements of Title 24 of the California Code of Regulations (Building Code) when issuing building permits. This program is administered by the Building Division.*

Implemented successfully. This program will continue through the implementation and enforcement of the program through the Building Division and will not be included as a program in this planning period as it is now simply an implementation measure that is not appropriate for the Housing Element of the Town General Plan.

**Program 3.B.** *The Town will continue to promote energy conservation programs, including replacement of old space heating units and inefficient woodstoves and fireplaces with high efficiency gas heaters, modern wood burning appliances, or other efficient heat sources. This program is administered by the Community Development Department.*

Achieved successfully. To date over 3,000 old woodstoves and fireplaces have been replaced.

**Program 4.A.** *The Town shall pursue housing code enforcement and develop a housing rehabilitation program which includes weatherization, minor repairs, and unit rehabilitation.*

Achieved through partnership. Mammoth homeowners and renters are eligible to participate in weatherization programs offered by the Inyo Mono Advocates for Community Action. The development boom the community has experienced throughout the previous planning period has provided incentive for the private sector to initiate rehabilitation of residential units without Town sponsored programs. However, there remains a need to provide rehabilitation funds to developers as incentives to convert market rate units into affordable units. This intent to pursue rehabilitation funds and a rehabilitation program is reflected in the planning period goals, policies, and programs.

**Program 4.B.** *The Town will continue to not require removal or conversion of housing units which have been made nonconforming as a result of changes in zoning and will continue to permit reconstruction of residential units which are nonconforming with regard to density or land use if those units are destroyed or damaged. This program is administered by the Community Development Department and is intended to maintain the existing housing stock.*

Achieved successfully. The Town continues to allow nonconforming residential uses to be maintained. This program will continue through the implementation and enforcement of the Zoning Code and will not be included as a program in this planning period as it is now simply an implementation measure that is appropriately located in the Code, rather than the Housing Element of the Town General Plan.

**Program 4.C.** *Through the CEQA process, the Town shall assure that new major projects do not have an adverse effect on the Town's housing supply. This is a continuation of the existing policy and is applied to all new projects by the Community Development Department.*

Achieved successfully. The Town Council adopted Affordable Housing Mitigation Regulations on October 4, 2001. The regulations address the impact of new development on the supply of affordable housing. A formula is used to estimate the number of full-time equivalent employees for each business type. The result is that new development is required to provide housing for the estimated number of employees that fall below median income levels, or 58.5 percent of its full-time equivalent employees. The housing required is expressed in EHUs (employee housing units). The Town will continue to update this portion of the code to ensure accurate mitigation is provided.

**Program 4.D.** *The Town shall review all future NEPA documents for expansion of Mammoth Mountain and other developments on National Forest land to assure that said development has no adverse effect on the housing stock of the community.*

Implemented successfully through partnerships. Although the USDA Forest Service does not allow Mammoth Mountain Ski Area (MMSA) to provide on-site employee housing under the Use Permit that allows the Ski Area to operate on National Forest Land, MMSA continues to provide new seasonal housing opportunities as well as upgrade or replace seasonal housing units in other appropriate locations in the community. As of September 2003, the ski area owns and operates 549 beds of seasonal housing within the community. The Town will continue to encourage provision of housing by National Forest permittees or payment of Town in-lieu fees. This program is contained within Policy 1.B. of this Element.

**Program 4.E.** *The Town shall minimize displacement of existing residents and residential units through the application of conversion requirements in the Zoning Regulations. These requirements exist in the present regulations and are intended to protect existing rental units from conversion. This program is administered by the Community Development Department.*

Implemented successfully. The Community Development Department reviews vacancy rates annually and disallows conversion of residential units for commercial or condominium uses if vacancy rates are less than 5 percent. This program will continue through the implementation and enforcement of the Zoning Code and will not be included as a program in this planning period as it is now simply an implementation measure that is appropriately located in the Code, rather than the Housing Element of the Town General Plan.

# Chapter Five: Housing Program

---

Local governments have the responsibility to adopt a program that implements the policies, goals and objectives of the housing element through their vested powers, particularly over land use and development controls, regulatory concessions and incentives and the utilization of financial resources. Additionally, the program must promote equal housing opportunities for all persons regardless of race, religion, sex, marital status, ancestry, national origin, color, familial status or disability.

