

DRAFT

Town of Mammoth Lakes

Comprehensive Workforce Housing Strategy

2015



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Acknowledgments:

Town of Mammoth Lakes, Town Council

- Jo Bacon, Mayor
- Michael Raimondo, Mayor Pro Tem
- Colin Fernie
- Shields Richardson
- John Wentworth

Town of Mammoth Lakes

- Daniel C. Holler, Town Manager
- Sandra Moberly, Planning Manager
- Jen Daugherty, Senior Planner

Mammoth Lakes Housing, Inc. Board of Directors

- Kirk Stapp, President
- Larry Johnston, Vice President
- Bill Taylor
- Colin Fernie
- Lindsay Barksdale
- Tom Mazaitis

Mammoth Lakes Housing, Inc.

- Jennifer Halferty, Executive Director
- Patricia Robertson, Grant and Financial Associate

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Executive Summary

The Town's Comprehensive Workforce Housing Strategy is a policy framework and implementation toolkit that will help to implement the General Plan, specifically the Housing Element, as well as address the needs identified by the community in the 2014 Housing Element Update Survey and the 2011 Needs Assessment. The Strategy will inform the Town's planning and action priorities over the coming years.

Unaffordable housing has been shown to slow local employment growth.² The impacts can negatively affect local businesses' ability to hire and retain qualified employees and impact their decision to expand or relocate. Yet, a diversity of housing that meets the needs of the local workforce will have direct positive impacts beyond that of economic growth. Some of the positive impacts include, but are not limited to, reduced vehicle miles travelled, which leads to a more sustainable and healthier environment, more dollars kept within the local economy, healthier families, and better educational performance. Through the concerted effort of the Town of Mammoth Lakes and utilization of the variety of tools presented in the Housing Strategy the Town should be able to achieve an adequate housing supply for the current and future workforce housing demands as identified in the General Plan.

Key Findings:

- **CURRENT HOUSING AFFORDABILITY**

As seen in Table 2, according to the Town's adopted Housing Element, housing was unaffordable primarily to those households earning 80 percent of the Area Median Income (AMI) and below. These income groups make up roughly 57% of Mammoth Lakes' households, as seen in Table 3. However, there is also growing concern regarding the ability of the "middle-income" (80-150% AMI) group's ability to afford to stay in Mammoth Lakes. Between 2008 and 2013, the Town experienced a loss of almost 75% of the "middle-income" group (80-150% AMI).³ Census data appears to indicate that some of these working households moved to less expensive areas including unincorporated Mono County and the City of Bishop, while others likely left the area altogether. While some of the workforce may choose to live outside of Mammoth Lakes, there are also some that would prefer to live in town. Community members as well as elected and appointed officials have voiced that there is a need for affordable, quality, workforce housing for households earning up to 150 percent of the area median income.

² Institute for the Study of Labor (IZA), "Unaffordable Housing and Local Employment Growth: Evidence from California Municipalities," April 2014; Center for Housing Policy, "The Role of Affordable Housing in Creating Jobs and Stimulating Local Economic Development: A Review of the Literature," January 2011, p. 1.

³ Town of Mammoth Lakes Housing Element, 2007-2014, p. 34; Town of Mammoth Lakes Housing Element, 2014-2019, p. 2-18.

The highest income earners, those earning 151 percent of the AMI and above, are understood to be able to afford market rate housing that meets their needs. Therefore, it is recommended that current programs that serve the lower-income segments of the workforce continue through the efforts of the Town and Mammoth Lakes Housing, Inc. (MLH). Additionally, work has begun and should continue on a middle income homebuyer assistance program, to be funded with local funding, to assist those local households earning between 81-150% AMI.

- **PLAN FOR FUTURE WORKFORCE NEED**

Because the General Plan is designed to guide development patterns towards the ultimate goal of “build-out,” the future housing needs presented in the Housing Strategy also address the community’s anticipated housing need up to build-out to ensure consistency and continuity. Furthermore, this continuity will safeguard the existence of the employment base necessary to support the economic growth of the town by ensuring adequate and affordable housing options for employees. It is acknowledged that there are multiple methods to project development patterns and that outside factors including market forces will determine the rate at which build-out will be achieved. The housing need at build-out is an estimate and should be taken into consideration when selecting strategies to address the housing needs of the local workforce in the short, medium, and long term range.

- **EXISTING CHALLENGES**

The Town faces many challenges with the current housing stock such as its growing age, high monthly homeowner association fees and manufactured home space rents, and competition with the vacation homebuyer market. The development of new housing stock is not without its own set of challenges including high construction costs, and limited available land. It is not recommended, nor realistic, to approach the need for workforce housing with just one strategic action. These challenges will need to be weighed as various strategic actions within the Strategy are undertaken to ensure the most efficient use of limited resources.

- **ORGANIZATIONAL CAPACITY**

In 2002, a local Transient Occupancy Tax (TOT) ballot measure passed, thereby allocating one percent of 13 percent of TOT towards the development of workforce housing. Through the Measure 2002A ballot measure, the Town has collected an annual average of \$814,793 for workforce housing.¹⁰ Due to the 2012 Mammoth Lakes Land Acquisition (MLLA) settlement, this amount has been reduced. Currently, workforce housing is funded at approximately 62 percent.

¹⁰ Annual average was calculated using the figures from 2009 through 2014.

Historically, these monies have been dedicated to funding the work of MLH which has included new construction and rehabilitation of ownership and rental housing, the development of the homeownership assistance programs, the administration of these developments and programs long-term, as well as seeking out new funding sources and programs. Over eleven years of operation, MLH has leveraged an average of \$408,384 in 2002A funds annually into \$43,885,491 for workforce housing within the town (Table 8). Additionally, portions of Measure 2002A funds have also been utilized by the Town's Planning and Economic Development Department for workforce housing related assignments and the development of an employee homebuyer assistance program. Town staff and MLH have built a tremendous amount of knowledge in the field of workforce housing and will serve as key implementation experts of the Housing Strategy.

Moving forward with a new housing mitigation ordinance that is more fee-centric along with the other new and expanding strategic actions herein will potentially add to the current work plan of both Town staff and MLH. Planning for the reinvestment of the 2002A funds to workforce housing should be considered to allow for efficient and timely implementation of actions.

- **STRATEGIC CONTINUUM**

The Strategy proposes 31 action items in order to achieve a well-rounded approach to housing in Mammoth Lakes. The action items are organized into five categories: reduce rent & mortgage costs, promote homeownership, develop a home repair program, increase the workforce housing stock, and inform the public. The variety of these items allows policymakers to prioritize and strategically situate the Town in order to take advantage of the most efficient and productive action items at any given time. Each item is paired with the income group it serves, financing tools, and responsible entities.

Town of Mammoth Lakes

Rent & Mortgage
Reduction

Promote
Homeownership

Develop Home
Repair Program

Increase
Workforce
Housing Stock

Reach Out &
Inform

Workforce Housing Strategic Continuum

The Strategic Continuum illustrates the areas in which the Town of Mammoth Lakes will focus housing initiatives. The following table presents ten priority action items, out of the 31 presented within this Housing Strategy. The Town will utilize these ten action items to undergo a comprehensive approach to local workforce housing needs. These action items are organized by Strategic Objective, appear in no particular order, and will be reviewed for progress annually to accommodate changing demand and other local conditions.

Table 1: Priority Action Items

Strategic Direction	Time-frame	Outcomes	Actions	
Objective #1		Rent and Mortgage Reduction		
A.	Ongoing	Resale Restrictions	3.a	Through the housing mitigation ordinance provide homes for sale at below market rates to the workforce
Objective #2		Promote Homeownership		
B.	New program under review	First-time Homebuyer Programs (FTHB)	1.a	Secure a local funding source in order to fund a program that will help 81 – 150% AMI households buy homes within the Town of Mammoth Lakes
C.	Ongoing	First-time Homebuyer Programs (FTHB)	1.b	Continue to apply for grants that support the low-income (HOME and CDBG) and median-income (BEGIN) first-time homebuyers
Objective #3		Develop a Home Repair Program		
D.	New program	Owner-Occupied Rehabilitation Program	1.a	Apply for and receive CDBG, HOME and CalHome and any other available funding to provide low interest loans for rehabilitation
E.	New program	Investor Rehabilitation Program	2.a	Apply for and receive CDBG funding to provide low interest loans for investor rehabilitation
F.	Ongoing	Acquisition and Rehabilitation	3.a.	Acquire and rehabilitate multiunit buildings, and existing condominiums for low-income households and other incomes as identified when using local funding
Objective #4		Increase Workforce Housing Stock		
G.	Completion expected in Spring 2015	Housing Mitigation Ordinance	1.a	Develop a housing mitigation ordinance with clear expectations and a menu of available options
H.	Ongoing with a current emphasis on the Shady Rest Tract	Construction of New Homes	3.a	Increase the supply of workforce homes that are affordable to local households through the construction of new homes. Seek partnerships with non-profit and for-profit housing developers
I.	Short range development plan & phased development over the long range	Development of the Shady Rest Parcel	4.a	Support and encourage the development of workforce housing
Objective #5		Reach Out and Inform		
J.	Ongoing	Town Resource	1.a	MLH to provide guidance on Alternative Housing Mitigation Plans (AHMPs), updates on State housing policy, grants, etc. to both the Town Council and the Planning and Economic Development Commission

I. INTRODUCTION

A. What is the Housing Strategy?

Workforce housing is a national issue. According to the National Association of Realtors®, “Of major concern is the increasing inability of America’s workforce to secure a home that is moderately priced, near work and school, and in a desirable community setting. Even with the declining home values of the last few years, in many communities homeownership is still out of reach for much of our workforce; and an “affordable” rental is often unaffordable. Shortages of affordable housing close to where residents work can lead to longer commutes, sprawl, and traffic congestion, which hurt the environment, increase commuting costs, and reduce quality time with family and loved ones for those unable to live near their workplace. In addition, shortages of workforce housing can hurt local employers’ ability to attract and keep workers.”¹¹

The Town of Mammoth Lakes (“Town”) has been actively working to address the lack of sufficient workforce housing facing the community since the late 1990’s. At that time, Intrawest bought into Mammoth Mountain Ski Area and home prices in Mammoth Lakes began to rise due to the focus of commercial and residential development. With a limited land base, and much of the town already built out, members of the local workforce were faced with an unaffordable housing market.

The Town has adopted housing regulations and created a non-profit housing organization, Mammoth Lakes Housing, Inc., to promote the creation of workforce housing. These efforts have been highly effective in providing additional affordable units to the workforce which has addressed some of the housing shortage facing the community.¹²

The Town’s Comprehensive Workforce Housing Strategy is a policy framework and implementation toolkit that will focus on the needs identified by the community in the 2014 Housing Element Update Survey, the 2011 Needs Assessment, and the General Plan, specifically the 2014 Housing Element. The Housing Strategy is different from and complements both the Town’s Housing Element and the Interim Affordable Housing policy. The Housing Element responds specifically to issues identified by the State of California



¹¹ National Association of Realtors®, Tackling Workforce Housing State by State: Final Report, May 2011.

