

Plan The Parcel!

Town Council + Planning and Economic Development Commission Workshop 3

December 11, 2019



Overview and Expectations

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

Agenda

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

Purpose

Discuss The Parcel Preferred Plan, including public feedback, and accept the Preferred Plan (as proposed or with modifications)

Background

Community Housing Action Plan (CHAP)

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

November 2017



Development Actions for The Parcel	2018				2019				2020				2021	2022	2023	2024	2025
	Quarter 1	2	3	4	1	2	3	4	1	2	3	4					
Acquisition	█	█	█	█													
Design					█	█	█	█	█	█	█						
Entitlement, Finance									█	█	█	█	█	█	█		
Construction														█	█	█	█

Other Considerations

Walk, Bike, Ride

- Shift from car-dominated system

Downtown Revitalization

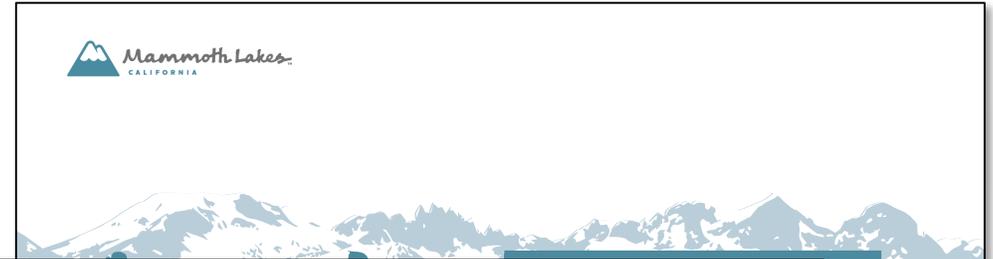
- Flexible workforce housing solutions, efficient site design

Resilient Mammoth Lakes

- Housing Element Update

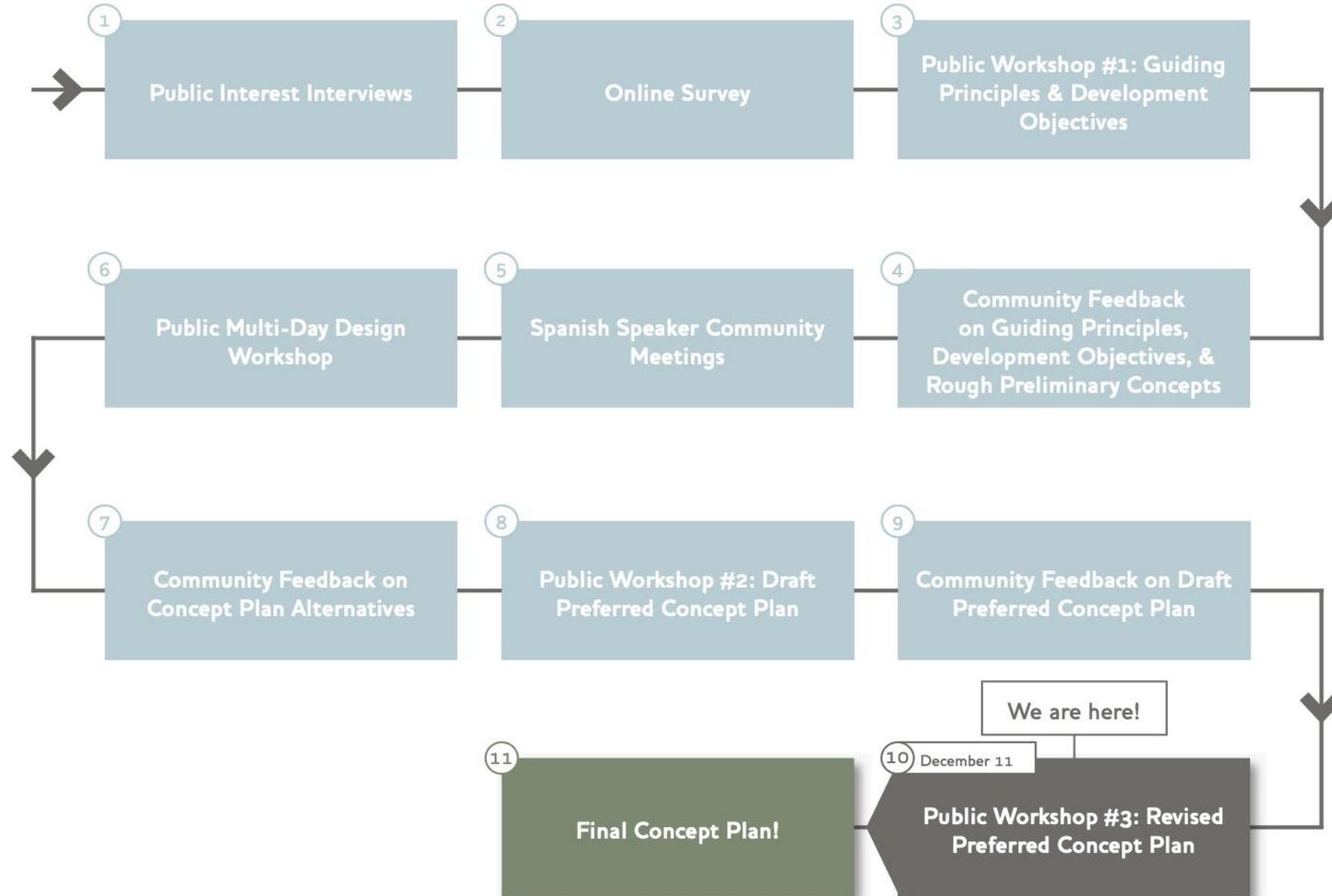
Housing Laws & Programs

- State laws incentivize affordable housing
- Funding criteria



Plan The Parcel Process

Process



Council + Commission Direction from Workshop 2

Council & PEDC Consensus/Direction

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

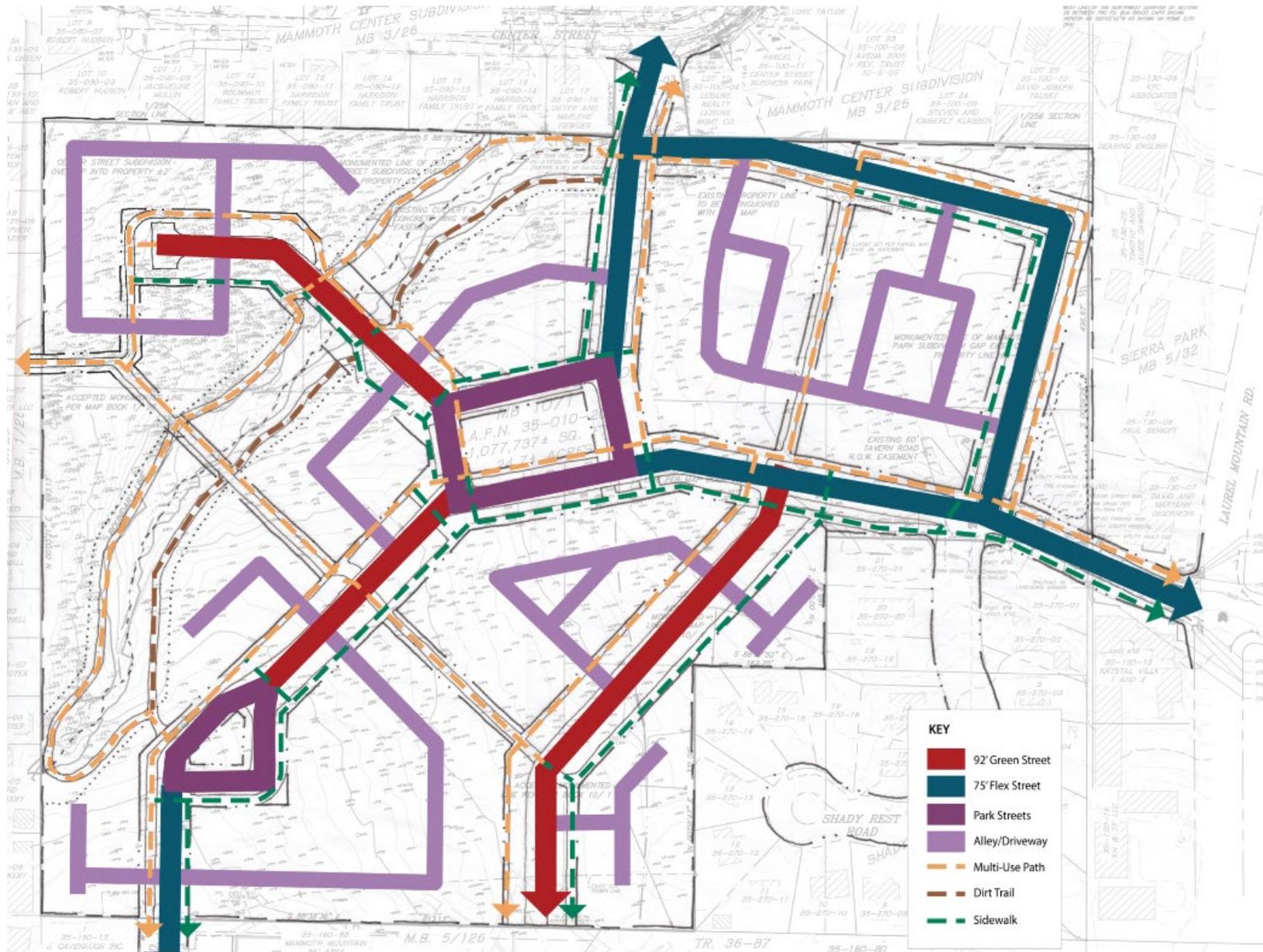
Preferred Plan

Preferred Plan



- A variety of housing types and unit types
- Rental and ownership opportunities
- Open spaces and parks including a linear green space along Mill Ditch
- Streets with multi-use paths and sidewalks
- Community spaces and amenities
- New bus stops
- Covered parking with supplemental on-street parking
- 400-450 affordable housing units