Goals are the desired results of the actions of the community. They are general expressions of community values towards which actions are directed. Policies and programs are the actions the Town will take over the next five years in an effort to achieve the goals of the Housing Element. Some are continuations of existing programs and policies. Others will be instituted during the planning period.

## ***Goals and Policies***

### **Goal 1**

To ensure the provision of a variety of housing types suitable to the needs of the different social and economic segments of Mammoth Lakes' population.

#### Policies

1.A. The Town shall administer land use regulations to maintain and expand existing housing options.

1.B. The Town shall administer land use and development regulations to facilitate the development of housing. These regulations shall include incentives for the development of affordable housing.

1.C. The Town shall assist private developers in the pursuit of grants, low interest loans, or other funding for the development of affordable housing, either directly or through establishment of a non-profit housing corporation.

### **Goal 2**

Housing programs and opportunities that maximize choice, and avoid discrimination based upon age, ethnic background, sex, marital status, handicaps, or family size.

#### Policies

2.A. The Town shall promote handicapped and elderly access in new housing developments, common areas, and public facilities.

2.B. The Town shall maintain zoning which provides for different types of housing throughout the community.

2.C. The Town shall work to eliminate discrimination in housing.

2.D. The Town shall support housing programs that provide for both homeownership and rental opportunities.

### **Goal 3**

Energy efficient structures and sites.

#### Policies

3.A. The Town shall work to assure that all new development is energy efficient.

3.B. The Town shall encourage improvements to existing structures which will improve energy efficiency.

### **Goal 4**

Maintenance or enhancement of the quality and availability of existing residential units.

#### Policies

4.A. It is the policy of the Town of Mammoth Lakes to encourage improvement to substandard housing. Rehabilitation of existing condominium units for use as rental and homeownership work force housing units is a priority.

### ***Implementation Programs***

The Town of Mammoth Lakes' Implementation Programs outlined below reflect the community's emphasis on new construction of deed-restricted units for sale and rent to the resident work force. This new construction emphasis results from the increased demand for housing at a variety of affordability levels. The development of a home buyer assistance and rehabilitation programs are included to supplement the new construction program.

1. The Town has set a target of a minimum of 60 new units of very low-income housing, 53 units of low-income housing, and 69 units of moderate income housing for the five year period ending in December 2008. This number corresponds to the fair share of the regional need. Assistance for development of these units shall be through Inclusionary Zoning, pursuit of Community Development Block Grants and HOME funds, continued allocation of one-twelfth of TOT revenues for housing, and partnership with public and private agencies.

**Funding Source:** Inclusionary Zoning (private development), CDBG, MHP, and HOME funds; Transient Occupancy Tax (TOT) Revenues.

**Responsible Agency:** The Town of Mammoth Lakes Community Development Department and Mammoth Lakes Housing, Inc.

**Measurable Outcomes:** 182 new deed restricted residential units by 2008.

**Timeframe:** Since 2001, 174.5 low-income units and the 51 moderate-income units have been constructed and are therefore counted toward the Town's fair share of regional housing need for the 2001-2008 period. However, the Town of Mammoth Lakes will

continue to pursue the construction of new residential units for its resident work force. To this end, the following milestones are set:

November 2004 – At the traditional end of construction season for 2004, an inventory will be taken of the number of deed-restricted units permitted since September 2003 and the number of deed restricted units that were constructed and occupied since September 2003.

Mammoth Lakes Housing, Inc. will provide the Town of Mammoth Lakes with a written report detailing its successful applications for grant funding and project financing, expenditures of TOT, and progress of new construction projects.

2005, 2006, 2007, and 2008 – The abovementioned activities will occur annually.

2. The Town shall review affordability levels, incomes, and market housing rates and may choose to pursue additional density bonus provisions that will allow for bonuses on a case-by-case basis for development projects offering deed restricted units for households earning above 120 percent of the area median income.