¹² Please see the Town’s Housing Element 2014-2019, Section 5.1, for a summary of recent workforce housing achievements.

in regards to housing, while the Interim Affordable Housing policy is a regulatory tool which helps the Town secure housing options for the workforce from new development. The toolkit of mechanisms presented here in the Housing Strategy will give the Town the flexibility to provide workforce housing in an ever-changing market place where each tool will not be effective in every situation. A table representing the Housing Element goals related to the Housing Strategy and corresponding Housing Strategy action items can be found in Appendix A.



The Town’s workforce housing policies and programs were not initially intended to serve those working at higher income levels. However, an expanded definition of “workforce” includes “essential public service employees”¹³ who play a key role in the community’s vitality, as well as the indispensable service workers who bolster Mammoth Lakes’ tourist economy. Higher income earners might include firefighters, teachers, police, and administrators, among many others. According to the 2014 Housing Element Update, there is no “gap” in affordability above 120% of the Area Median Income (AMI) income level.¹⁴ As you can see in Table 2, those households earning incomes above 120% AMI are able to purchase market rate homes in Mammoth Lakes. We have heard from community members as well as elected and appointed officials that there is a need for assistance in the 80-150% AMI. This can be seen in Table 3 where between 2008 and 2013, the Town experienced a loss of almost 75% of the “middle-income” group (80-150% AMI). It is assumed that at least some of these working households moved to less expensive areas including unincorporated Mono County and the City of Bishop. Since there are limited State and Federal resources available to fund programs that support households earning between 80% and 150% AMI, alternative resources will need to be identified to address any subsidy allocation for this income

group, such as the Town’s commitment of Measure 2002A non-restricted funding to housing programs.

¹³ Town of Mammoth Lakes, General Plan, 2007, p. 31.
¹⁴ Town of Mammoth Lakes, Housing Element Update 2014-2019, p. 2-49.

Table 2: Median Home and Rental Cost "Gap" Summary, 2013¹⁵

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

¹⁵ Town of Mammoth Lakes, Housing Element Update, 2014-2019, June 2014, p. 2-49. "Median Single Family Price" reflects prices of both condominiums and single family homes.

Table 3 provides a breakdown of local households by income category. Income levels compared alongside typical market housing costs define the profile of affordability within a community. This is an important factor to consider in the Town’s overall Housing Strategy. As shown in Table 3 below, 57 percent of households in Mammoth Lakes make less than 80 percent of the countywide AMI.¹⁶

Table 3: Approximate Household Income Distribution, Town of Mammoth Lakes and Mono County, 2008 and 2013					
		2008¹		2013²	
Income Group	Percent of Area Median Income	Town	Mono County	Town	Mono County
Extremely Low	<30%	12%	11%	17%	17%
Very Low	31-50%	16%	13%	19%	14%
Low	51-80%	22%	21%	21%	18%
Moderate	81% -120%	21%	22%	11%	8%
Middle	120%-150%	11%	13%	8%	34%
Upper	>150%	6%	7%	24%	9%

¹ Town of Mammoth Lakes Housing Element, 2007-2014, p. 34. Mono County figures include the Town of Mammoth Lakes. Does not include households earning more than 200% AMI.
² Town of Mammoth Lakes Housing Element, 2014-2019, p. 2-18. Mono County figures exclude the Town of Mammoth Lakes. Does not include households earning more than 200% AMI.

Another sector of housing that has been largely filled by either local employers or the market is seasonal housing. A number of Mammoth Lakes employers have taken on the responsibility of providing some employee housing under their own terms including Mammoth Mountain Ski Area, the Town of Mammoth Lakes, Mammoth Community Water District, and Mammoth Hospital, to name

¹⁶ The Town of Mammoth Lakes uses the AMI for Mono County for its housing programs. There is no calculation of AMI specific to Mammoth Lakes. It has been speculated that the AMI for the Town may actually be lower considering the number of Mono County and State employees that live outside of the Town limits, which could inflate the calculation.

a few. Additionally, some second homeowners may choose to rent their units seasonally and vacation only during specific times of year, which adds to the seasonal housing stock. The Town's housing policies have traditionally focused on the year-round, longer-term resident.

During the process of developing the Housing Strategy, five strategic paths were identified. These are presented in no particular order as the Strategy is intended to be flexible and responsive to the changing local conditions and funding opportunities. The five strategic priorities are Rent and Mortgage Reduction, Promote Homeownership, Develop a Home Repair Program, Increase the Stock of Workforce Housing, and Reach Out and Inform. Each objective is associated with desired outcomes, necessary actions, measurements of success, funding sources, and responsible agencies. For more information regarding local workforce housing, please visit the MLH website at www.mammothlakeshousing.org or the Town's website at <http://www.townofmammothlakes.ca.gov/>.

This Housing Strategy serves as the Town of Mammoth Lakes' framework for housing strategies and programs. The Housing Strategy is action oriented, measureable, and will:



Protect existing affordable housing options so affordable housing continues to be available to Mammoth Lakes' local residents;



Create a range and mix of new housing options to meet the distinct needs of Mammoth Lakes' resort community;



Facilitate a community wide dialogue on the community's housing needs, resources, and limitations; and



Provide coordinated services to residents who need support in obtaining or maintaining their home.

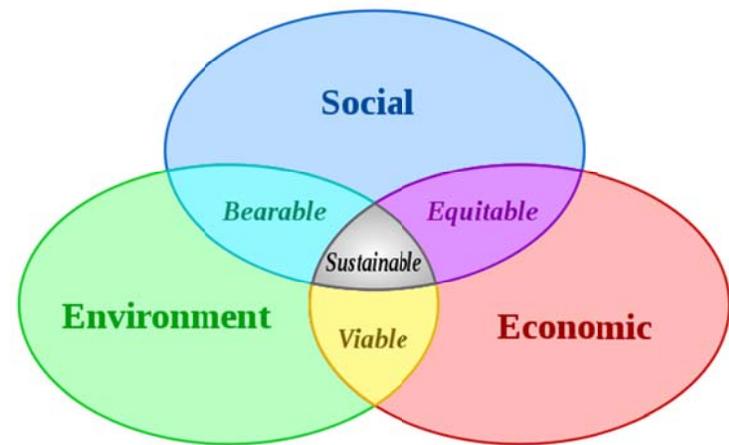


B. Purpose Statement

To move towards an integrated housing strategy that ensures that the Town of Mammoth Lakes' policies are well-coordinated and well-tailored to meet our General Plan housing goals and the housing needs of the community.

C. Goals

- i. To build upon the Town's existing housing policy context, and to provide guidance regarding retaining, modifying, and/or refining current workforce housing goals and programs (e.g., Interim Inclusionary Housing Policy, Housing Element, dedicating local and federal funds, etc.).
- ii. To help secure increased housing opportunities within the Town's boundaries for members of the local workforce.
- iii. Ensure vitality of the Town's triple bottom line: economic, social, and environmental sustainability.
- iv. Based on public participation, provide strategic direction and prioritize the deployment of resources that can directly increase the amount of, and improve access to, "adequate and appropriate housing that residents and workers can afford."¹⁷



¹⁷ Town of Mammoth Lakes, 2007 General Plan, p. 7.

D. Guiding Principles

- i. **The Town of Mammoth Lakes’ General Plan, 2007, “establishes standards, guidelines and priorities that define the community now and for the future, a future where Mammoth Lakes is a premier, thriving, sustainable community.”**
 - a) General Plan Vision Statement #3 – To achieve this vision, Mammoth Lakes places a high value on “Adequate and appropriate housing that residents and workers can afford.”
- ii. **The Town of Mammoth Lakes places a high value on “sustainability and continuity of our unique relationship with the natural environment. ...We are committed to the efficient use of energy and continuing development of renewable resources” (General Plan, p. 7).** Due to Mammoth Lakes’ relationship with the natural environment and the State’s goal to reduce greenhouse gas emissions (Senate Bill 375 and Assembly Bill 32), the Town will emphasize tools that create housing opportunities near job centers and transit nodes, and promote the walkability of our community.
- iii. **Create great neighborhoods and new housing opportunities.** The General Plan states that, “Districts are a distinctive and important part of the town and add a different complementary element to the community” (p. 22). This Strategy will seek to create and preserve high-quality neighborhoods that support human development and healthy living; provide a mix of housing types and opportunities at the neighborhood scale; promote walkability and easy access to shopping, work, school and recreation; and creating social spaces that help build and sustain community. This necessitates an integrated planning effort to achieve housing outcomes within the context of other community goals and neighborhood plans.
- iv. **Maintain and foster the Town and Mammoth Lakes Housing, Inc.’s relationship, which promotes the provision of housing.** Mammoth Lakes Housing, Inc. (MLH), with the political and financial support of the Town, has spearheaded a workforce housing development program targeted at addressing one of the toughest issues facing California today.¹⁸ The private, not for profit, organization was established in 2003 by the Town and has made significant progress toward addressing the need for workforce in the community. Since inception, the organization has

¹⁸ California Housing Partnership Corporation, How California’s Housing Market is Failing to Meet the Needs of Low-Income Families, 2014; National Low-Income Housing Coalition, Out of Reach, 2013; Joint Center for Housing Studies of Harvard University, America’s Rental Housing: Evolving Markets and Needs, 2013.

turned its initial start-up funds of \$210,000, and ongoing support from the Town, into nearly \$44 million dollars in housing.¹⁹

- v. **Continue to strengthen policies and programs that support those in need.** Mammoth Lakes' local tourism-based economy is dependent on lower-wage service industry jobs. In 2012, the per capita income was only \$23,179.²⁰ The Strategy must consider how to best continue to strengthen housing outcomes for lower-income households and those with special needs. Demographic and economic trends will impact the local and regional housing markets, and the Town's policies and programs must both anticipate and respond in a manner consistent with the community's goals.
- vi. **Expand housing choices for middle-income households.** While the combination of student-oriented housing and Town/MLH-supported, permanently affordable units have helped create and preserve housing opportunities for lower-income households, the rest of the housing market has increased in cost and is not delivering housing products that are attractive and affordable to middle-income households earning between 80-120% AMI, particularly families. As a result, many middle-income families are locating elsewhere (by choice or necessity). The Strategy will consider new policies and program tools intended to appropriately address this trend.
- vii. **Consider the regional context as well as area-specific conditions.** The Town's housing market does not operate in a vacuum, nor is it homogenous across its geography. The Town's Strategy must take into account the regional market, conditions and trends that impact the housing market within Mammoth Lakes, and factors that shape household decisions. The Strategy may need to consider regional approaches (e.g., transit enhancements) and area-specific approaches in addition to Town-wide policies. The Strategy recognizes that many factors drive personal choices in regards to housing, and that these housing preferences may or may not be available within the Town limits or provided through this Strategy.
- viii. **Be willing to have candid conversations and try new things.** While past planning and policy initiatives have succeeded in creating desirable housing outcomes, other policies have contributed to escalating housing prices (e.g., height limit, density restrictions, fees, construction costs, the second home market, the urban growth boundary, etc.). The process must include a conversation about trade-offs, as openly and directly as possible. While respecting other priorities and maintaining a commitment to a compact urban form, the Strategy should provide opportunities for new ideas.

¹⁹ See Table 8.

²⁰ www.City-Data.com, accessed July 23, 2014.

