

## TOWN COUNCIL STAFF REPORT

Subject: Town Council Monthly Update on The Parcel

Meeting Date: August 7, 2019

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### **RECOMMENDATION:**

Staff recommends Town Council receive this monthly update and provide comments as necessary.

### **BACKGROUND:**

Staff is providing a monthly update to Town Council on the first meeting of each month. The next regular update will be September 4.

The Parcel Conceptual Land Use Planning work is progressing in a number of areas. While the Plan The Parcel Multi-Day Design Workshop scheduled for August 20-23 (see Attachment A) is the critical upcoming event, this update also describes a number of other ongoing essential tasks related to fiscal analysis, developer selection, and future property management.

### **ANALYSIS/DISCUSSION:**

#### **LWC Conceptual Land Use Planning Contract and Next Steps**

Staff has continued working with Lisa Wise Consulting (LWC) on the Conceptual Land Use Planning Process. Over the past month, completed tasks include:

- ✓ Facilitated an internal effort to discuss Public, Town Council, and PEDC input to date and to work on preparation of materials for Plan The Parcel Design Workshop.
- ✓ Launched Development Objectives survey and Map Your Comments online feedback tool on Engage Mammoth Lakes

As noted above, LWC and staff have worked to prepare materials for the Plan The Parcel Multi-Day Design Workshop scheduled for August 20-23. In order to prepare participants for the design workshop, LWC has prepared a brief PowerPoint (Attachment B) which will be presented to Town Council on August 7 and will assist the Council and the public in understanding how to prepare for the workshop and what to expect during the sessions. Additionally, LWC has prepared preliminary conceptual plans which include baseline information about The Parcel and the surrounding area. The plans also demonstrate a number of the planning and engineering issues that will be considered.

Important upcoming events include:

- August 11 & 17: Engagement with the Spanish-speaking community - Public meetings presented in Spanish at Aspen Village and TOML Community Center
- August 20-23: Plan The Parcel Multi-Day Design Workshop (Attachment A).
  - Tuesday, 8/20 - 6pm-8pm (Opening Presentation, recorded on Granicus and live-streamed on Facebook)

- Wednesday, 8/21 - 9:30am-1pm and 2pm-5:30pm
- Thursday, 8/22 - 9:30am-5:30pm and 7pm-8pm
- Friday, 8/23 - 9:30am-1pm and 6pm-8pm (Closing Presentation, recorded on Granicus and live-streamed on Facebook)
- October 2: Town Council/PEDC Workshop #2 – provide feedback on draft conceptual land use plan
- December 4: Town Council/PEDC Workshop #3 – review and accept final conceptual land use plan

### **Additional Outreach**

In addition to sessions facilitated by LWC, The Parcel Team continues to take advantage of public engagement opportunities outside of the formal planning process. Completed and upcoming opportunities:

- July 22, Softball, Shady Rest Park: Town staff were pleased with the interest shown at their booth at a recent evening of softball at Shady Rest Park. Handouts, opportunities to ask questions, tamales and refreshments were provided. This was an excellent opportunity to engage with our active Hispanic community, as the teams playing that afternoon were predominantly from that segment of our community.
- July 25, Rotary Club of Mammoth Lakes: Staff presented a project summary and responded to questions from Rotary members. Staff stressed the need for community leaders such as Rotary members to support the process, to inform upcoming Town Council considerations, and to continually encourage the public to become involved. Staff made a sincere effort to dispel rumors and clarify issues and we appreciate the Rotary member’s comments and interest in improving our community. While we do not expect to provide significant detail on every staff outreach session, the interaction with long-time Rotary members shed light on a number of interesting issues that are included below.
  - Meeting attendees were generally long-time residents who were fairly familiar with the history of previous Parcel planning efforts.
  - The information was well-received overall, with most of the questions relating to funding and financing issues.
  - The perception of the upcoming August design workshop was that one had to attend for the whole time. Staff clarified that the workshop will be set up so that anyone can drop in and provide meaningful feedback regardless of how much time they had to participate.
  - There was significant support for the effort to provide affordable housing. Even with this strong support, however:
    - There was some skepticism with regards to the Town’s intent/ability to follow the project through to completion.
    - Given the extent of previous planning efforts, there seems to be some participation fatigue amongst some members of the community.
    - Several people were under the impression that the 2016 MLH concept plan was a formal plan and had just never been implemented.
    - There were also some who expressed the need for the Town to reassure people that this outreach effort is genuine and that the Town doesn’t “already have a final plan in mind.”
    - They were all very appreciative of the outreach effort.

- July 26, VillageFest: Town staff spent several hours in a booth at VillageFest. Staff distributed information related to The Parcel and responded to questions from residents and visitors.
- July 28, Fireman’s Picnic: Town staff also spent several hours at the Fireman’s Picnic at Shady Rest Park, distributing information and responding to questions from both residents and visitors.
- August 1, Mammoth Voices: Town staff presented the project to the Mammoth Voices group and received questions relating to the long term management of the property, timeline, development specifics and a variety of other questions. Staff encouraged members to participate in the multi-day design workshop and provide feedback as the process continues.