**Funding Source:** Town of Mammoth Lakes General Fund

**Responsible Agency:** The Town of Mammoth Lakes Community Development Department and Mammoth Lakes Housing, Inc.

**Measurable Outcomes:** Report to Town Council on possible additional density bonus provisions, including a recommendation to pursue or forgo such provisions.

**Timeframe:** Review of affordability levels shall occur in 2004 and any additional density bonus provisions shall be codified, if necessary and appropriate, by the end of 2005.

3. The Town shall research and review off-site density transfer provisions and the transfer of development rights as tools to encourage affordable housing development, and may choose to pursue one or both of these methods of permitting increased density for appropriate properties.

**Funding Source:** Town of Mammoth Lakes General Fund

**Responsible Agency:** The Town of Mammoth Lakes Community Development Department and Mammoth Lakes Housing, Inc.

**Measurable Outcomes:** Report to Town Council on possible density transfer provisions and/or the transfer of development rights, including a recommendation to pursue or forgo such provisions.

**Timeframe:** Review of these tools shall occur in 2004 and recommended provisions shall be codified, if necessary and appropriate, by the end of 2005.

4. The Town shall partner with private developers to facilitate the acquisition and development of work force housing at appropriate affordability levels through economic support and regulatory concessions.

**Funding Source:** Town of Mammoth Lakes General Fund; Inclusionary Zoning (private development), CDBG and HOME funds; Transient Occupancy Tax (TOT) Revenues.

**Responsible Agency:** The Town of Mammoth Lakes Community Development Department and Mammoth Lakes Housing, Inc.

**Measurable Outcomes:** Increased number of deed restricted residential units for sale and rent to Mammoth Lakes' resident work force that are affordable for a variety of incomes.

**Timeframe:** An annual written report shall be provided to the Planning Commission and Town Council outlining the regulatory concessions and fee waivers that were granted in the previous year and the deed restricted units that resulted from those actions.

Mammoth Lakes Housing, Inc. will provide the Town of Mammoth Lakes with an annual written report detailing expenditures of grant funding and TOT.

5. The Town shall bi-annually review the Inclusionary Zoning and Linkage Fee regulations to ensure they accurately reflect the costs associated with building and providing affordable housing. Necessary revisions to the fee structure shall be proposed to Town Council when appropriate.

**Funding Source:** Town of Mammoth Lakes General Fund.

**Responsible Agency:** The Town of Mammoth Lakes Community Development Department.

**Measurable Outcomes:** Report and recommendation to Town Council on possible revisions to the Zoning and Linkage Fee regulation and fee structure. Changes in this regulation resulting from annual review could cause an increase or decrease in total fees in-lieu paid, and/or an increase or decrease in the number of residential units constructed.

**Timeframe:** The first review of the regulations occurred in 2003. Subsequent reviews shall occur in 2005 and 2007.

6. The Town shall develop and/or support through partnership, home buyer assistance programs.

**Funding Source:** Inclusionary Zoning In-Lieu Fees; CDBG funds; Transient Occupancy Tax (TOT) Revenues; USDA; California Housing Finance Agency.

**Responsible Agency:** Mammoth Lakes Housing, Inc.

**Measurable Outcomes:** Beginning 2005, home buyer assistance programs shall assist at least five households per year.

**Timeframe:** 2004 – Program framework shall be developed and completed.

2004 – Insure USDA and Cal HFA programs are made available through local lenders.

2005-2008 – Consider funding home buyer assistance program with annual CDBG application, TOT revenues or In-Lieu fees.

2006-2008 – Continue program and monitor success.

7. The Town shall develop and/or support through partnership, a rental acquisition and/or rehabilitation program.

**Funding Source:** Inclusionary Zoning In-Lieu Fees; CDBG, MHP and HOME funds; Transient Occupancy Tax (TOT) Revenues.

**Responsible Agency:** Mammoth Lakes Housing, Inc.

**Measurable Outcomes:** Increased quality and quantity of deed restricted residential units for rent to Mammoth Lakes' resident workforce that are affordable for a variety of incomes. Decreased quantity in the number of housing units in need of rehabilitation or replacement. The Town of Mammoth Lake intends to rehabilitate 50 percent of the units in need by 2008.