Street Type Framework



Maximum Building Heights



Housing Types

<i>Building Type</i>	Studio Units	1-BR Units	2-BR Units	3-BR Units	Tuck-under parking	Rental	Ownership	Height (in stories)
<i>Duplex A</i>				2	4	●	●	2
<i>Duplex B</i>			2		4	●	●	2
<i>Duplex C</i>			1	1	4	●	●	2
<i>Fourplex</i>		2	2		4	●		2
<i>Sixplex</i>		4		2	8	●		2
<i>Multiplex</i>	4	4	2		10	●		2
<i>Small Townhouse</i>			3		6	●	●	2
<i>Large Townhouse</i>			3	2	10	●	●	2
<i>Small Apartment</i>	3	6	3	3	16	●		3-4
<i>Large Apartment</i>	6	15	6		24	●		3-4

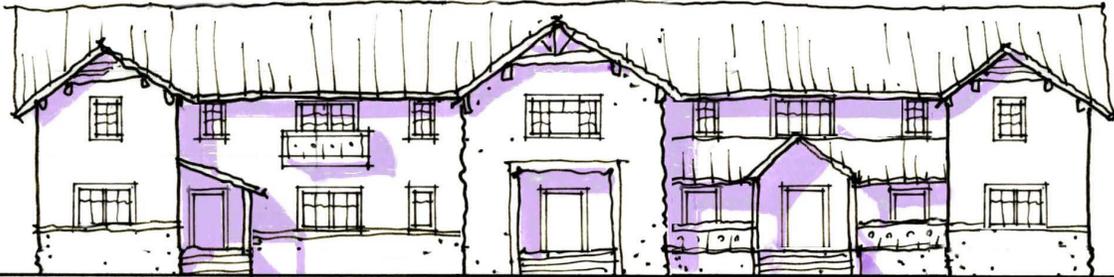
Housing Types



DUPLEX + FOURPLEX



SIXPLEX



TOWN HOUSE

Housing Types

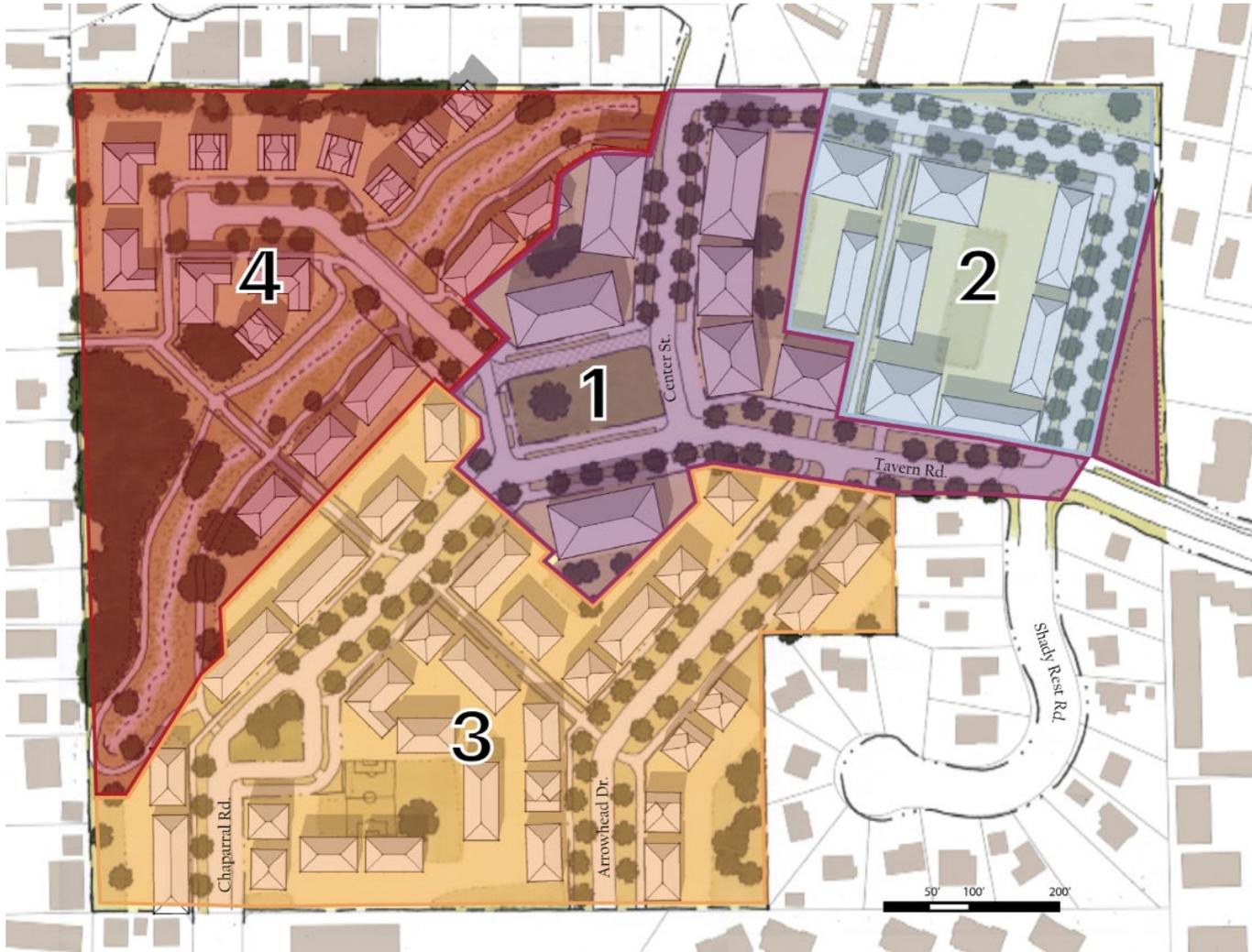


APARTMENT



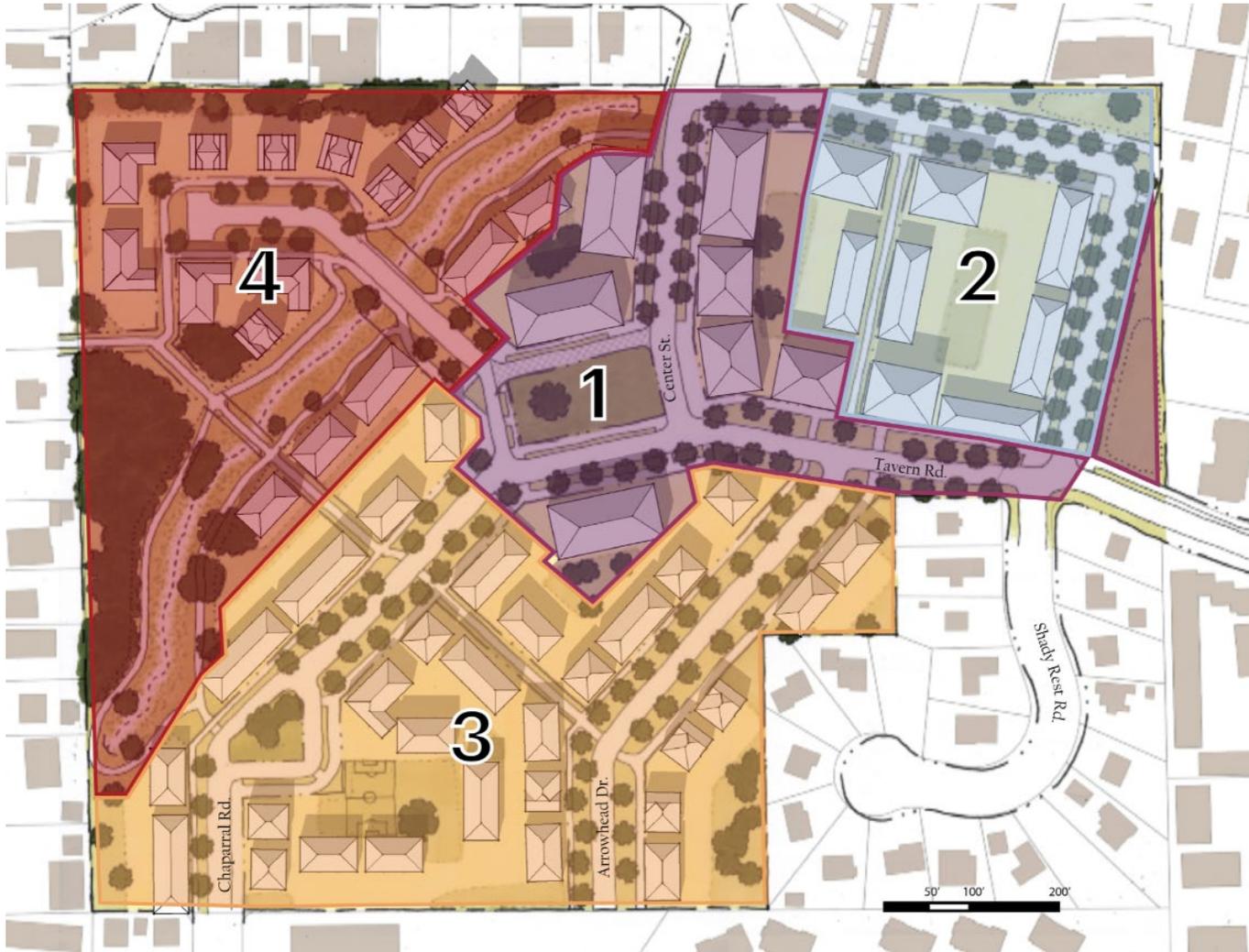
APARTMENT
LARGE

Development Program & Preliminary Phasing -



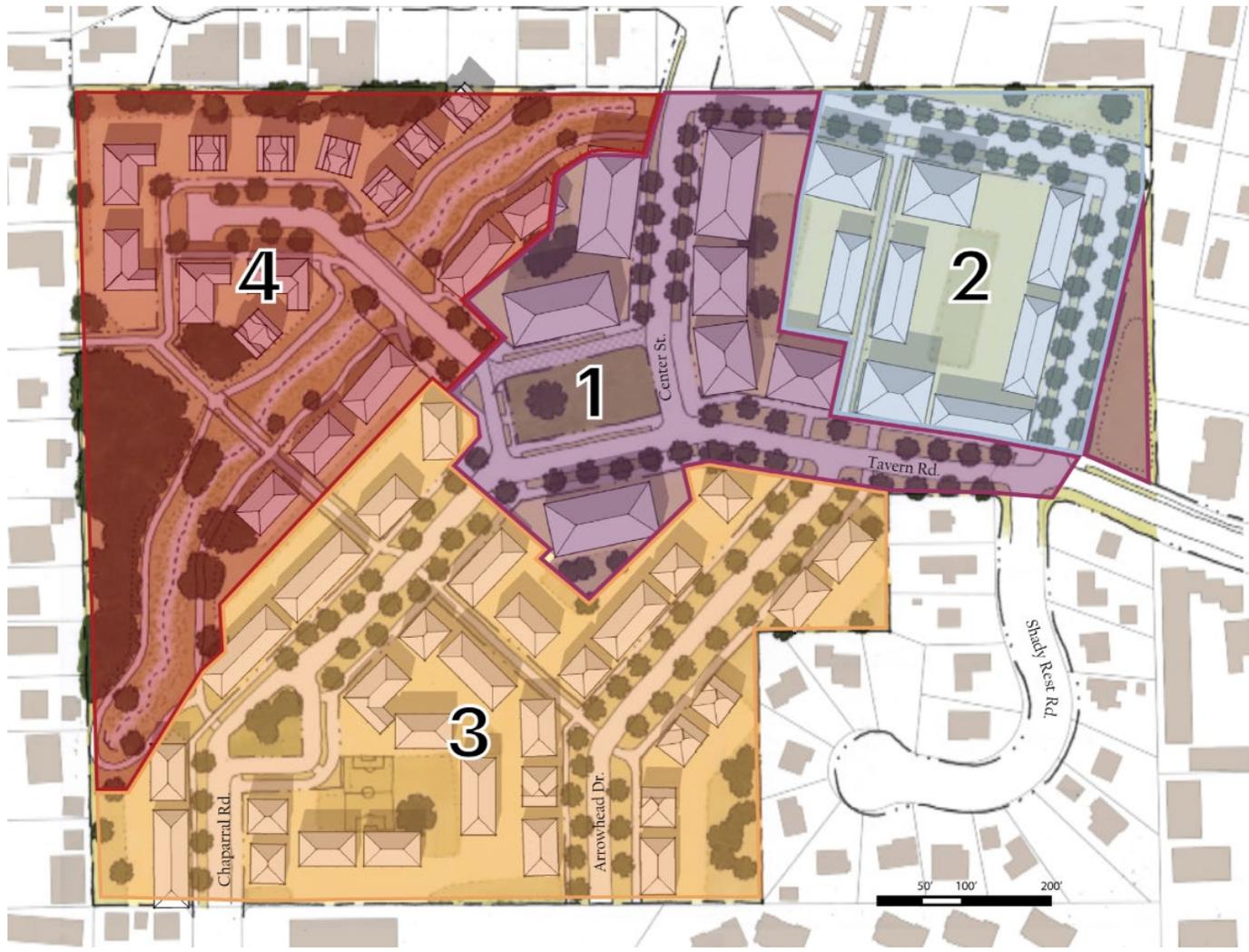
Phase	1	2	3	4	Total
Studio units	30	12	16	8	66