- ix. **Create new forms of partnership to deliver housing that meets community goals.** The Town should create the policy framework and conditions for both non-profit and for-profit developers to build and manage housing. An effective response to the Town's housing challenges necessitates new forms of partnership, in which shared goals are articulated and agreed to, and each partner plays a role in creating the desired outcomes.

- x. **Develop an ongoing strategic planning approach, not "a plan."** Since the housing market is dynamic, it is not possible to create a static five- or 10-year plan that can effectively advance the community's housing priorities. A more flexible approach is required. This strategic planning effort will define near-term priorities for the Town's housing policies and the Town and MLH's programs. The Strategy will also establish a reflective and ongoing strategic planning and policy intervention approach for housing.

E. Definitions²¹

Affordable Housing: According to the Department of Housing and Urban Development (HUD), affordable housing generally means “housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities.”²² Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care. The Town of Mammoth Lakes Homebuyer Guidelines permit a front-end ratio (percent of monthly gross income spent on housing) of between 25-35 percent.²³

First-time Homebuyer: “First-time homebuyer” means a borrower(s) who has not owned a home during the three-year period before the purchase of a home with down payment assistance, except that the following individual or individuals may not be excluded:

- (1) A displaced homemaker who, while a homemaker, owned a home with his or her spouse or resided in a home owned by the spouse,
- (2) A single parent who, while married, owned a home with his or her spouse or resided in a home owned by the spouse,
- (3) An individual or individuals who own(s) or owned, as a principal residence during the three-year period before the purchase of a home with mortgage assistance, a dwelling unit whose structure is:
 - (a) Not permanently affixed to a permanent foundation in accordance with local or state regulations; or
 - (b) Not in compliance with state, local, or model building codes and cannot be brought into compliance with such codes for less than the cost of constructing a permanent structure.

Household: A household includes all the people who occupy a housing unit as their usual place of residence. That includes the related family members and all the unrelated people, if any, such as foster children, wards, or employees who share the housing unit. A person living alone in a housing unit, or a group of unrelated people sharing a housing unit such as partners or roommates, is also considered a household.

²¹ Please see the Town’s Municipal Code for precise regulatory definitions related to affordable and workforce housing.

²² U.S. Department of Housing and Urban Development, http://www.huduser.org/portal/glossary/glossary_a.html, Accessed November 6, 2014.

²³ Most, but not all, State and Federal funding sources require that monies be used to assist households earning less than 80% AMI.

Seasonal Work: Seasonal work occurs when labor is performed on a seasonal basis where, ordinarily, the employment pertains to or is of the kind exclusively performed at certain seasons or periods of the year and which, from its nature, may not be continuous or carried on throughout the year.

Workforce Housing: The term "workforce" refers to those who are gainfully employed or available for employment. Workforce housing is generally defined as affordable housing for workers, close to their workplace. Workforce housing is a critical component to successful resort communities where high real estate costs pervade.

Workforce Housing Unit: A unit in which at least one member of the household lives and works locally (i.e., is neither a seasonal vacation unit, nor a year-round residence occupied by someone who is not part of the workforce). This is based on the percentage of the population which is 16 years of age or older in the labor force (employed or unemployed), and assuming that a similar proportion of households will have at least one member in the workforce. See Tables 5 and 6 for a detailed explanation of how the number of workforce units is calculated.

II. COMMUNITY CONTEXT

A. Mammoth Lakes at a Glance

Mammoth Lakes is a community of about 8,200 people located in the Eastern Sierra mountain region of California. In 2014, the Town celebrated its 30th anniversary of incorporation. The town is the most populated area within Mono County and provides most of the area's jobs. As a tourist destination, Mammoth Lakes draws visitors to enjoy its lengthy ski season, fishing opportunities, and proximity to national forest lands such as Yosemite National Park. During peak visitation periods, the number of people in town may reach an estimated 35,000 people.²⁴ For this reason, as in other resort communities, the majority of jobs are tourism-based.

Local housing issues affect a myriad of stakeholders including local residents, service workers, non-profit organizations, local professionals in the real estate industry, developers, and both small and large employers. According to the 2011 Needs Assessment, "Over one-half of employers responding to the survey felt that affordable housing for local residents is one of the more serious problems or the most serious problem in the area."²⁵ These outcomes impact local employers, schools, and the overall vitality of the community.

Like most of the nation, the Great Recession has resulted in a drop in local home values. The reduction in home prices has allowed some of Mammoth Lakes' workforce to enter the homeownership market that had previously been priced out at the height of the market. According to the Mono County Assessor, there has been a stabilization of the real estate market in Mammoth Lakes and in some pockets of the town there is a slow, steady increase in home values. It is unknown how long the market will remain where it is today. While increased property values grow local property taxes, they also price-out segments of the local workforce from the ownership market.

Map 1: Mammoth Lakes, CA



²⁴ Town of Mammoth Lakes Housing Element, 2014-2019, p. 2-2.

²⁵ 2011 Needs Assessment, p. 16.

B. Demographic Trends

According to the 2010 U.S. Census, the median age in Mammoth Lakes is 32.6 years. This is younger than the surrounding area (Mono County, 37.2; Inyo County, 45.6; City of Bishop, 38.9). Additionally, Mammoth Lakes has seen a slight increase in the number of women residents which was 43.1% in 2000 and 45.2% in 2010. The same is true for residents who are 65 years old or older. In 2000, they were only 4.3% of the population, while in 2010 the percentage had risen to 6.5% of the population. Housing initiatives in the future may need to consider these growing segments of Mammoth Lakes' population.

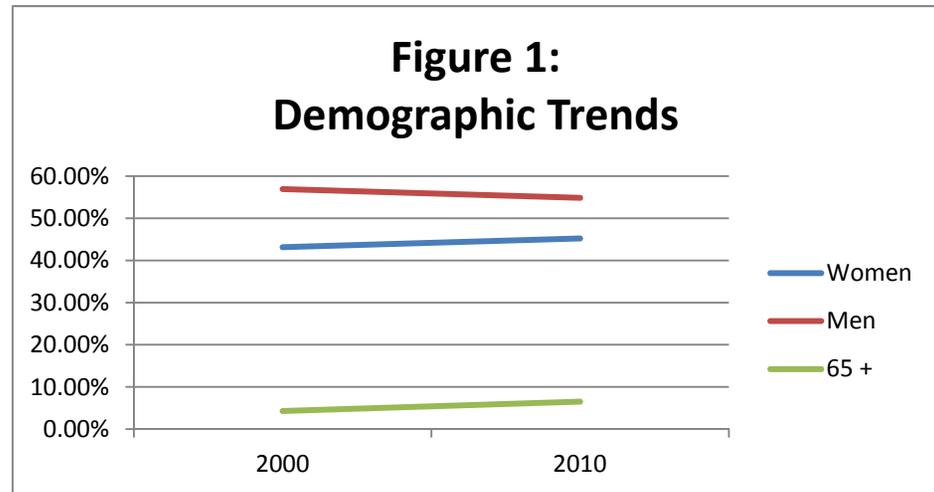
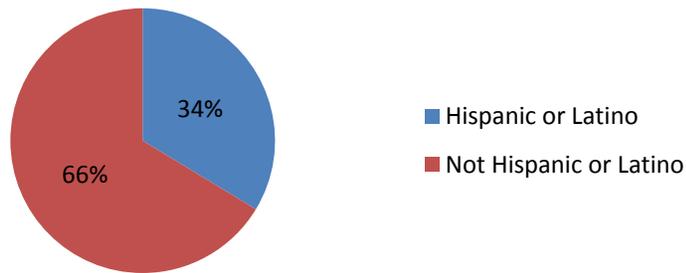


Figure 2: Population of Hispanic or Latino Origin: 2010



Mammoth Lakes has a large share of the region's Hispanic residents. Regionally, this population increased from 14 percent of the population in 2000, to 22 percent in 2010. Within the Town's boundary alone, this demographic increased by 12 percent to encompass more than 1/3 of the regional population, as shown above in Figure 1.²⁶ One of the local workforce housing trends to be aware of and watch is the loss of workforce housing units in Mammoth Lakes between the 2000 and 2010 U.S. Census. A workforce housing unit is defined as a unit in which at least one member lives and works locally (i.e., is neither a seasonal vacation unit, nor a year-round residence occupied by someone who is not part of the workforce).

²⁶ All demographic data is from the U.S. Census 2000 and 2010, retrieved from the American Fact Finder, <http://factfinder2.census.gov/>.

C. Future Housing Demand

Future housing demand is predicated on the Town’s adopted General Plan assumption of projected growth and the workforce that will be necessary in order to support the planned economic growth. Because employees are necessary to support the economic expansion of the town, workforce housing serves as essential infrastructure. Calculating workforce housing needs through Town build-out projections provides policymakers with long range awareness of housing need. Not all future housing need will be met through the Town’s Housing Ordinance requirements, but will also be met through market rate units which are affordable to higher income locals, out-of-town housing, and the Town’s efforts and collaboration with MLH.

Three different approaches to quantifying future housing demand are presented within this section; the Regional Housing Need Allocation (RHNA), the housing-based analysis, and the employee-based analysis. The RHNA is a five year projection (2014-2019) calculated by the State without local input. The housing-based calculation and the employee based calculations predict need through projected build-out.

The Regional Housing Need Allocation (RHNA) determined by the State for the Town of Mammoth Lakes projects that between June 2014 and June 2019, 74 workforce units need to be created (assuming an annual growth rate of .37 percent).²⁷ Any correlation between the RHNA figures and actual local need is coincidental given the State’s development of the figures do not take into account the situation on the ground in Mammoth Lakes. That is two-thirds of the affordable workforce housing that the County will need as a whole (120 units).

Jurisdiction	Very-low <30%	Low <80%	Moderate <120%	Above-moderate >121%	Total	
Town of Mammoth Lakes	17	12	14	31		74
<i>Percentage of Total</i>	<i>23.6%</i>	<i>15.6%</i>	<i>18.6%</i>	<i>42.3%</i>	<i>100%</i>	<i>62%</i>
Unincorporated Mono County	11	7	9	19		46
<i>Percentage of Total</i>	<i>23.5%</i>	<i>15.6%</i>	<i>18.6%</i>	<i>42.3%</i>	<i>100%</i>	<i>38%</i>
TOTAL	28	19	23	50		120
Source: State of California, Department of Housing and Community Development, June 2012						

²⁷ Town of Mammoth Lakes Housing Element, 2014-2019, p. 2-3.

Through an assessment of current units, the number of workforce households (2,358; see Table 5 below), and the development projections at build-out (15,817 units), it is estimated that Mammoth Lakes may need approximately 1,250 additional workforce housing units to house local workers.^{28,29} It is not reasonable to expect that this level of workforce housing will be built on all of the available, residentially zoned, vacant land. Therefore, to meet future workforce housing demands of the community, other creative methods of housing delivery will need to be utilized. The Strategy begins the community conversation to define creative solutions.

Table 5 below shows the percentage of workforce housing units currently occupied in Mammoth Lakes. Based on the American Community Survey (ACS) data, approximately 84 percent of Mammoth Lakes' households are in the labor force. This table assumes that same percentage of households have at least one member in the local workforce. The U.S. Census tells us that 34 percent of Mammoth Lakes' housing stock is occupied year-round. Since only 84 percent of the total year-round units are occupied by members of the workforce, 29 percent of all current residential units in Mammoth Lakes are occupied by working households.