Due to the programmatic emphasis on new construction of affordable units, a numeric target has not been set for the acquisition and/or rehabilitation of existing rental units. If an appropriate opportunity arises, and funding can be secured without affecting funds needed for new construction, these acquisition/rehabilitation opportunities will be pursued.

**Timeframe:** 2004 – Identify rental properties for rehabilitation projects in the planning period and engage owner/developer to assess interest and ability.

2004 – Identify market rate rental properties or condominiums that are desirable for deed restricted rental housing.

2004-2008 – Consider rehabilitation and acquisition projects for HOME, CDBG, or MHP applications. Funds will be pursued if it does not negatively impact the funding available for new construction of affordable units.

8. The Community Development Department shall continue to review site design to assure maximum efficiency including building placement and orientation to maximize passive solar heat, snow removal, and circulation.

**Funding Source:** Town of Mammoth Lakes General Fund

**Responsible Agency:** The Town of Mammoth Lakes Community Development Department.

**Measurable Outcomes:** Increased number of efficiently designed residential development.

**Timeframe:** Continuous

9. The Town shall continue to work with local utility companies, and other area partners offering home weatherization programs.

**Funding Source:** Town of Mammoth Lakes General Fund,

**Responsible Agency:** The Town of Mammoth Lakes Community Development Department, Inyo Mono Advocates for Community Action, Southern California Edison.

**Measurable Outcomes:** The Town shall ensure that at least ten (10) households per year are provided with weatherization assistance.

**Timeframe:** Continuous

10. The Town shall develop and/or support, through partnership, the acquisition and/or rehabilitation of condominiums to be resold or rented to Mammoth's resident work force.

**Funding Source:** Inclusionary Zoning In-Lieu Fees; MHP and HOME funds; Transient Occupancy Tax (TOT) Revenues.

**Responsible Agency:** Mammoth Lakes Housing, Inc.

**Measurable Outcomes:** Increased quality and quantity of deed restricted residential units for rent and sale to Mammoth Lakes' resident work force that are affordable for a variety of incomes. Decreased quantity in the number of housing units in need of rehabilitation or replacement.

Due to the programmatic emphasis on new construction of affordable units, a numeric target has not been set for the acquisition and/or rehabilitation of condominiums. If an appropriate opportunity arises and funding can be secured without affecting funds needed for new construction, these acquisition/rehabilitation opportunities will be pursued.

**Timeframe:** 2004 – Identify condominium properties for acquisition and/or rehabilitation projects in the planning period and engage owner/developer to assess interest and ability.

2004-2008 – Consider rehabilitation and acquisition projects for HOME, CDBG or MHP applications. Funds will be pursued if it does not negatively impact the funding available for new construction of affordable units.

11. The Town shall identify neighborhoods needing concentrated housing rehabilitation assistance and public facility improvements.

**Funding Source:** Town of Mammoth Lakes General Fund,

**Responsible Agency:** The Town of Mammoth Lakes Community Development and Public Works Departments.

**Measurable Outcomes:** Written documentation of identified target areas describing specific needs.

**Timeframe:** 2005 – Conduct a study of individual sections of Town to document and describe the types of assistance and improvements needed.

2005-2008 – Integrate these identified needs into the appropriate program for housing rehabilitation or capital improvement plan.

12. The Town shall continue to allow existing, non-conforming residential uses, and will allow for the rehabilitation of those units, rather than conversion.

**Funding Source:** Town of Mammoth Lakes General Fund

**Responsible Agency:** The Town of Mammoth Lakes Community Development Department.

**Measurable Outcomes:** Reduced number of use conversions from residential uses.

**Timeframe:** Continuous

13. The Town shall promote equal housing for all persons regardless of race, religion, sex, marital status, ancestry, national origin, color, familial status or disability.

**Funding Source:** Town of Mammoth Lakes General Fund

**Responsible Agency:** The Town of Mammoth Lakes Community Development Department.

**Measurable Outcomes:** A Reduction or elimination of fair housing complaints.

Local housing discrimination complaints are heard and resolved by the Town of Mammoth Lakes Community Development Department. This information is made available, along with information from the Departments of Fair Employment and Housing (DFEH) and Housing and Urban Development (HUD) in the Town of Mammoth Lakes offices and website, the Mammoth Lakes Community Center and Library, and the Mono County offices located in Mammoth Lakes.