1-bedroom units	72	24	48	38	182
2-bedroom units	30	27	64	21	142
3-bedroom units	6	22	8	17	53
Total	138	85	136	84	443

Feasibility – Phase 1



PHASE	1
Total Units	138
AMI	30-80%
Tenure	Rental
Total Development Costs	\$60,000,000
Public Funding Sources	AHSC, STIP, 4% LIHTC, HOME
Total Funding Gap	(\$5,000,000)
Funding Gap per Unit	(\$36,000)

Feasibility – Phase 2



PHASE	2
Total Units	85
AMI	30-80%
Tenure	Rental
Total Development Costs	\$45,000,000
Public Funding Sources	STIP, 9% LIHTC, HOME
Total Funding Gap	(\$9,000,000)
Funding Gap per Unit	(\$106,000)

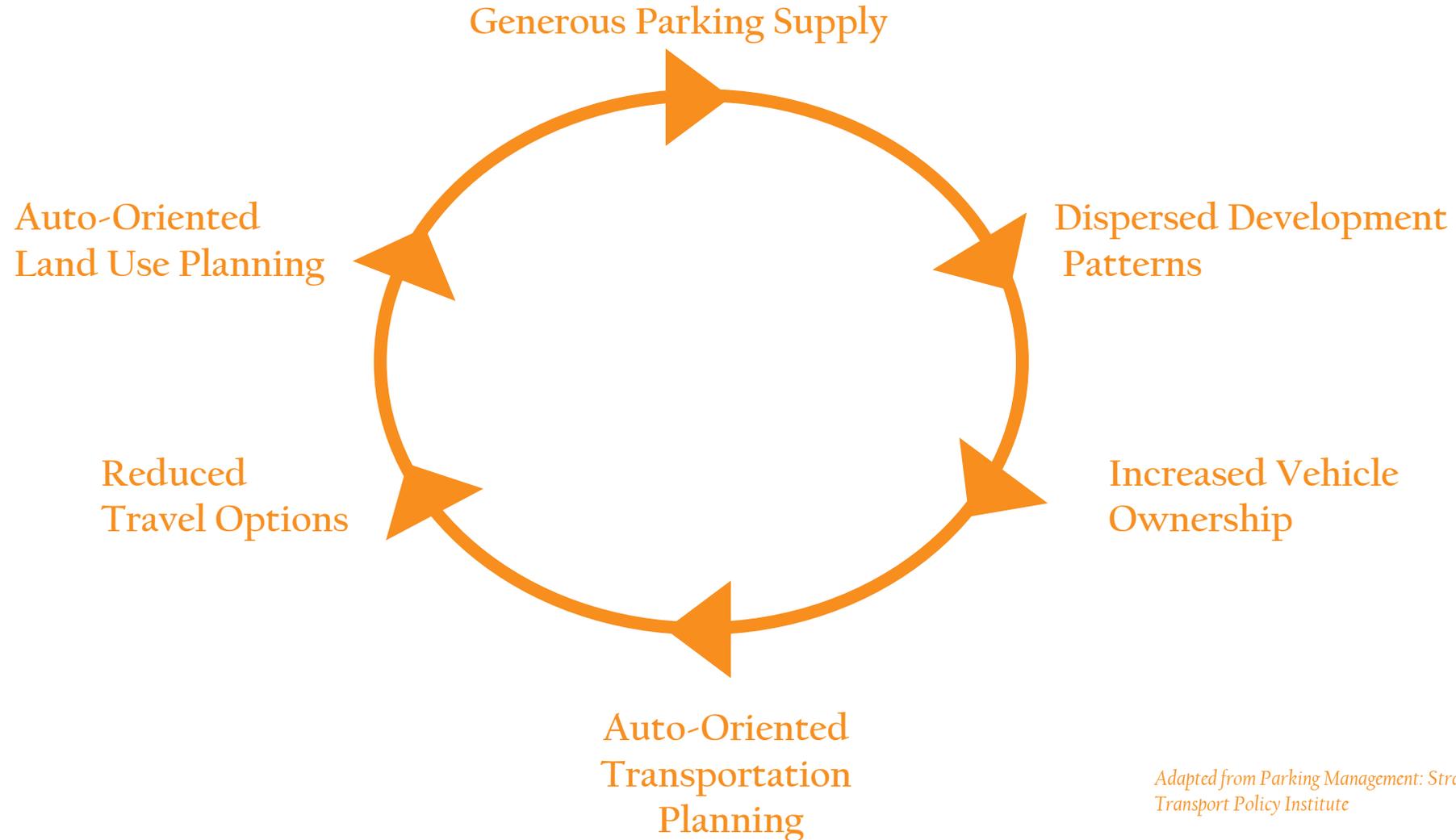
Implementation – Action Table

Action Table Organization

1. Retain a Developer(s)
2. Outline Timeline with Key Funding Milestones
3. Explore Funding Options
4. Refine Phasing Plan
5. Refine Mobility Details
6. Address Ownership Considerations
7. Conduct Regulatory Amendments and CEQA
8. Other