²⁸ Total workforce households (84% x 2,807 = 2,358, see Table 5) divided by the approximate total existing units according to the Town's 2009 Report (10,331) equals 23% of workforce housing units to all existing units, commercial and residential. Multiply this by the anticipated new units at build out (5,486). This equals an additional 1,250 workforce housing units needed at projected build-out of 15,817 units, the total units according to the Town's 2009 Report.

²⁹ For reference, the 2011 Mammoth Lakes Economic Forecast and Revitalization Strategies report identifies that 1,400 workforce housing units may be needed at 90% build out. The development scenarios described in the 2011 report may no longer be considered realistic.

Table 5: Year-Round Housing Units		
	Number	Percent
Total Housing Units	9,626	100%
Seasonal/Vacation Units	4,981	52%
Total Year-Round Units	3,229	34%
Total Households ¹	2,807	
Proportion of All Households in the Workforce ²		84%
Total Workforce Households	2,358	
% All Housing Units Occupied by Workforce Households		29% ³
Source: U.S. Census, 2010		
1. ACS 2011		
2. Based on ACS data that 83.7% of population > 16 years of age was in the labor force (employed or unemployed), and that a similar proportion of households will have at least one member in the workforce. The remaining 16.3 % is assumed to be voluntarily retired, or otherwise unavailable for employment.		
3. $84 \times .34 = .2856$ (29%) Percent of all households in the workforce x percent total year round units = percent of all housing units occupied by the workforce (29%)		

Calculating the future housing needs based on employment growth in the town provides the third analysis in this section. According to the California Employment Development Department, in 2014 Mammoth Lakes' annual average number of jobs was 4,780. Utilizing the more conservative build-out figure reported by the Town in 2009,³³ 15,817 units (both residential and lodging) compared to the existing units also reported by the Town in 2009 (10,331), it is anticipated the town could grow 53 percent. Assuming there will be new jobs created through the town's build-out; new jobs will consist of a correlating 53 percent of today's jobs (4,780) adjusted by each worker holding 1.28 jobs and there being 1.7 workers per household (US Census). Based on this analysis, the Town would need approximately 1,164 additional employee household units at build-out.

Table 6 takes the information in Tables 3 and 5 and provides a detailed summary of projected workforce housing units needed by income category as a percentage of total housing units. This data provides a sense of what proportion of all new units need to be provided at different price points in order to be affordable to the local workforce. This calculation assumes that current employment levels and wages remain the same. Also, it does not reflect variables such as unit and household sizes, which further define the true market profile of workforce housing demand. It is assumed that the long-term need of rental versus ownership units will be similar to

the current distribution of approximately 46.5 percent ownership to 53.5 percent rental units.³⁴ The Town will need to be opportunistic in the creation of new affordable workforce housing units since both rental and ownership units are needed to meet the growing demand.

Table 6: Percentage of Total Projected Housing Units by Income		
Workforce Units by Affordability	Income Category	% Total Units
Extremely Low	<30%	5%
Very Low	31-50%	5.5%
Low	51-80%	6%
Moderate	81-120%	3.2%
Middle	121-150%	2.3%
Upper	150-+	7%
<i>Subtotal Workforce Units</i>		<i>29%</i>
<i>Subtotal Non Workforce Units¹</i>		<i>71%</i>
Total		100%

The data in Table 6 may be summarized as follows: For every 100 units of new residential construction, local workforce families will need 25 of those units. Of those same 100 units, about 9 need to be affordable to local workforce households making less than 50 percent of the Area Median Income; about 8 need to be affordable to families making 51 to 120 percent of AMI; and about 8 for households making more than 120 percent of AMI.³⁵ This calculation provides an estimate based on current data intended to guide the Strategy in the development of tools to address future workforce housing needs.

³² Mammoth Lakes Economic Forecast and Revitalization Strategies, 2011, Economic & Planning Systems, Inc.

³⁴ U.S. Census 2010.

³⁵ In order to meet the real demand, the housing mitigation ordinance should not be calculated as “additive” to the non-mitigation units. For example, a 12 percent mitigation requirement in a 100 unit project should be calculated as 88 units plus 12 (12/100=12 percent), rather than 100 units plus 12, which would amount to a smaller effective ratio (12/112=10.7 percent).

D. Local Challenges

Like similar resort communities including Telluride, Colorado and Jackson, Wyoming, Mammoth Lakes faces many challenges to providing workforce housing.

1. Low Wages

According to the U.S. Census Bureau American Community Survey (ACS), 37.6 percent of Mammoth Lakes' workforce is employed in the Arts, Recreation and Hospitality industry.³⁶ Many of these jobs are seasonal in nature and have fluctuating incomes dependent on the number of tourists, time of year, and snowfall. In 2010, the average annual income of those working in the Leisure and Hospitality industry was \$23,360. Therefore, it should not be surprising that approximately 57 percent of Mammoth's households earn 80 percent or less of the Area Median Income for Mono County (Table 3).

2. Age of Housing Stock

Approximately, 60 percent of all housing units in Mammoth were built prior to 1979; 45 percent alone were built between 1970 and 1979.³⁷ This poses a myriad of issues including the potential for large special assessments on condominium units for deferred maintenance which can inhibit locals' ability to enter homeownership and increase the likelihood of default. Low energy efficiency in older units poses an additional issue, creating higher utility costs.

3. High Homeowner's Association Fees (HOA) and Mobile Home Space Rents

Monthly HOA fees or space rent in mobile home parks add an additional housing cost to a homeowner. These costs substantially limit the monthly payment that a household can afford for a mortgage. The difference between a monthly fee of \$200 and \$500 can limit the mortgage that a household can afford by approximately \$50,000.

4. Limited Land

Mammoth Lakes is surrounded by United States Forest Service land and maintains an Urban Growth Boundary (UGB) of approximately four square miles. While the UGB limits the potential for sprawl and protects the surrounding natural environment, it also limits the available land for development. A downvalley community is a full amenity community outside of the resort area where the cost of living is less expensive. Crowley Lake, CA is a bedroom community approximately 15 miles outside of town without full services. Members of the local workforce also choose to live in Bishop, CA, a true downvalley community approximately 40 miles southeast of town. There are negative economic, environmental, and social

³⁶ This includes accommodation and food services. U.S. Census Bureau, 2008-2012 American Community Survey, accessed from American Fact Finder, <http://factfinder2.census.gov/>, November 7, 2014.

³⁷ Town of Mammoth Lakes Housing Element, 2007-2014, Table 2-23, pg. 2-36.

impacts when a community's workforce commutes in for work rather than living in the community where they are employed. Some of the negative impacts include a loss of local dollars, increased greenhouse gas emissions, and lost time with family.

The area zoned for non-transient multifamily residential units (RMF-1) is limited in size compared to those areas zoned for single family homes (RSF and RR).³⁸ Additionally, while the area zoned RMF-2 is fairly substantial, it permits nightly rentals which may squeeze local buyers out of this market since second homeowners typically purchase these units as income properties and/or for occasional use. Additionally, it remains difficult to acquire units that permit transient rentals with traditional FHA backed mortgages which are strict on condominium lending. According to the 2014-2019 Housing Element, 2014 tax assessor records show that RMF-2 land is valued substantially higher than RMF-1 zoned land (more than \$25 dollars per square foot).³⁹ These land costs can substantially limit workforce housing developments in this zoning designation. As the Town looks to move away from mandatory inclusionary housing, a greater demand will be placed on the limited vacant RMF-1 land that is available for off-site mitigation.

5. Vacant/Second Homes

Due to Mammoth Lakes' popularity as a vacation area, approximately 52 percent of homes in Mammoth Lakes are utilized for "seasonal/occasional use only" according to the 2010 U.S. Census. The secondary housing market's strength and impact over the local's purchasing power can be seen in the large number of all-cash purchase transactions. According to the Mammoth Lakes Multiple Listings Service, in 2014, 43% of all real property residential purchases in Mammoth Lakes were procured with cash. Historically, all cash purchases have made up about 25% of all real estate transactions nationwide, but all cash purchases have soared to new heights after the recession.⁴⁰ The prevalence of secondary vacation homes restricts local residents' housing options by driving up purchase prices. Furthermore, the large number of units that are vacant/for occasional use impacts Mammoth Lakes' local rental housing market by reducing the availability of long-term rental stock.

6. Transient Rentals

The ease of using Vacation Rental by Owner (VRBO), and similar nightly rental websites, corresponds to an increased number of nightly home rentals, some of which are conducted legally, others of which are conducted on an illegal or unpermitted basis. This result is a loss of both single family and multi-family units from the long-term rental inventory. According to the 2011

³⁸ Town of Mammoth Lakes Housing Element, 2014-2019, June 18, 2014, p.4-17, retrieved from http://ca-mammothlakes.civicplus.com/documents/10/45/50/389/Public%20Review%20Draft_Mammoth%20Lakes%20Housing%20Element_201403181327463173.pdf.

³⁹ Ibid, p. 3-1. An average of \$38.12 per square foot (\$1,660,279 per acre) in Residential Multiple-Family 2 (RMF-2) and an average of \$11.72 per square foot (\$510,351 per acre) in Residential Multiple-Family 1 (RMF-1),

⁴⁰ CoreLogic, January 14, 2015, <http://www.corelogic.com/blog/authors/molly-boesel/2015/01/at-current-rate-of-decline-cash-sales-share-should-reach-pre-crisis-levels-in-2017.aspx#.VOfDeHzF-So>, Accessed February 20, 2015.

Housing Needs Assessment survey, 26 percent of renters stated that they occupy single family homes, which was slightly higher than the percentage of renters occupying condominiums.⁴¹ Since an illegal transient rental enforcement program began in 2011, 306 cases have been filed. Of these, 173 are single family homes and 133 are multi-family condos or townhomes.⁴² These numbers illustrate the need for strict, ongoing enforcement efforts. Second homeowners commonly prefer to rent their vacations homes on a nightly basis rather than a long-term basis so as to allow for their occasional use of their home while also generating some income to offset homeownership expenses. While this trend ebbs and flows with the real estate market and other outside economic forces, it is during times when nightly rentals are more lucrative that the workforce will struggle to find adequate housing.

If the Town increases the number of single family homes that are allowed to rent transiently, home values may be impacted, further reducing the ability of locals in the 81-150% AMI bracket to purchase this type of product, which could impact employers' ability to recruit the professional working class needed to support a growing economy.

Peer resort communities including Crested Butte, Colorado and Jackson Hole, Wyoming are struggling with the ease of use of sites such as VRBO and the resulting impacts to long-term rental inventories. Teton County Housing Authority Executive Director, Christine Walker, said that their region is challenged by a limited supply of housing and that this challenge is exacerbated by the illegal use of the residential housing stock as nightly lodging. She said that this creates added pressure on the local workforce.⁴⁵

7. Limited Data

We have limited data available specific to our small community. This includes income data, employment data, etc. Generally, the U.S. Census, California Employment Development Department, and similar data gathering organizations don't distinguish Mammoth Lakes' data from the overall Mono County figures.