Fair housing is also promoted through permitting and approval processes by ensuring that all new, multifamily construction meets the accessibility requirements of the federal and state fair housing acts.

**Timeframe:** Continuous

## ***Financial Resources***

### Measure 2002-A

In March 2002 an ordinance of the people of the Town of Mammoth Lakes, States of California, increasing the Transient Occupancy Tax Rate (TOT) to 12 percent was passed. In conjunction with this ballot measure, a political commitment was made that one-twelfth (1/12) of all TOT revenues received by the Town would be designated towards the development of affordable housing within the Town of Mammoth Lakes. This measure is in effect until June 30<sup>th</sup>, 2011.

### Redevelopment

The Town of Mammoth Lakes had its Redevelopment Plan rejected by the courts. Redevelopment is not a tool that is available to the Town of Mammoth Lakes at this time.

### Other Financial Resources

Due to its small population, the Town of Mammoth Lakes does not receive housing entitlement allocations of CDBG or HOME funds from HUD. The Town competes with other rural jurisdictions for State allocations of Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) funds. The Town will also pursue funds from the State Multifamily Housing Program (MHP), Cal HFA, USDA and other like programs for affordable housing development and rehabilitation.

As the Town actively pursues competitive grants for CDBG, HOME, and MHP funds through annual Notices of Funding Availability, the program priorities listed above shall be considered and weighed.

### In-Lieu Fees

The Town currently receives payment in-lieu of housing for small development projects as a result of Inclusionary Zoning. To date, the Town has collected over \$80,000 in fees which are made available for the development or acquisition of affordable housing.

## ***Quantified Objectives***

**Table 24: Quantified Objectives**

| Income Group      | <i>Required</i>   | Constructed Units<br>2001-2003 | New<br>Construction | Rehabilitation | Conservation | Percent     |
|-------------------|-------------------|--------------------------------|---------------------|----------------|--------------|-------------|
| Very Low          | <i>60</i>         |                                | 66                  | 0              | 0            | 110%        |
| Low               | <i>53</i>         | 174.5                          | 172                 | 0              | 0            | 654%        |
| Moderate          | <i>69</i>         | 51                             | 133                 | 0              | 0            | 266%        |
| Above<br>Moderate | <i>114</i>        |                                | 18                  | 21             | 0            | 34%         |
| <b>TOTAL</b>      | <b><i>297</i></b> | <b>225.5</b>                   | <b>389</b>          | <b>21</b>      | <b>0</b>     | <b>214%</b> |

Source: Regional Housing Need Plan, Town of Mammoth Lakes Housing Inventory, Sept. 2003

The above table above indicates that the Required Qualified Objectives will be met through new construction. All of the units above will be provided through private activity. Specifically, the very low-, low- and moderate-income units will be provided as a result of the Town of Mammoth Lakes Inclusionary Zoning Ordinance, the Town supported private non-profit housing corporation Mammoth Lakes Housing, Inc., and the Affordable Housing Overlay Zone. Some of the privately sponsored projects may be eligible for public funds through the Town of Mammoth Lakes Housing Trust Fund, or Town applications for HOME or CDBG funds. However, due to the rapid development occurring in Mammoth Lakes, the above mentioned units are planned for construction regardless of public subsidy.

Due to the relatively young age of Mammoth Lakes' housing stock (see Table 8), rehabilitation of units is not a high priority for the Town. However, the Town's housing conditions survey did reveal 21 units in need of rehabilitation. Due to the current real estate market and rapid development trend occurring in Mammoth Lakes, the units in need of rehabilitation will either change ownership, which will facilitate rehabilitation, or the Town will pursue private rehabilitation through loans.

Conservation of units is, again, being met through the current real estate market and rapid development trend. The Town will continue to work with the Section 8 voucher administrator in the County to ensure that placement options continue to be available in the Town, and that weatherization programs offered through the Inyo Mono Advocates for Community Action can be easily implemented and supported in the Town.