Parking Discussion/Analysis

Parking – Cycle of Automobile Dependency



Adapted from Parking Management: Strategies, Evaluation and Planning, Victoria Transport Policy Institute

Parking Planning – A Paradigm Shift

Old Parking Paradigm	New Parking Paradigm
Parking problem means inadequate parking supply	Parking problems can also include excessive supply, too low or too high prices, inadequate information, and inefficient management
Transportation means driving	There are many modes of transportation. Not everyone drives.
Abundant parking supply is always desired	Too much parking is as harmful as too little
All parking demand should be satisfied on individual sites. Walking distances to cars should be minimized	Parking can be provided off-site and allow sharing of parking facilities
Parking requirements should be applied rigidly	Parking requirements should reflect particular situations
Innovation should only be applied if proven and widely accepted	Innovation is occurring rapidly
Land use dispersion is acceptable or even desirable	Dispersed, auto-dependent development can be harmful
<i>Adapted from Parking Planning Paradigm Shift, Todd Litman</i>	

Parking Planning – Old Approach

Need



Solution

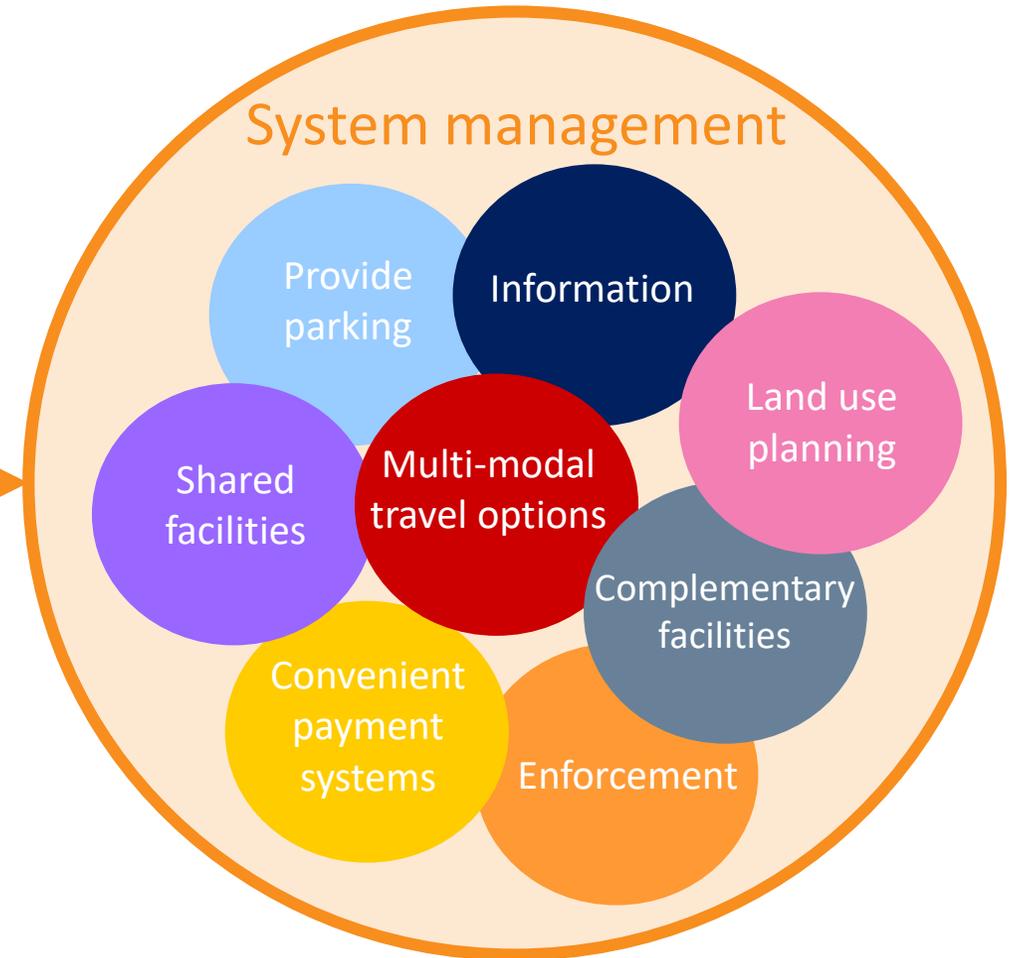


Parking Planning – New Approach

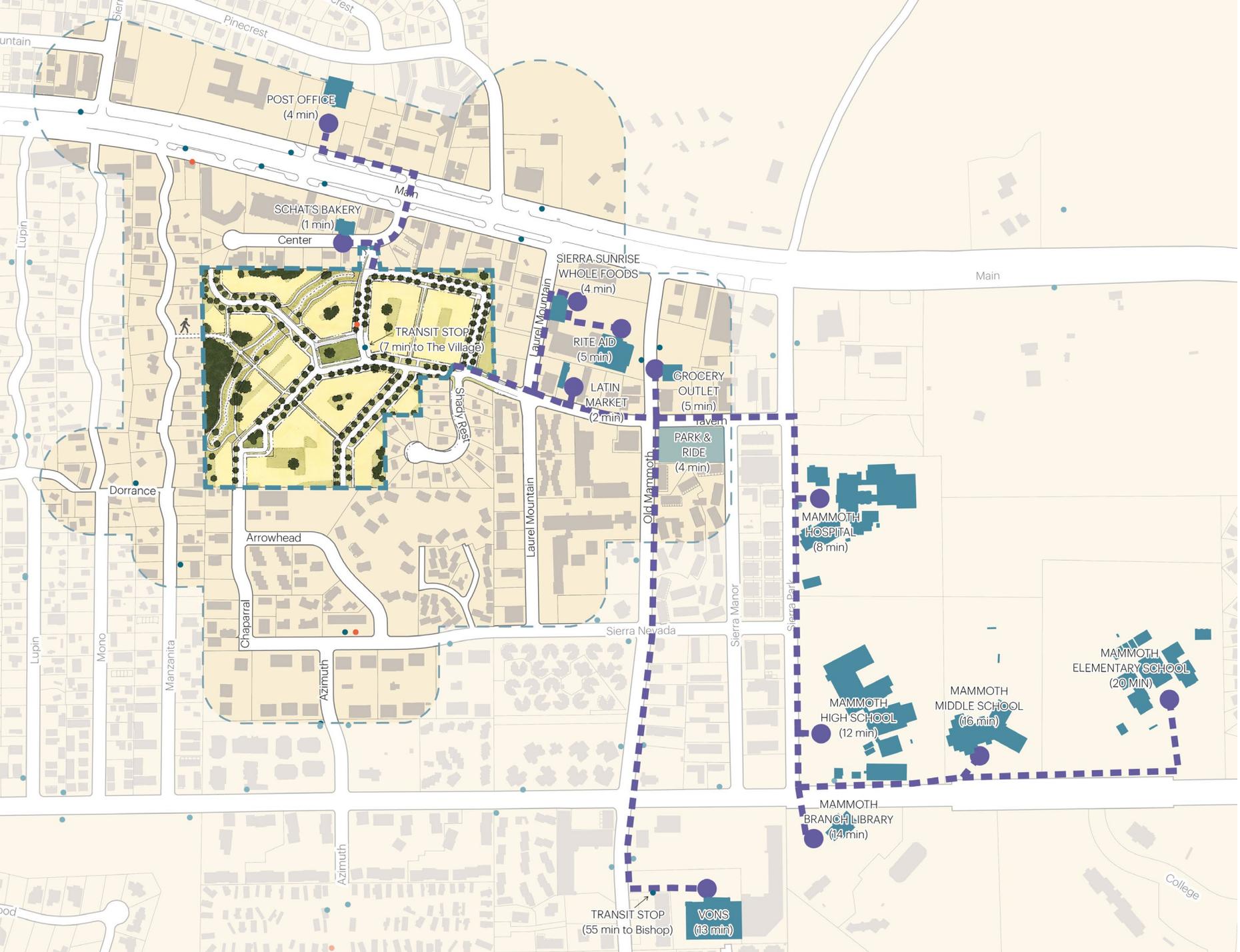
Need



Solution



Parcel Walking Distances to Daily Needs



Parking Rate Analysis

Unit Type	Parking Required by Town Code*	Parking Proposed	Difference
Studio	1	0.5 (tuck-under)	(0.5)
1-bedroom	1	1 (tuck-under)	-
2-bedroom	2	1.5+ (tuck-under)	(≤ 0.5)
3-bedroom	2	1.5+ (tuck-under)	(≤ 0.5)

Total Units	Parking Required by Town Code*	Parking Proposed		Difference
443	638	Tuck-under	518	(35)
		On-street	85	
		TOTAL	603	

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

Proposed parking exceeds SB 35 restrictions on the amount of parking that can be required.