8. Construction Costs

Due to multiple factors, Mammoth Lakes' is burdened with higher building costs than most other locations throughout California. The elevation and heavy snowfall add to the cost of construction by requiring structures to meet high snow and wind load requirements. Additionally, Mammoth Lakes is geographically remote which not only limits the access to building supplies, but also to construction workers.

⁴¹ 2011 Needs Assessment, p. 91.

⁴² Town of Mammoth Lakes, TOT Compliance, July 25, 2014.

⁴⁵ Conversation, MLH, July 30, 2014.

E. Community Assets

Community assets are an important component of planning for workforce housing. By identifying Mammoth Lakes' assets in terms of housing opportunities, the Town will be better equipped to attract investment, plan for the future, implement appropriate policies that support workforce housing, and understand potential opportunities.

1. Affordable Housing Overlay Zone

An Affordable Housing Overlay Zone has been implemented by the Town with the intent to secure housing units for the local workforce at very low-, low-, and moderate-incomes.⁴⁶ The Affordable Housing Overlay Zone provides a package of incentives to developers of affordable workforce housing. Currently, the Town has one site designated with this zoning overlay: the Shady Rest Tract.

The Shady Rest Tract is approximately 25 acres of vacant land in the center of town. The parcel contains no public roads or utilities and roughly seven acres of wetland. The site was designated with an Affordable Housing Overlay after a land exchange with the US Forest Service, which was completed as a mitigation requirement for the development the Trails subdivision. The base zoning of the site is RMF-1, and a Master Plan was adopted for the site in 1991. The adopted Master Plan calls for 172 units of housing; 55 single family residences restricted to moderate incomes and 117 multifamily units restricted to a mix of very low-, low-, and moderate-income levels. With a state density bonus of 35 percent, 232 units would be allowed on this site. The Neighborhood and District Character Element of the Town's General Plan includes the following characteristics for the Shady Rest Tract:

- 1) A livable in-town neighborhood for the workforce:
 - i. Not fractional, not second homes
 - ii. Mechanisms to ensure units remain at determined rates in perpetuity
 - iii. Variety of unit size and scale...⁴⁷

The RMF-1 designation allows a density of a maximum of 12 units per acre; however, density bonuses are permitted through both the Town's Municipal Code and state law. The Town's anticipated adoption of Floor Area Ratio (FAR) only applies to commercial zones, and therefore, would not impact the Shady Rest site.

⁴⁶ Municipal Code 17.32.020.B.1.

⁴⁷ Town of Mammoth Lakes, General Plan, 2007, p. 25.

There are many tools available to developers to develop this community asset into a workforce neighborhood such as: Cap and Trade funds made available through the Affordable Housing and Sustainable Communities Program, tax credits, Community Development Block Grants (CDBG), bonds, and the HOME Investment Partnership (HOME) program. Additionally, another useful tool may be an Enhanced Infrastructure Financing District (EIFD) (see the Possible Additional Resources section on page 26 for more information about EIFDs). An EIFD set-aside could help off-set some of the overhead costs associated with developing this parcel. A workforce housing trust could also help to raise funds for this site. The trust fund could be structured as a unique public/private partnership between the business community, MLH, and the Town.⁵⁰ Lastly, as suggested by the Planning and Economic Development Commission, the Town may consider acquisition of the Shady Rest Tract.

While currently the Affordable Housing Overlay zone only applies to the Shady Rest Tract, this zoning designation should be considered for other parcels in town as a means to expand dedicated land for affordable workforce housing.

⁵⁰ Marin Workforce Housing Trust, www.mwht.org, accessed November 26, 2014.

2. MLH

Mammoth Lakes Housing, Inc. (MLH), with the political and financial support of the Town, has spearheaded a workforce housing development program for Mammoth Lakes. The private, not for profit, organization was established in 2003 by the Town. MLH administers the Town's homebuyer assistance and rehabilitation programs, is a community resource on housing issues, assists the Town with implementation of the Housing Element, provides input on Alternate Housing Mitigation Plans, prepares reporting documents required by the State, develops workforce housing through new construction and acquisition, and provides other housing related services.

3. Mixed-Use Potential

Mixed-use zoning creates opportunities for housing in new areas of the community, promoting walkability and supporting local retail. It also adds new housing potential which is critical due to a limited supply of vacant residential land. It promotes infill development and can help spur economic development in commercially blighted areas. Mixed-use development can reduce the costs of residential development by sharing amenities and parking with other uses. Currently, commercial zones allow for mixed-use development and residential density up to 12 units per acre. In general, careful attention should be paid to the ability for mortgage lending on mixed-use, for-sale residential units for the workforce, as this has been challenging due to the lending reform that resulted from the financial market crash of the Great Recession.

4. Current Programs

i. First-time Homebuyer Down Payment Assistance

First-time Homebuyer Programs help make purchasing a home feasible for qualifying locals. The Town and MLH have developed a successful first-time homebuyer program (FTHB), which helps families with incomes of up to 120% AMI purchase homes in Mammoth Lakes. The program helps to fill the gap between what a homebuyer can afford for in a primary mortgage and the actual home cost (see Table 2). This type of gap financing acts as a secondary, silent mortgage and provides the financial resources necessary, for those local households that qualify, to buy homes with long term affordable payments.

ii. Deed Restricted Ownership

Deed restrictions help to create a "local's real estate market" by creating long-term affordability at rates that the workforce can afford. Local land restrictions are commonly used in resort communities and communities with high land values.

Table 7: Deed Restrictions in Peer Resorts					
Resort	Population	Total Housing Units	Deed Restricted Units (own + rent)	Deed restricted units as a percentage of total housing units	Housing Goal (includes deed restricted and market rate homes)
Aspen, CO	6,658	5,929	2,062	35%	Provide for a critical mass of year-round residents
Crested Butte, CO	1,487	1,069	199	19%	Maintain a diverse and enduring community by providing dispersed housing for people of all economic levels, employees, and people who contribute to the community
Telluride, CO	2,325	2,070	310	15%	At least 70%
Vail, CO	5,305	7,230	727	10%	Deed restricted housing for at least 30% of Vail's workforce
Jackson Hole, WY	9,577	4,736	357	8%	65% of those employed locally
Mammoth Lakes, CA	8,234	9,626	190*	2%	A high value on adequate and appropriate housing that residents and workers can afford
*Includes: Aspen Village (48), MLH Apartments (30), STAR Apartments (4), Bristlecone (30), Kitzbuhl (16), Glass Mountain (25), and 37 ownership units monitored by MLH. Source: U.S. 2010 Census; MLH conversations with local housing authorities, March 2015.					

There are many types of deed restrictions, or land use covenants, used throughout the State of California and peer resort communities. The Town's ownership deed restriction is an index based formula in which the homeowner's initial affordable price is increased over time by the percent change in the Area Median Income (AMI). This formula is intended to keep the purchase price aligned with local incomes. These types of restrictions promote long-term affordability, typically for 60 years. California Civil Code §711 prevents these restrictions in perpetuity stating that, "Conditions restraining alienation, when repugnant to the interest created, are void.". There are currently 36 active ownership deed restrictions monitored by Mammoth Lakes Housing. Like most real estate, deed restrictions are not immune to the market forces of the real estate market.

The Town and MLH have worked together in an effort to restructure the deed restriction to prevent the loss of these community assets. Due to weak language in previous deed restrictions, MLH completed a new deed restriction in

2008 that is set up as an agreement between the buyer and MLH. The agreement now affords MLH, on behalf of the Town, more time to secure financing in the event that the option to purchase is exercised.

iii. Rental Listing Service

Through the contractual work provided by MLH, the organization recently updated its website to offer a more user-friendly and comprehensive community resource for those looking to rent/lease their homes and for those looking for a home. The Rental Vacancy Bulletin Board, as it's known on the website, is a free service.

5. Existing Projects

The Town has been able to leverage funding in order to help provide housing options. It also benefits from partnerships with organizations that help provide low-income housing to Mammoth Lakes' local workforce.

i. Rental

The Town and MLH have worked collaboratively to construct or rehabilitate 82 very low- and low-income rental units. These are located in the Aspen Village apartments, Jeffreys, Manzanita, and STAR Apartment complexes. MLH also currently manages four additional condominium rental units. Furthermore, the Inyo-Mono Advocates for Community Action (IMACA) manage 25 studio units for very low-income households at the Glass Mountain Apartments and Buckingham Management Company manages 30 two-, three-, and four-bedroom very low-income units at Bristlecone Apartment complex.

ii. Purchase

Three for-purchase complexes have been completed within the Town's boundaries: Meridian Court, San Joaquin Villas, and Aspen Village at Mammoth Creek Townhomes. These complexes provided 88 units for local homebuyers. Currently, 34 of these units retain deed restrictions.

In total, existing projects provide 225 units of housing to Mammoth Lakes' residents in the very-low-, low-, moderate- and above-moderate income levels.

6. Current Resources

i. Grants

The Town is eligible for both state and federal grant programs. Due to the size of Mammoth Lakes' population, it must apply for these funds through the State of California's Housing and Community Development (HCD) Department.

HCD administers both state and federal funding in competitive funding cycles known as a Notice of Funding Availability (NOFA). To date, the Town has been successful in obtaining funds with the guidance and support of MLH as seen in Table 8.

ii. Measure 2002-A

In March 2002, a local Transient Occupancy Tax (TOT) ballot measure passed, thereby allocating one percent of 13 percent of TOT revenues in Mammoth Lakes towards the development of workforce housing within the Town. As a resort community, TOT in Mammoth Lakes represents a significant portion of local revenues. Between 2009 and 2014, the Town collected an average of \$10.5 Million annually in TOT, translating to an average of over \$814,793 annually for affordable workforce housing. Due to the 2012 Mammoth Lakes Land Acquisition (MLLA) settlement, this amount has been reduced and currently only approximately 62 percent of the one percent for housing is being dedicated to workforce housing. . TOT will continue to be used as a local resource for the provision of workforce and affordable housing.⁵³ Over the course of eleven years of operation, MLH has collected \$3,640,111 in administration funds from the Measure 2002A Fund. In addition, MLH has received monies for specific grant administration and activity delivery dollars for the administration of the Town’s housing and housing related grants totaling \$852,117. This is a total investment of \$4,492,228, which averages \$408,384 annually. MLH has been able to leverage this funding into \$43,885,491 for affordable workforce housing within the town (Table 8).

Historically, most of these monies have been dedicated to funding the work of MLH which has included new construction and rehabilitation of ownership and rental housing, the development of the homeownership assistance programs, the administration of these developments and programs long-term, as well as seeking out new funding sources and programs. MLH has used these funds to leverage additional state and federal grant funds to construct and acquire affordable workforce housing units, to provide down payment assistance to qualifying households, and to provide assistance to qualified families to find and move into homes that are affordable to them. See Table 8 for a breakdown of past grant funding.

Over the years, portions of these funds have also been utilized by the Town’s Planning and Economic Development Department for workforce housing related assignments, long-term monitoring of HOME rental developments, and for the Town’s creation of an employee homebuyer assistance program.

iii. Revolving Loan Fund (RLF)

⁵³ Town of Mammoth Lakes, Housing Element Update, 2014-2019, p. 4-22.

The Town with MLH developed and approved a Revolving Loan Fund (RLF) in June 2013 in an effort to help maintain local ownership deed restrictions.