In response to comments and questions raised by Rotary members as well as participants at other outreach events, staff offers the following takeaways and comments for consideration as we move forward:

- We (the Town and the community at large) are serious about “getting it done.” It must be made clear that one significant difference in this process is that the Town controls the property and the process. The Town invested \$6.5 million and owns The Parcel.
- The Town really does care what the community thinks. To be clear, no one individual or group involved will get everything they want or be 100% satisfied with the result. But the Town will continually strive to listen to each and every voice, every comment, every email and every survey response.
- Staff understands participation fatigue among long-time Mammoth Lakes residents. We reiterate that the Town owns The Parcel this time and expects to invest significant time, effort, and resources to making the program a reality.
- It must be made clear the 2016 MLH effort was valuable in identifying goals and a number of things were learned through that effort. Every previous planning effort, including the 2016 MLH effort, is being reviewed to see what might be used to make the current process a success.
- Staff, at the direction of Town Council, are taking a measured approach to ensure the process will stand up to a serious review and that the final product will stand the test of time. There is no set outcome. There is an overarching goal to provide a significant measure of affordable housing for the Mammoth Lakes community.

**Project Schedule**

Following is an update to the schedule provided by LWC.

April/May 2019	<ul style="list-style-type: none"> <li>• <del>Project kickoff: April 4</del></li> <li>• <del>Prepare Public Outreach Plan: draft complete</del></li> <li>• <del>Prepare detailed schedule of meetings/events: June</del></li> <li>• Schedule public interest interviews: scheduling underway</li> </ul>
May/June 2019	<ul style="list-style-type: none"> <li>• <del>Public interest interviews: Tentative May 7 and 8</del></li> <li>• <del>Prepare public interest interview summary</del></li> </ul>
June/July 2019	<ul style="list-style-type: none"> <li>• <del>Council/PEDC Workshop #1: June 26</del></li> <li>• <del>Internal Team work session</del></li> <li>• <del>Prepare rough preliminary land use plan concepts</del></li> </ul>
July/August 2019	<ul style="list-style-type: none"> <li>• Rough preliminary concepts available to public – Available on Engage Mammoth Lakes as of August 2</li> </ul>

	<ul style="list-style-type: none"> <li>• Multi-day Design Workshop – August 20-23</li> <li>• Prepare preferred conceptual land use plan and narrative</li> </ul>
September/October 2019	<ul style="list-style-type: none"> <li>• Council/PEDC Workshop #2</li> </ul>
October/November 2019	<ul style="list-style-type: none"> <li>• Prepare final conceptual land use plan and narrative</li> </ul>
November/December 2019	<ul style="list-style-type: none"> <li>• Council/PEDC Workshop #3</li> </ul>

**Fiscal Analysis**

Staff has previously emphasized the importance of the final conceptual plan being fiscally sound. While The Parcel Team is not yet prepared to discuss this in detail, we consider it very important to ensure Town Council is made aware of a few things that are included in our ongoing work program. Staff and LWC are working on components of funding for the future project and will provide, over the next few weeks, a summary of what is considered to be component of a solid fiscal analysis. This will include, but not be limited to:

- “Soft” Costs of Public Outreach, Planning, Environmental Review, Conceptual Design, Civil Engineering and Developer Solicitation and Selection. While the Town is providing the funds for these efforts to this point, it is fully expected that a significant portion of the burden will shift in early 2020 to our selected development partner(s).
- “Hard” Costs of Infrastructure Construction. The Town is working to identify feasible, viable sources of funding for infrastructure. The final list of sources will likely include private, local, state and federal funds.
- Investment Requirements and Profitability are critical factors. Developers with significant affordable housing experience understand that margins may be small, but with a balanced approach to funding, projects can balance risk with reward and can be made successful, which means, among other things, sustainable in the long term.
- A funding stream for housing programs must begin to be addressed early in the process. It will not be enough to identify funds for soft costs, hard costs or even construction. A funding stream will be necessary to enable The Parcel to be sustained as a thriving community into the future.
- Long Term Program and Property Management. The long term management, maintenance and operation of the project will require ongoing funding for a number of items. Management and administration of the overall Housing Program will require ongoing staff and resources. Property Management may include general facility maintenance, snow management, building upkeep amenity maintenance and road maintenance. It will not be recommended we design and construct items such as multi-use paths, transit shelters, signage or other amenities unless a sustainable funding source for maintenance can be identified.

**Developer Solicitation**

Staff expects that at the time the final Conceptual Land Use Plan is considered by Town Council in December 2019, the Town will be in the process of soliciting qualified, experienced affordable housing developers who can demonstrate expertise in accessing and using a broad range of affordable housing funding mechanisms.

**Property Management**

Our expectation is that The Parcel will be home to a thriving community of several hundred housing units. In order for this effort to be successful in the long run, a sustainable program for managing the overall housing program must be developed. While there is experience locally that should be taken advantage of, no one organization has taken on a program of this size or has the level of staffing or the experience necessary to be successful. Staff is reaching out to other municipalities and housing

agencies, including Mammoth Lakes Housing, to learn from their experience. Staff will include recommendations on possible housing program and property management approaches as a part of the final conceptual land use plan in December 2019. The possible approaches may include a blend of public and private entities.

**STAFFING CONSIDERATIONS:**

Adequate staffing has been provided for this project. That includes dedicated Public Works and Community and Economic Development staff as well as assistance from other Town Departments on an as needed basis.

**FINANCIAL CONSIDERATIONS:**

Staff is completing a comprehensive project budget for Town-related costs for all aspects of the project with the most detail being focused on the near term budget items as described above.

**ATTACHMENT**

Attachment A: Design Workshop Flyer

Attachment B: Presentation: “What is a Design Workshop?”

Attachment C: Preliminary Conceptual Plans