* Parking rates required for affordable housing projects. Guest parking is not required for affordable housing projects.

Affordable housing projects are often granted waivers for reduced parking standards under State density bonus law.

Parking Rate Comparison

	Aspen Village	Jeffreys	Manzanita	The Parcel
Unit Mix	2 & 3-bedrooms	2 & 3-bedrooms	2 & 3-bedrooms	Studio, 1, 2, & 3-bedrooms
AMI	≤ 60% – Rental 120%/market – Condos	≤ 60%	≤ 60%	30-120%
Daily needs within 5 min walk	No	No	Some	Many
Bike parking?	No	No	No	Yes
Covered parking?	No – Rental Yes – Condos	No	No	Yes
Average parking space/unit	1.5	2.0	1.78	1.36

The Parcel would provide the same parking rate (or higher) for 2 & 3-bedroom units as Aspen Village Apartments, but in a tuck-under configuration instead of surface parking. Additional parking spaces would be provided on-street.

Parking Survey

19 Responses

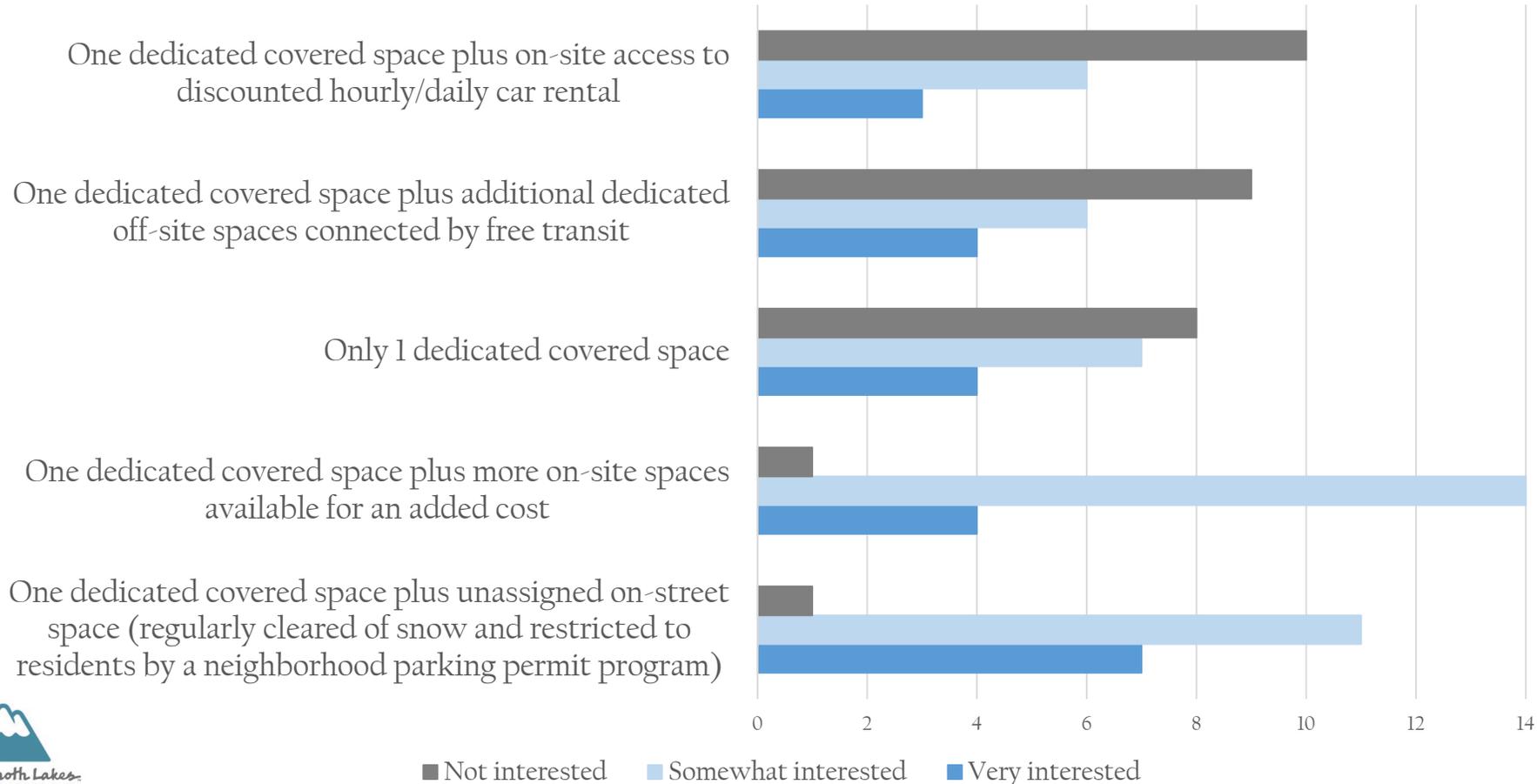
Door-to-Door Survey

- Available in English and Spanish
- Conducted by MLH in coordination with the Town

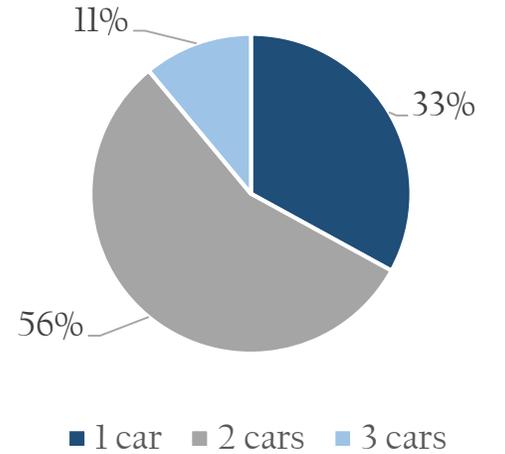
Parking Survey – Feedback Summary

- 15 of the 19 respondents currently live in affordable housing projects
- All live in 2 or 3-bedroom units