The Town has dedicated restricted funding to secure restricted units in the event that the first-right-of-refusal is exercised. Should more than one deed restricted property come up for sale at a time the MLH Board of Directors has approved Guidelines for the Town of Mammoth Lakes Revolving Loan Fund (RLF), which prioritizes units for purchase (Appendix B).

iv. Regulatory

The Interim Affordable Housing Mitigation Policy requires new residential and lodging projects of a certain size to provide, on-site, a fixed proportion of total units as below market-rate deed-restricted workforce housing units. The inclusionary housing requirement is 10 percent for all new residential and lodging developments with more than nine residential units or 19 lodging units, at a target income level of 120% of AMI or less. With much of the state and federal grants focused on households at the low-income or below levels, the Interim Policy requires developers to focus on moderate income households, up to 120% of the AMI, dependent on the current market conditions. As allowed by the Interim Affordable Housing Mitigation Policy, projects that are required to provide on-site workforce housing may be permitted to pay in-lieu fees or other alternative housing mitigation, subject to the approval of an Alternate Housing Mitigation Plan (AHMP).

The Interim Affordable Housing Mitigation Policy requires smaller development projects to pay in-lieu fees that support affordable workforce housing programs. In-lieu housing fees are deposited in the Affordable Housing In-Lieu Fund for the purposes of planning, administering, subsidizing (including the RLF), or developing workforce housing.

In addition to the State Density Bonus law, the Town also provides an additional density bonus which allows up to twice the permitted density when a project provides a higher percentage of qualifying affordable housing units, subject to use permit approval.⁵⁷

7. Possible Additional Resources

i. Floor Area Ratio (FAR) Density Calculation for Commercial Zones

The Town is currently conducting an analysis of Floor Area Ratio (FAR) which may result in the Town's adoption of FAR as a density limitation in the commercial zones rather than units per acre. This could potentially benefit workforce

⁵⁷ General Plan Policy L.2.D, Municipal Code §17.136.080.A

housing. A recent memorandum prepared for the Town by PCR Services Corporation, illustrated that comparable resort communities, including Aspen and Breckenridge, Colorado allowed FAR to be used only for “preferred projects” including affordable housing. Aspen’s current zoning code no longer permits market rate housing in commercial zones due to a “chilling” effect it had on commercial uses; only affordable workforce housing is permitted.⁵⁸

ii. Enhanced Infrastructure Finance District (EIFD)

With the dissolution of Redevelopment Agencies, Governor Jerry Brown signed into California law a piece of legislation allowing for the creation of Enhanced Infrastructure Financing Districts (EIFDs) (SB 628). According to the bill, *“The Legislature finds and declares that with the dissolution of redevelopment agencies, public benefits will accrue if local agencies, excluding schools, are provided a means to finance the reuse and revitalization of former military bases, fund the creation of transit priority projects and the implementation of sustainable communities plans, construct and rehabilitate affordable housing units, and construct facilities to house providers of consumer goods and services in the communities served by these efforts”* (Government Code §53398.50).

EIFDs are gaining ground as an innovative tool to fund infrastructure, important public facilities, and community assets such as workforce housing. The EIFD tool differs from Redevelopment in that it cannot take money from schools and does not take money from local governments without their agreement. Rather, local governments have the option of participating or not. This allows them to determine their level of participation, gives them a voice in whether to contribute to the projects the EIFD is proposing to pay for, and allows them to decide how their contribution will be used.

iii. General Fund

While the Town’s General Fund has been under increased pressure as a result of the Mammoth Lakes Land Acquisition (MLLA) legal settlement, and the previous years’ drought, the fund is a possible source of funding for increasing the workforce housing stock in Mammoth Lakes. Town General Funds could be used to subsidize the permitting fees for workforce housing developments and to create additional programs, such as programs for those income groups that federal and state programs don’t typically target.

⁵⁸ Memorandum, Luci Hise-Fisher and Mike Harden, PCR Services Corporation, Floor Area Ratio Analysis, September 30, 2014.

F. Success to Date

Mammoth Lakes Housing has worked with the Town since 2003 to create workforce housing opportunities. The table below illustrates the success of that partnership in securing funding for workforce housing.

TABLE 8: MLH Grant Summary for Town of Mammoth Lakes as of June 2014

GRANTS BY YEAR		AMI TARGET	GRANT AMOUNT	OBJECTIVE
1	03-HOME-0668	<60%	\$3,500,000	Aspen Village Apartments
2	03-Trust Fund	<60%	\$2,000,000	Aspen Village Apartments
3	04-STBG-1911	<80%	\$500,000	4-B Trail Segment
4	04-PTAA-0064	<80%	\$35,000	Eastern Sierra Needs Study
5	04-WFH-085	<60%	\$238,000	Jeffreys' land
6	04-STBG-1964	<60%	\$1,500,000	Lupin Land, HBA*, Rehab
7	05-HOME-0738	<60%	\$3,500,000	Jeffreys & Manzanita
8	05-BEGIN-044	<120%	\$540,000	Meridian Court
9	05-BEGIN-056	<120%	\$600,000	San Joaquin Villas
10	05-PTAA-1454	<80%	\$35,000	Technical Assistance
11	05-HOME-1695	<80%	\$1,000,000	HBA*
12	08-BEGIN-05223	<120%	\$1,050,000	Aspen Townhomes
13	06-HOME-2469	<80%	\$400,000	HBA*
14	06-CalHOME-247	<80%	\$600,000	HBA*
15	07-WFH-209	<120%	\$87,491	Aspen Townhomes
16	09-STAR-6383	<80%	\$1,000,000	Star Apartments
17	10-HOME-6849	<80%	\$800,000	HBA*
18	13-HOME-9016	<80%	\$700,000	HBA*
19	14-CalHome-9833	<80%	\$1,000,000	MF Housing Rehab, HBA, and Replacement
20	14-CDBG-9903	<80%	\$1,000,000	HBA, Residential Rehab and Multi-family Rehab
Grant TOTAL			\$20,085,491	
Other Funding Received				
SOURCE	PROJECT	AMI TARGET	AMOUNT	
Housing Bonds	Aspen Village Apartments	<60%	\$7,500,000	
Housing Bonds	Jeffreys & Manzanita Apts.	<60%	\$5,500,000	
Tax Credit Equity	Aspen Village Apartments	<60%	\$5,800,000	
Tax Credit Equity	Jeffreys & Manzanita Apts.	<60%	\$5,000,000	
Other Funding TOTAL			\$23,800,000	
TOTAL ALL SOURCES			\$43,885,491	

*HBA stands for Home Buyers Assistance, also known as down payment assistance and gap financing.
Source: Mammoth Lakes Housing, Inc., 2014

G. Public Participation

In 2011, MLH consulted with RRC Associates and Rees Consulting to prepare a Needs Assessment. The study evaluated “the housing needs of residents, employees, and businesses in light of economic and housing market conditions that have changed significantly in recent years by tracking trends in the demographic characteristics of Mammoth Lakes’ residents and its workforce, the local housing and jobs market, and related shifts in housing problems and concerns.”⁵⁹ Primary data sources for this study included a household survey, an employer survey, a commuter survey, a Spanish-speaking survey, a key stakeholder survey, and community interviews.

More recently, the Town and MLH partnered to distribute a survey regarding the 2014 Housing Element Update. This survey was available in both English and Spanish, online and in hard copy formats. A total of 109 English surveys and 44 Spanish surveys were submitted.

In addition, the Draft Housing Strategy was presented to the Mammoth Lakes Housing Board of Directors, the Town Planning and Economic Development Commission, the Mammoth Lakes Police-Community Hispanic Advisory Committee, and the Mammoth Lakes Town Council. All of these meetings included opportunities where local residents could express their preferences and priorities in regards to future housing programs.

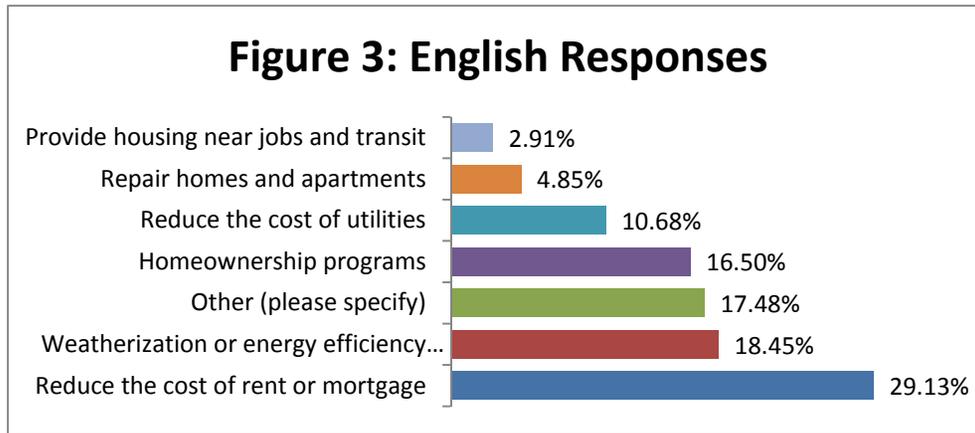
The data collected from these efforts illustrates that community members have a preference in terms of housing programs. As Figures 3 and 4 on the following page depict, a large number of households expressed that they need assistance with the monthly cost of rent and mortgages. This correlates to American Community Survey data which states that approximately 53 percent of homeowners and 52 percent of renters in Mammoth Lakes spend more than 30 percent of their monthly income on housing costs.⁶⁰ Likewise, in 2011, help with the cost of monthly rent payments was the second most chosen program of interest by community members (see Figure 6).

These data sets have provided the basis for determining local community needs in regards to housing and the actions that will address the distinct challenges of being a resort community. When asked what the highest priority for the Town of Mammoth Lakes’ housing programs should be community members answered as follows:

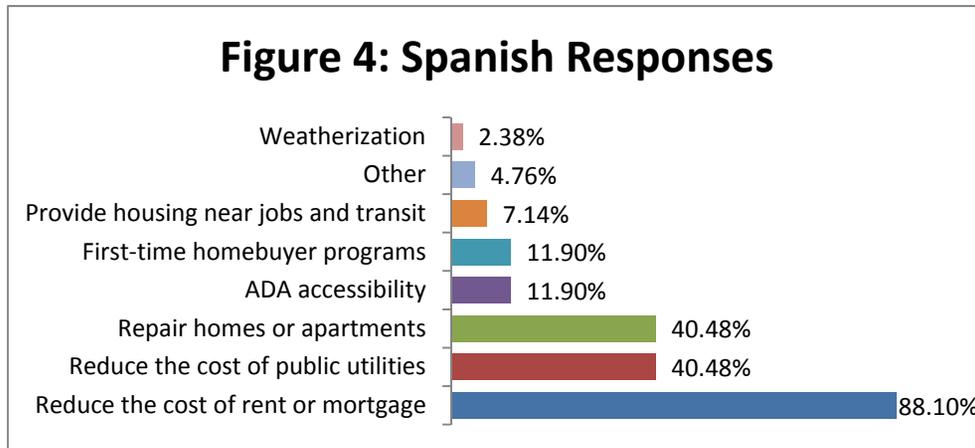
⁵⁹ Town of Mammoth Lakes Housing Needs Assessment, September 28, 2011, p. 1, retrieved from http://mammothlakeshousing.com/wp-content/uploads/2013/11/mammoth_lakes_housing_needs_assessment_2011.pdf.