Alternative Parking Preferences



Number of cars per surveyed household



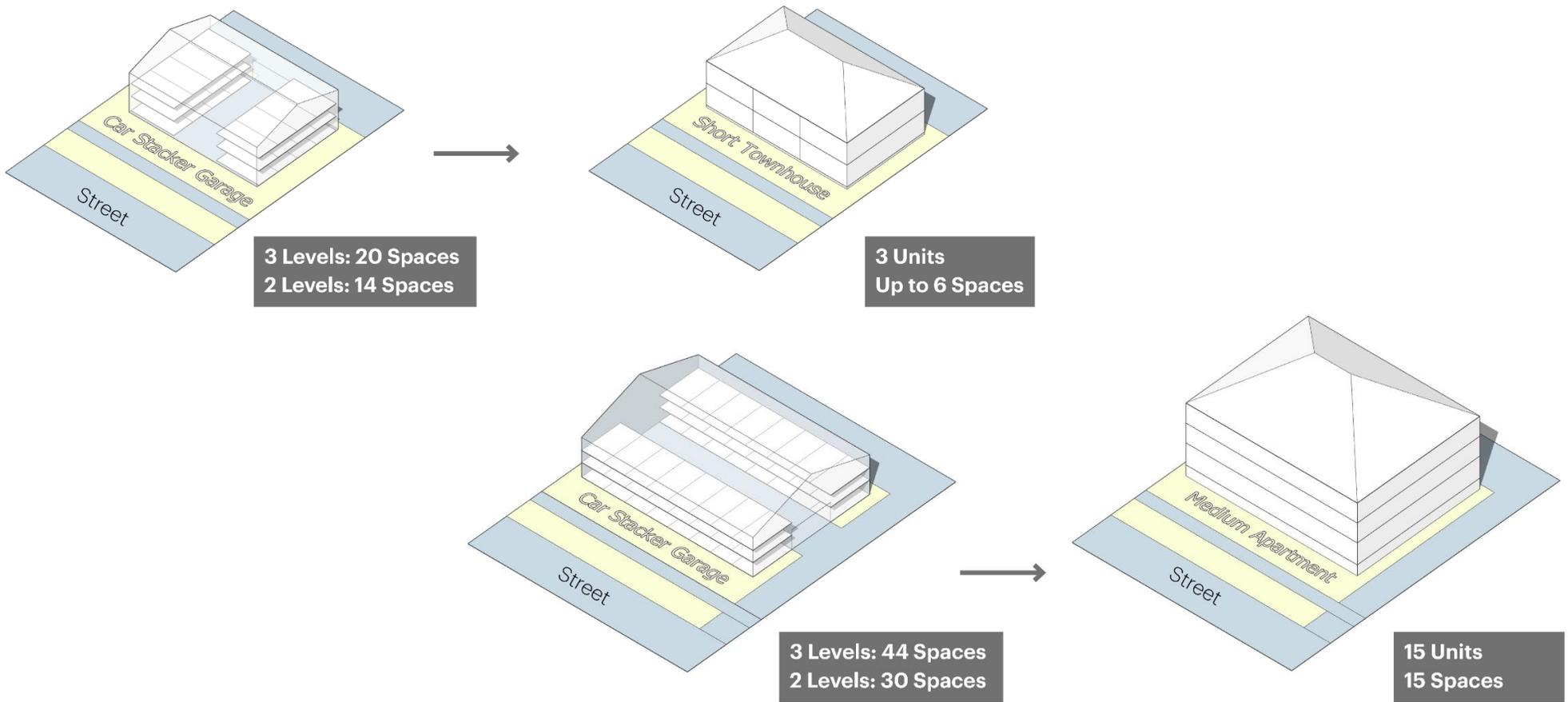
Parking Strategies: On-Street Parking



Parking Strategies: Provide Flexibility

Innovative Parking Approach Designed for Flexibility Over Time

Car Stacker Garage
Car stackers (also known as parking lifts) can be a cost-effective alternative to structured parking garages. Given their flexible footprints, these could be designed to be replaced by residential building types if parking demand changes in the future. Additional study would be necessary to determine if this is an appropriate supplemental parking approach for The Parcel.



Parking Strategies: Provide Flexibility

- “Unbundling” the price of parking from rent, so those without a vehicle can save even more and larger families with a greater parking need have access to additional parking spaces they can rent. * (*Preferred Plan Action #5.F*)
- Access and driving credit to car sharing services (e.g., Uber, Lyft)
- Electric bike and scooter rental share programs to reduce car dependency for shorter distance trips. Carshare programs for longer trips. (*Preferred Plan Action #5.C – Coordinate/integrate with Mobility Hub Study*)

Unit Type	Parking Proposed
Studio	0.5 (tuck-under)
1-bedroom	1 (tuck-under)
2-bedroom	1.5+ (tuck-under)
3-bedroom	1.5+ (tuck-under)

* With the proposed parking rates, we are assuming that those who rent larger units (2 and 3 bedrooms) will own more cars and have a greater parking need compared with those renting a 1-bedroom or studio. This is true in general, but it’s hard to predict exactly what each household needs are based on just bedroom count. A single parent household with 1 adult and 3 children under the age of 16 may only need 1 car but live in a 2 or 3-bedroom unit. The parking needs of that household will change over time as the 3 kids reach driving age. Meanwhile 2 younger working adults in a household with no kids sharing a 1-bedroom unit may have a need for 2 parking spaces. Unbundling is a great approach to allow each household to tailor their parking needs to their individual circumstances and for it to shift over time.

Parking: Financial Implications

Parking Type	Typical Cost/Stall	Typical Cost/Stall Prevailing Wage	Notes
Surface Lot	\$5,000	\$6,000	Consumes 350-400 s.f. of land per parking space where no buildings can be built and will reduce overall unit yields. Additional snow storage requirement for surface lots will further reduce unit yields.
Tuck-Under (Type V Wood)	\$12,500	\$15,000	Tuck-under parking allows for covered spaces with residential above. A 1:1 parking ratio is most common with this product type.
Podium Garage (Type I Concrete)	\$30,000	\$36,000	Requires concrete and is cost prohibitive.
Below Grade Garage (Type I Concrete)	\$50,000	\$60,000	Requires concrete and is cost prohibitive. Added cost to dig and haul off dirt plus shoring.

Preferred Plan Feedback

Preferred Plan Online Feedback

4 Responses

Open for 2+ weeks

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

Preferred Plan Likes, Dislikes, & Ideas

Likes

- Number of units
- Street network
- Planned bus stops
- Balance between buildable area and open space

Dislikes

- Number of units (have fewer units in order to provide adequate open space and parking)

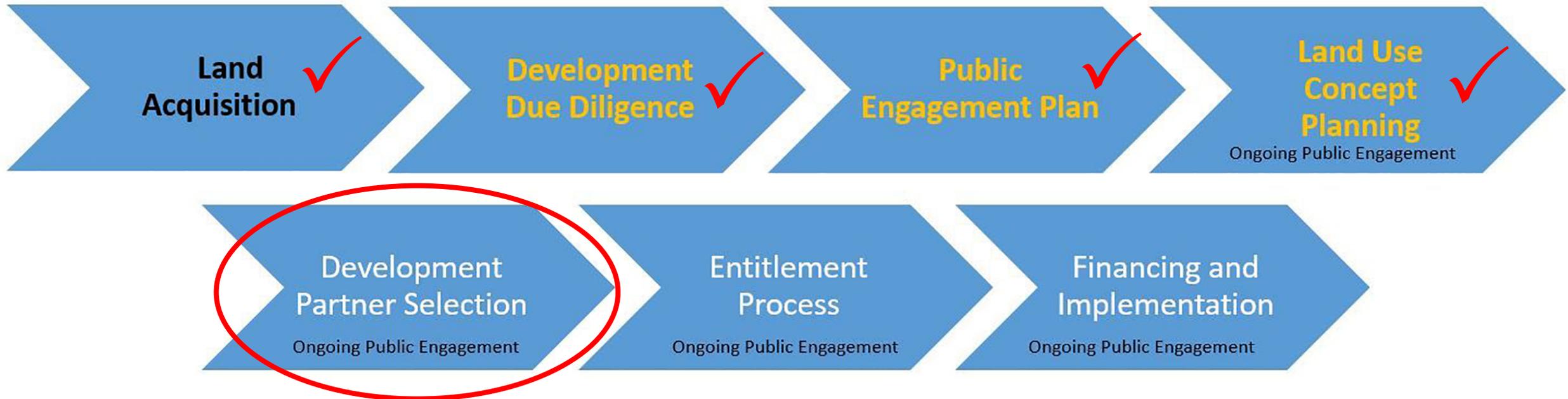
Ideas for revisions to the Preferred Plan

- Include a pedestrian connection from Dorrance Ave to Chaparral Road (through private property)
- Be more strategic about solar access
- Ensure buildings are built with high-quality materials

What's Next?

Next Steps

Final Conceptual Land Use Plan in December based on Council action tonight



Stay Informed!

Find out more: www.theparcelmammothlakes.com.

“Like” The Parcel Facebook page

“Follow” The Parcel on Twitter and Instagram

Sign up to participate online: EngageMammothLakes.com

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



End

Guiding Principles

- A** Provide long-term community housing by addressing a substantial portion of Mammoth Lakes' current housing need.
- B** Provide a range of mobility options and multi-modal (walk, bike, transit, etc.) connections from The Parcel to community destinations.
- C** Provide amenities and open spaces while focusing on community housing and striving to make the best use of every square foot of land.
- D** Focus on environmentally sustainable design concepts.
- E** Establish a livable, integrated, and well-designed community housing neighborhood that stands the test of time.
- F** Balance guiding principles and development objectives with a viable development program that is sustainable over the long-term and can be constructed in an orderly and timely fashion.

Open Space Analysis

Number of Units	Common Area/Rec Space Required by Town Code *	Open Space Proposed		Difference
443	66,450 s.f.	Formal Open Space (Neighborhood Parks)	21,000 s.f.	+52,150 s.f.
		Mill Ditch	94,000 s.f.	
		Community Facility	3,600 s.f. **	
		TOTAL	118,600 s.f.	