⁶⁰ U.S. Census Bureau, 2008-2012 American Community Survey, accessed from American Fact Finder, <http://factfinder2.census.gov/>, June 9, 2014.

What should be the highest priority of the Town of Mammoth Lakes’ housing programs?



Source: 2014 Housing Element Update Survey. English respondents could choose only once answer via the online Survey Monkey platform.

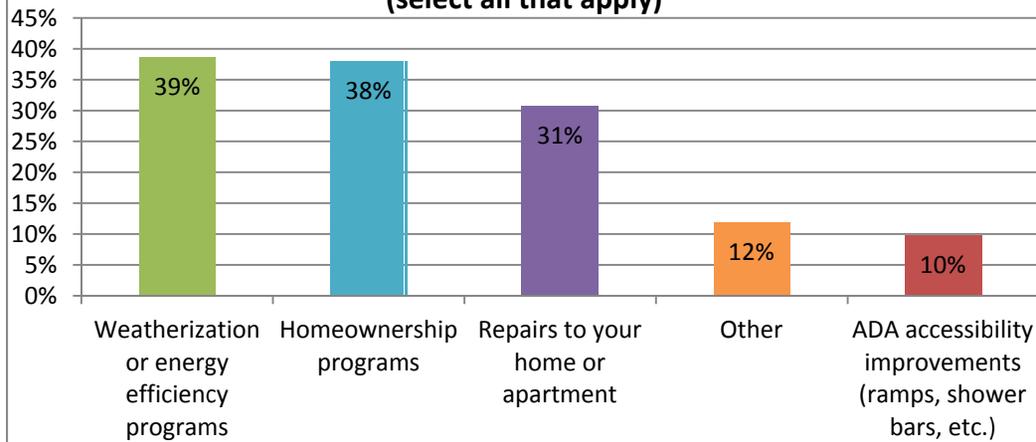


Source: 2014 Housing Element Update Survey. Spanish respondents chose more than one option since their surveys were in hard copy format.

The answers in Figures 3 and 4 illustrate what community members think the Town should focus on in terms of programs. Both the English and Spanish answers illustrate concerns regarding the high cost of rents and mortgages compared with household income, as well as the overall need for repair and weatherization of older units.⁶¹ Under the “other” category, the third most chosen answer in English, some responses were: develop mechanisms to deal with negligent landlords, create housing for locals, assist in the private development of small single family homes, enforce Transient Occupancy Tax requirements, ensure that workforce housing is livable and affordable, and provide more deed restricted affordable rentals and ownership opportunities. These concerns have been addressed in the five strategic directions that begin in Chapter III.

⁶¹ It is probable that “weatherization” was chosen the least among the Spanish respondents because it is not a common or colloquial Spanish term.

Figure 5: What types of housing related assistance may be of interest to you?
(select all that apply)



Source: 2014 Housing Element Update Survey, English and Spanish responses

The answers in Figure 5 illustrate what types of housing assistance community members are most interested in. As one can see, the programs that are most desired have not changed significantly since the Needs Assessment was completed in 2011.

Respondents to a 2011 household survey, who indicated a desire to move into housing other than where they resided within the next five years, were asked to indicate which types of housing assistance they might consider. The question called for a numerical rating from 1 to 5, where 1 signified “would not consider” and 5 signified “would definitely consider.” The average ratings for each category are displayed below in Figure 6.

Figure 6: 2011 Responses - Type of Housing Assistance to Consider: Average Rating from “1 – would not consider” to “5 – would definitely consider”

	OVERALL	Own	Rent
Down Payment Assistance To Buy A Home	3.8	3.3	3.9
Rent Assistance To Lower Rent Payment	3.6	2.1	3.8
Low Interest Rehabilitation Loan To Make Home Improvements	3.4	3.6	3.4
A Home I Could Own, Built With Sweat Equity (Built In Part By Yourself, Volunteers And Family)	3.4	3.3	3.4
Buying A Home At A Below Market Price With A Limitation On Future Appreciation (Deed Restrictions)	2.7	2.2	2.8
Programs To Keep Out Of Foreclosure	3.2	3.1	3.2

Source: 2011 Household Survey

III. STRATEGIC DIRECTIONS

As part of the Town of Mammoth Lakes General Plan Vision, which places a high value on “adequate and appropriate housing that residents and workers can afford” and utilizing community input, the following continuum of program objectives was developed to guide the Housing Strategy.⁶² The five objectives provide strategic guidance for implementation of Housing Element goals and policies and reflect the community priorities defined by the public outreach efforts detailed in the previous section. Each objective contains a table which outlines the specific outcomes desired by the community, the actions necessary to achieve these outcomes, measurements of success, funding sources, and the agencies responsible for implementation, and references to Housing Element goals and policies, and the income group served by each of the targeted outcomes. The programs and action items within a particular strategy are not prioritized; however, they should be implemented equally, as appropriate, to achieve the objectives. Some programs/outcomes address multiple strategies but have been listed under the most relevant one.

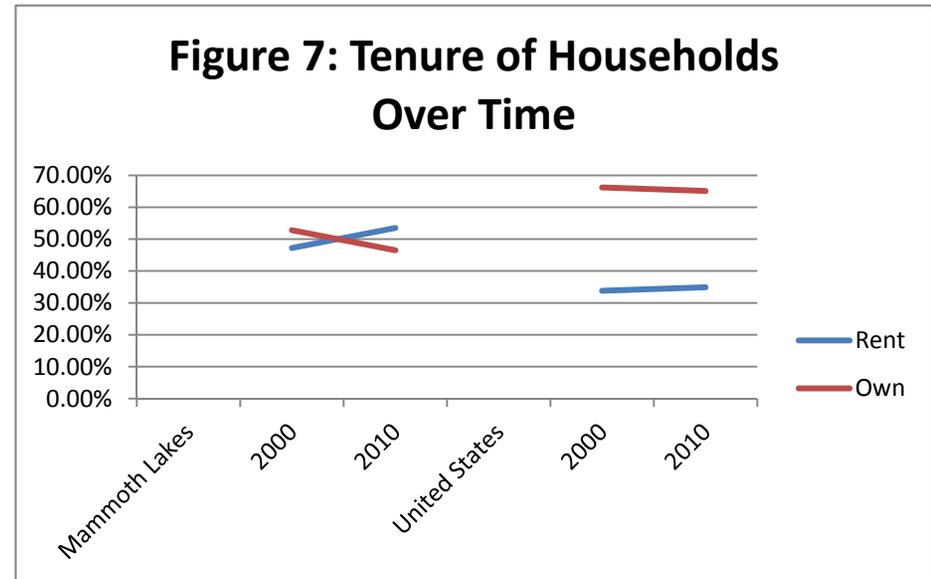


While the Town and MLH will utilize the Strategy to guide housing related decisions on an on-going basis, a review and reflection on the overall progress of the following outcomes and actions should be conducted annually. This review should be conducted jointly between the Town and MLH and presented to the Town Council. When necessary, based on changing conditions and needs, the Strategy will be updated.

⁶² Town of Mammoth Lakes – General Plan, p. 7

Objective #1 – Rent and Mortgage Reduction

The need for reduction in monthly rent and mortgage payments was the most common response to the 2014 survey and the second most common response in 2011. The increase in need for help with monthly payments illustrates the general (and even national) trend of an increase in renters over the last 10 years and a general decrease in homeownership (Figure 7). When more renters enter an already tight rental market, rents tend to increase, resulting in more cost-burdened renters. Additionally, the prevalence of seasonal and part-time work in Mammoth Lakes limits households' earning potential which often results in cost-burdened individuals and families as well as overcrowding when either multiple families opt to share housing or larger families squeeze into studio and one-bedroom units to reduce housing costs. While overcrowding leads to reduced housing costs, it tends to have negative impacts to health and overall productivity of the family members.



Housing needs of the middle and upper-management households has been of growing concern in the community. Because there are no federal and limited state funding sources of rental housing for households earning median or above incomes there are fewer resources to serve this facet of the workforce. Most of these households prefer to live in single family homes, which are difficult to afford given Mammoth Lakes' limited supply of single family homes (single family homes make up roughly 28 percent of Mammoth Lakes' overall housing stock).⁶³ Furthermore, if the current prohibition of nightly rentals in residential single family zones (RSF and RR) is modified, it could exacerbate the challenges to the supply of both single family long-term rentals and homeownership opportunities for locals.

⁶³ Town of Mammoth Lakes Housing Element, 2014-2019, p .2-31. Additionally, the California Department of Finance estimates the number to be only 25% of the total housing stock.

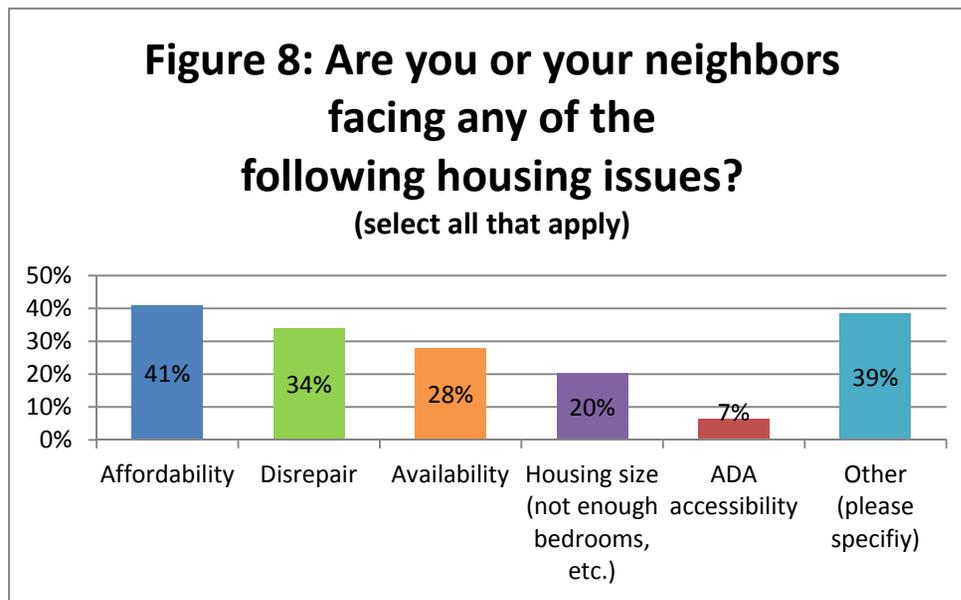
The Section 8 Housing Choice Voucher Program administered by the Stanislaus Housing Authority, which serves Mono County, is not accepting new applicants at this time. This leaves a gap in the programs offered that help low-income working households afford monthly costs. Tenant-based Rental Assistance programs often provide assistance with funding programs such as rental assistance, self-sufficiency programs, homebuyer programs, targeted population programs, anti-displacement assistance programs, and security deposit programs.