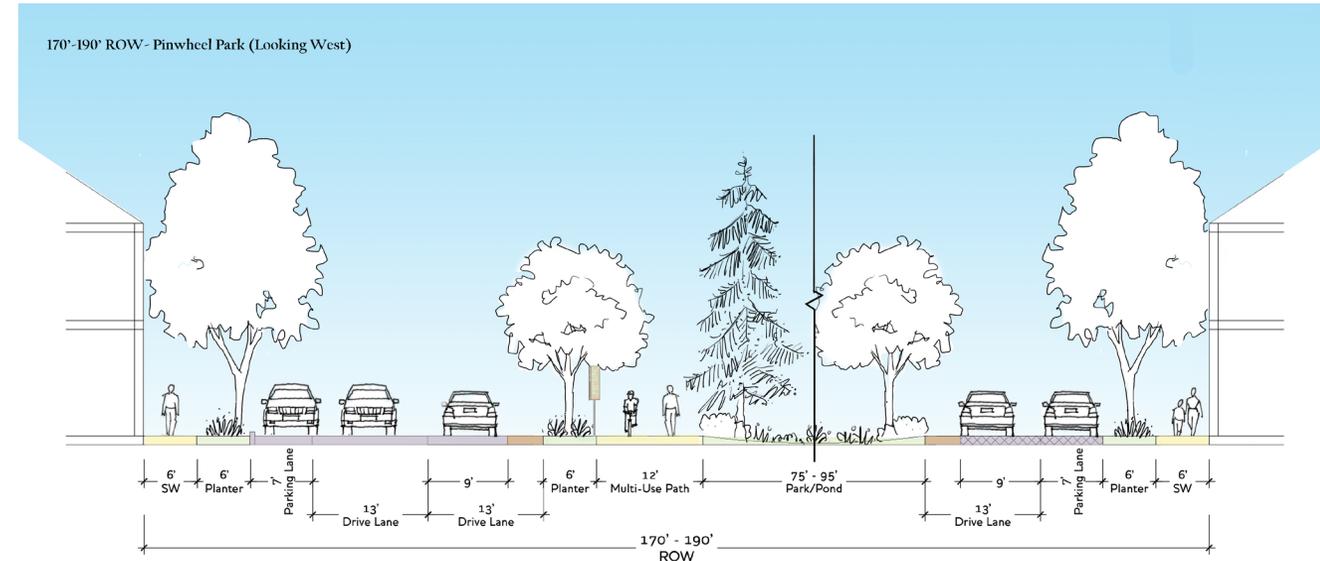
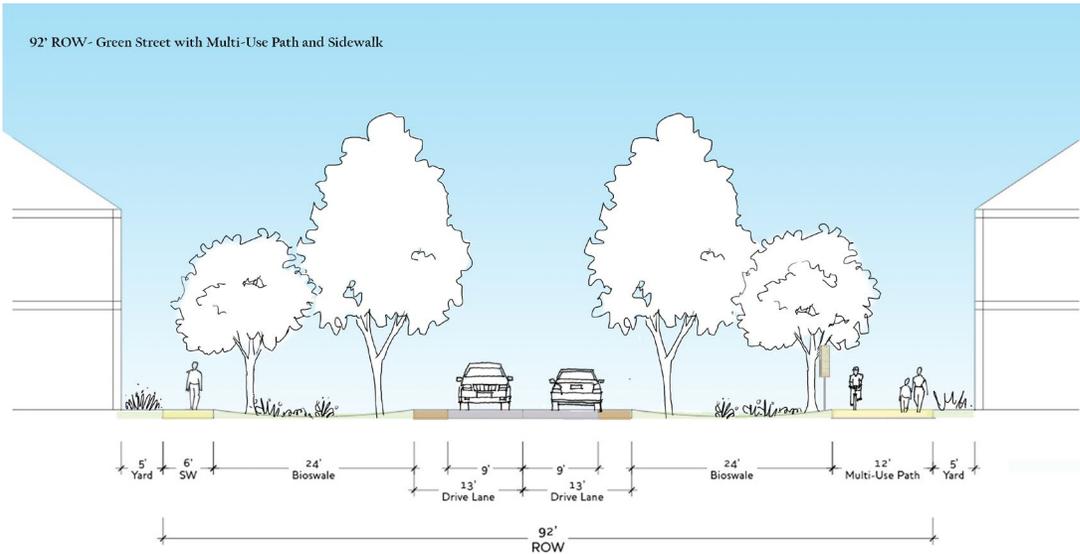
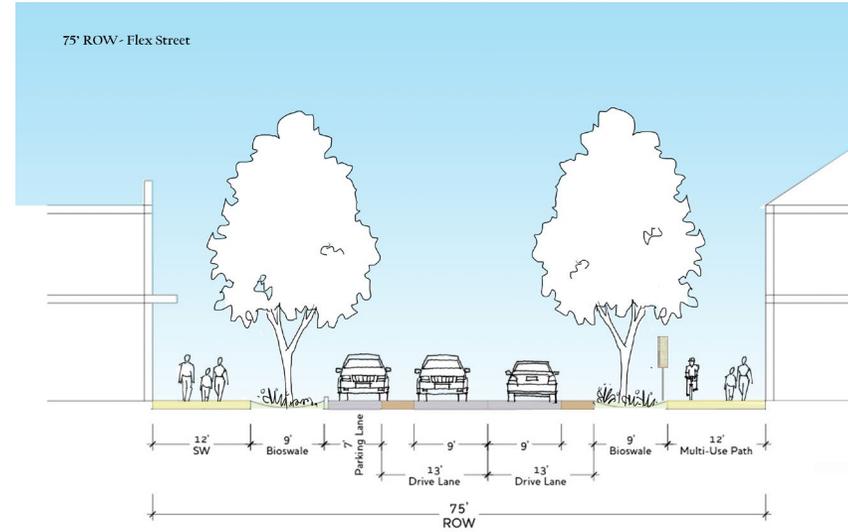
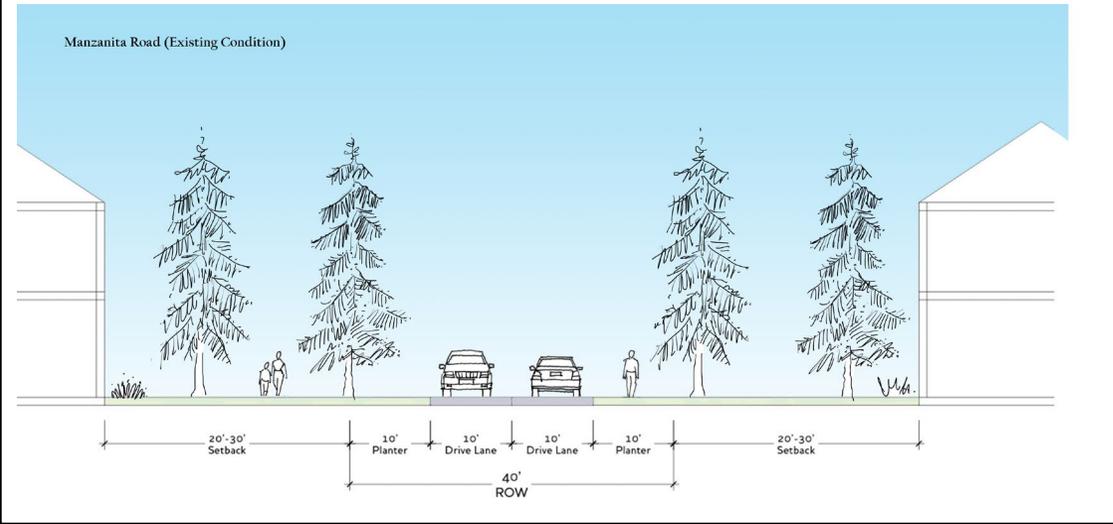
- Bioswale areas along streets (open space in summer/ snow storage in winter) are ~ 150,000 s.f. (additional).
- Additional common area/rec space will be provided in each phase/project.

* 150 s.f. common area/recreational spaces required per unit.

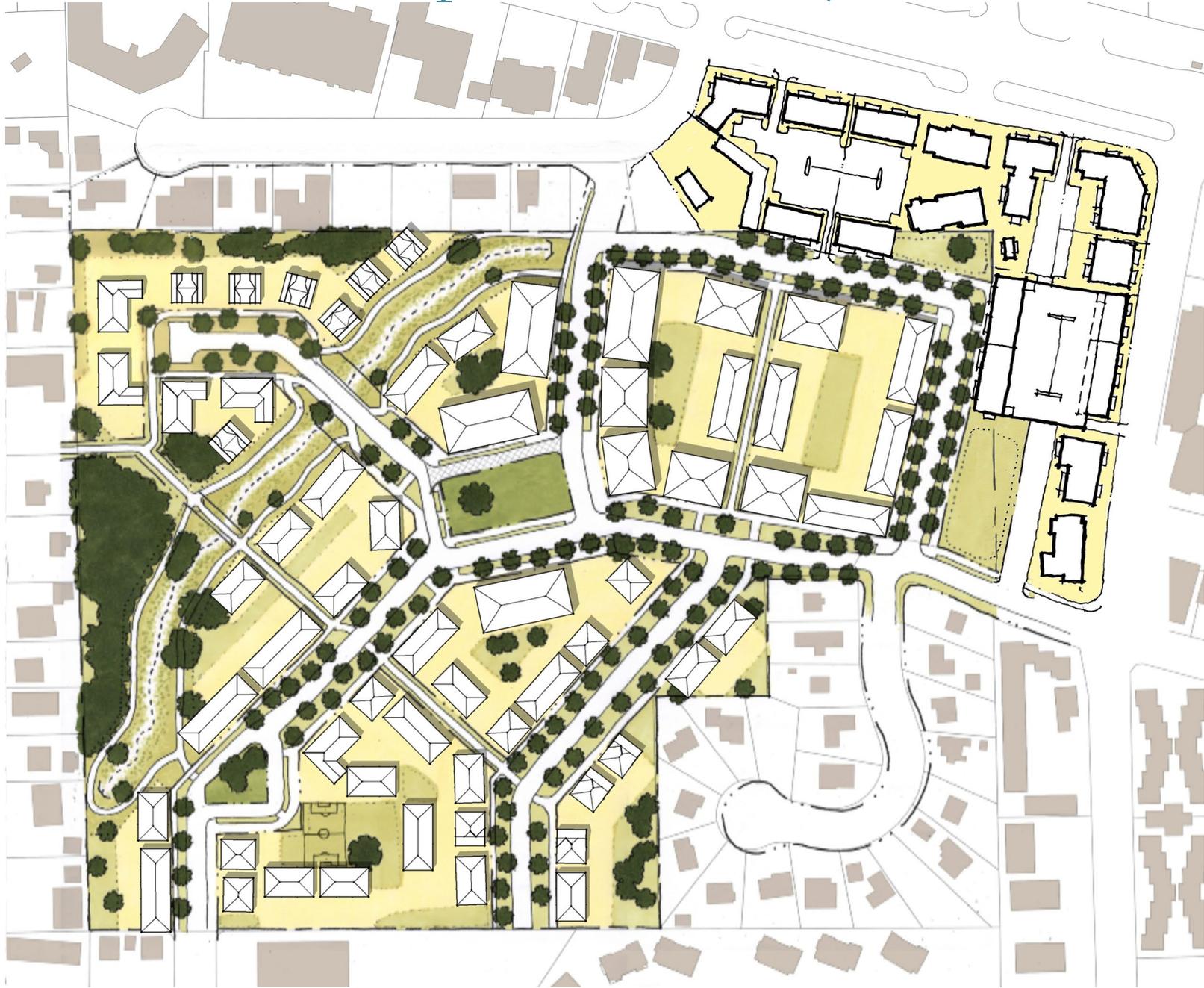
** Building footprint can accommodate more space for a community facility, but 3,600 s.f. was assumed.

Street Sections – Proposed Sections Comparison to Manzanita Road (existing)

Manzanita Road (existing)



Street Alignment and Redevelopment Potential (illustrative concept only)



Density

The Parcel (25 acres)

400-450 units – 16-18 du/ac (gross), 22-25 du/ac (net)

1. **Transit** Amenities TCAC 9%

The project is located where there is a bus rapid transit station, light rail station, commuter rail station, ferry terminal, bus station, or public bus stop within 1/3 mile from the site with service at least every 30 minutes (or at least two departures during each peak period for a commuter rail station or ferry terminal) during the hours of 7-9 a.m. and 4-6 p.m., Monday through Friday, and the project's density will exceed 25 units per acre. 7 points

9% Competitive TCAC Phases should be higher density 25 du/ac to maximize amenity points

AHSC

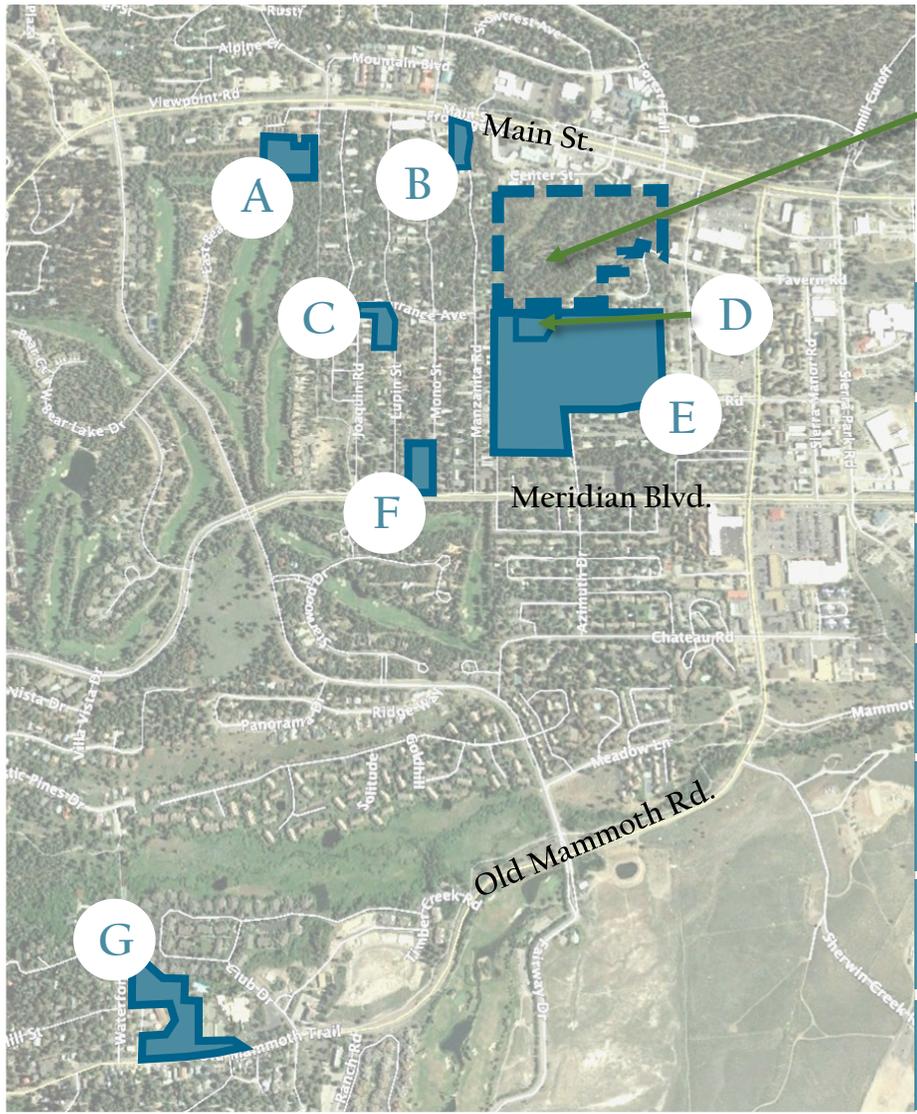
- (iv) Have a minimum **Net Density**, upon completion of the **Affordable Housing Development**, not less than that shown on the following table:

Figure 4: Minimum Net Density Requirements

Project Area Type	Residential only Projects	Mixed-Use Projects (Floor Area Ratio)
TOD	30 units per acre	>2.0
ICP	20 units per acre	>1.5
RIPA	15 units per acre	>0.75

In order to compete for AHSC funding the project should be at least 15 DU/AC net

Density Comparisons



The Parcel (25 acres)

400-450 units – 16-18 du/ac (gross), 22-25 du/ac (net)

A	San Joaquin Villas	16.13 du/ac
B	Manzanita Apartments	14.1 du/ac
C	Jeffreys Apartments	18.39 du/ac
D	Sherwin View Park Apt.	13.59 du/ac
E	25 Acres south of Parcel	13.04 du/ac
F	Meridian Court	25 du/ac
G	Aspen Village	14.94 du/ac*

* Overall Aspen Village density. Aspen Village Apartments are 14.5 du/ac and Aspen Village Condos are 15.89 du/ac (see next slide).

Density Comparisons

The Parcel (25 acres) 400-450 units – 16-18 du/ac (gross), 22-25 du/ac (net)

San Joaquin Villas	<ul style="list-style-type: none"> • 2.48 acres • 40 units 	<ul style="list-style-type: none"> • 16.13 du/ac
Manzanita Apartments	<ul style="list-style-type: none"> • 0.99 acres • 14 units 	<ul style="list-style-type: none"> • 14.1 du/ac
Jeffreys Apartments	<ul style="list-style-type: none"> • 0.87 acres • 16 units 	<ul style="list-style-type: none"> • 18.39 du/ac
Sherwin View Park Apts.	<ul style="list-style-type: none"> • 2.06 acres • 28 units 	<ul style="list-style-type: none"> • 13.59 du/ac
25 Acres south of The Parcel	<ul style="list-style-type: none"> • 25 acres • 238 units 	<ul style="list-style-type: none"> • 13.04 du/ac
Meridian Court	<ul style="list-style-type: none"> • 0.96 acres • 24 units 	<ul style="list-style-type: none"> • 25 du/ac
Aspen Village	<ul style="list-style-type: none"> • 3.31 acres, 48 units – apartments • 1.51 acres, 24 units – condos • 4.82 acres, 72 units – total 	<ul style="list-style-type: none"> • 14.5 du/ac • 15.89 du/ac • 14.94 du/ac (total)

Income Levels

Income Category		Annual Income							
		Number of People in Household							
		1	2	3	4	5	6	7	8
≤50% AMI	Very low income	\$28,450	\$32,500	\$36,550	\$40,600	\$43,850	\$47,100	\$50,350	\$53,600
51-60% AMI	Low income	\$34,110	\$38,970	\$43,860	\$48,720	\$52,620	\$56,520	\$60,420	\$64,320
61-80% AMI		\$44,750	\$51,150	\$57,550	\$63,900	\$69,050	\$74,150	\$79,250	\$84,350
81-120% AMI	Moderate income	\$68,200	\$77,950	\$87,700	\$97,450	\$105,250	\$113,050	\$120,850	\$128,650

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

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

Community Housing Action Plan (CHAP)

Needs Assessment

Distribution of Needed Community Ownership Housing by AMI

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

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

Distribution of Needed Community Rental Housing by AMI

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

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

595 units needed through 2022 (all income levels)

- 275 ownership
- 320 rental

351 units needed through 2022 at ≤120% AMI

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