Objective #1: Strategies Rent and Mortgage Reduction						
Outcomes	Actions	Measurements	Funding Sources	Responsible Agency	Housing Element Goals/Policies	Income Groups Served
Tenant-based Rental Assistance	1.a Explore the feasibility of a program	Report on the feasibility of a program with recommendations	HOME	MLH, Town	Goal H.2, Policy H.2.A	<80% AMI
Rental Restrictions/Regulatory Agreements	2.a. Through acquisition with or without rehabilitation of existing rental housing stock	Number of rental restrictions obtained	HOME, CDBG, 2002A Funds	MLH, Town	Goal H.2, Policy H.2.A	<80% AMI with grant funds >81% AMI with 2002A
Resale Restrictions	3.a. Through the housing mitigation ordinance provide homes for sale at below market rates to the workforce	Number of resale restrictions obtained	Developers	Town, MLH	Policy H.1.D, Goal H.2	Current policy restricts units between 80-120% AMI

Objective #2 – Promote Homeownership

Preserving affordability is a high priority since it was selected 41 percent of the time as an issue being faced by community members as depicted in Figure 8. As noted above, a majority of families in Mammoth Lakes are burdened by the high cost of housing expenses.

Due to high home prices, many local families cannot afford to purchase homes of all types. The 2014 median home sales price for a single family home was \$619,000 and the median home price of a condominium was \$292,500.⁶⁴ At these prices even middle-management households struggle to obtain enough financing to be able to achieve homeownership. Generally, traditional financing still requires a minimum down payment of 20 percent, which along with credit are the two leading obstacles to obtaining financing. In addition to this constraint, Federal Housing Administration (FHA) secured loans, which sometimes have lower down payment requirements, are often not eligible for the purchase of units within condominium complexes in Mammoth Lakes. This puts a real strain on local families trying to buy.



Another obstacle faced by local homebuyers is the income restrictions the down payment assistance programs require that are mandated by the grant funding sources. The majority of federal and state funding sources limit the use of grants to assist primarily low-income households. This issue has been raised to the Town and MLH, as well as mentioned in the 2014 survey, and will be addressed as a delinquency in the current program offerings. Additionally, it has been noted that between 2008 and 2013, the Town has seen the biggest decreases in households in the 81-150% AMI income brackets (Table 3). This could be due to the acceptance of lower paying jobs or to leaving the area.

The first-time homebuyer program has been very popular. Recently, the Town was awarded another \$700,000 in gap financing from the HOME Program (2014), a Federal

⁶⁴ Data from the Multiple Listing Service, compiled by Mammoth Lakes Housing, Inc., June 2, 2014.

Housing and Urban Development (HUD) program that the State of California administers to smaller jurisdictions on a competitive grant cycle. The Town was also recently awarded \$1 million from the CDBG program for down payment assistance, owner-occupied rehabilitation, multiunit investor rehabilitation and the rehabilitation of the Glass Mountain apartments (2014/15).

The HOME first-time homebuyer program provides gap financing loan for those working individuals and families earning less than 80% AMI. These gap loans are used towards the down payment on homes within Mammoth Lakes. As a second mortgage, the down payment assistance loan is financed for a minimum period of 30 years at zero to three percent (0-3%) interest. At the end of 30 years, or when other repayment triggers are met, the loan must be repaid to the Town to help another household(s).

Table 9
Qualifying 2014 Incomes for HOME and CDBG Program Down Payment Assistance

Household Size	% of Area Median Income						
	50%	60%	80%	100%	120%	150%	200%
1 person	\$28,425	\$34,140	\$44,750	\$56,850	\$68,200	\$85,275	\$113,700
2 person	\$32,500	\$39,000	\$51,150	\$64,950	\$77,950	\$97,425	\$129,900
3 person	\$36,550	\$43,860	\$57,550	\$73,100	\$87,700	\$109,650	\$146,200
4 person	\$40,600	\$48,720	\$63,900	\$81,200	\$97,450	\$121,800	\$162,400

Qualifying 2014 Incomes for BEGIN Program Down Payment Assistance

Household Size	% of Area Median Income						
	50%	60%	80%	100%	120%	150%	200%
1 person	\$28,425	\$34,140	\$44,750	\$56,850	\$68,200	\$85,275	\$113,700
2 person	\$32,500	\$39,000	\$51,150	\$64,950	\$77,950	\$97,425	\$129,900
3 person	\$36,550	\$43,860	\$57,550	\$73,100	\$87,700	\$109,650	\$146,200
4 person	\$40,600	\$48,720	\$63,900	\$81,200	\$97,450	\$121,800	\$162,400

The one State funding source that provides assistance beyond low-income is the BEGIN program, which fills the purchasing gap for those persons earning up to 120% AMI. The Town and MLH have been successful in obtaining grant awards for three newer developments where the BEGIN funds can be utilized; they are San Joaquin Villas, Aspen Village Townhomes, and Meridian Court Condominiums. These developments offer newer, efficient construction and lower Home Owner Association (HOA) dues than what's typical in most of Mammoth Lakes' older condominium complexes. Because of these appealing factors, often times there is no or

limited inventory in these complexes. The BEGIN program is a State funded program and is unique in that it targets households earning up to above median income (Table 9). There are no Federal programs that cater to these middle income earners.

Due to the absence of Federal and limited State grant funding for the income groups above 81% AMI, the Town would need to design and fund a program with local funding sources to meet this need, much like other communities with small and competitive real estate markets, such as the City of San Francisco.⁶⁵ There seems to be a need for more flexible funding to help those higher than 80% AMI income earners. During the 2014 Survey, the most frequent comment received was regarding the need for more affordable, small, single family homes (Appendix A). Multifamily units make up 71% of the housing stock in Mammoth.⁶⁶ The traditional condominium stock has not been designed to adequately meet the needs of long-term residents. Livability issues cited include a general lack of storage, minimal square footage, and high association fees. For these reasons, many young professionals have a desire to own small single-family homes in Mammoth Lakes.

Deed restrictions are another useful tool that the Town uses to maintain affordability for the local workforce. A deed restriction can limit the income level of the potential homebuyer, require that they live in the home full-time, and have resale restrictions which help keep the home affordable for future local, working, homebuyers. MLH manages 37 deed restrictions for the Town and has made deed restriction retention a priority in their 2013 Strategic Plan.

Mobile/Manufactured homes are an important affordable housing resource that communities are beginning preserve. In Mammoth Lakes, there are two mobile home parks with a total of 147 units. Unfortunately, it is difficult to find financing for these types of homes. It will be important to provide financing options and rehabilitation options for those living in these types of homes to maintain these community assets. Mammoth Lakes Housing was recently awarded \$1 million from CalHome to assist with the acquisition, replacement, and rehabilitation of mobile homes in the region.

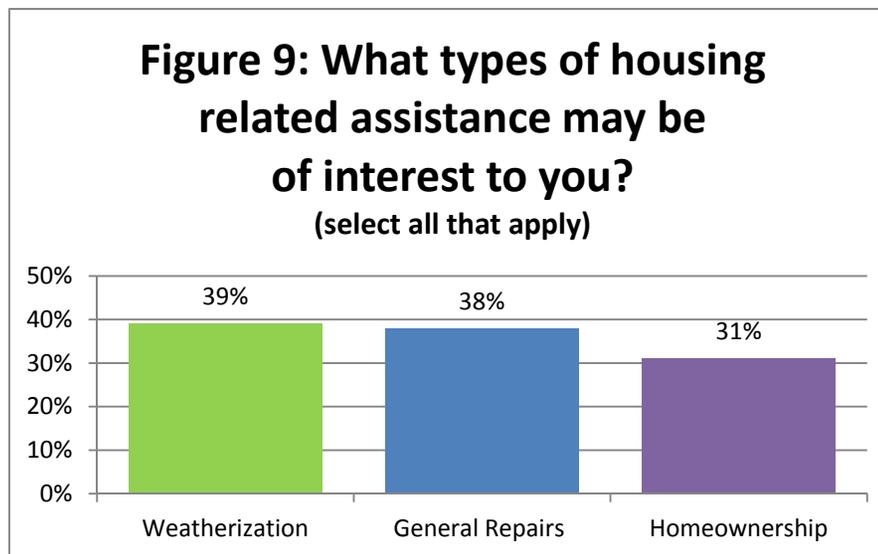
⁶⁵ Coté, John (2014, March 17), S.F. increases down-payment loans to 1st-time home buyers, *S.F. Gate*, retrieved from <http://www.sfgate.com/bayarea/article/S-F-increases-down-payment-loans-to-1st-time-5323078.php#page-1>.

⁶⁶ 2006-2010 American Community Survey 5-Year Estimates. This does not include units where one wall is shared from the floor to the ceiling, or “townhome” units.

Objective #2: Strategies Promote Homeownership							
Outcomes	Actions	Measurements	Funding Sources	Responsible Agency	Housing Element Goals/Policies	Income Group Served	
First-time Homebuyer Programs (FTHB)	1.a	Secure a local funding source in order to fund a program that will help 81 – 150% AMI households buy homes within the Town of Mammoth Lakes	Funding source secured and number of households assisted	Local funding	TOML, MLH	Goal H.2, Policy H.2.A	81-150% AMI
	1.b	Continue to apply for grants that support the low-income (HOME and CDBG) and median-income (BEGIN) first-time homebuyers.	Number of first-time homebuyer households assisted	HOME, CDBG, and BEGIN grants	MLH with Town CEDD staff support	Goal H.2, Policy H.2.A	<80% AMI
	1.c	Seek grants that MLH can apply for independently that support FTHB programs	Number of households assisted	CalHome	MLH	Goal H.2, Policy H.2.A	<80% AMI
	1.d	Seek grants that can be used to finance manufactured homes	Number of manufactured homes financed	CalHome	MLH	Goal H.2, Policy H.2.A	<80% AMI
	1.e.	Research need and viability of a program that addresses the 81-150% AMI income group's interest in single family home ownership	Report on the feasibility of a program with recommendations	General Fund, 2002A Fund	TOML, MLH	Goal H.2, Policy H.2.A	81-150%
Deed Restriction Retention	2.a	Continue to ensure the maintenance of all deed restrictions	Number of deed restricted units preserved versus the number of those lost	General Fund, Revolving Loan Fund, 2002A, MLH Capital	MLH with Town CEDD staff support	Goal H.2, Policy H.2.G	All income groups

Objective #3 – Develop a Home Repair Program

Under the new state budget and the cap-and-trade funding there's specific language to add more funding to programs that promote weatherization initiatives. The Global Warming Solutions Act of 2006 initiated the Cap + Trade Program, which is expected to generate billions of dollars *“to address the major sources of climate change in California, while supporting investments in disadvantaged communities, job opportunities throughout the State, and the continued growth of California's economy.”*⁶⁷ Weatherization and energy efficiency retrofit programs for low-income households are a funding priority of this program. Additionally, the current 2014-2015 State budget allocations set aside \$80 million for energy efficiency upgrades and weatherization programs that support weather-stripping, insulation, caulking, water heater blankets, fixing or replacing windows, refrigerator replacement, electric water heater repair/replacement, and heating and cooling system repair/replacement.⁶⁸ The Town and MLH will seek funding for programs through these avenues.



Weatherization and rehabilitation programs were popular in both the 2011 Needs Assessment and the 2014 survey results. In 2011, it was the 3rd most popular program, and more recently weatherization was chosen 39 percent of the time and general repairs was chosen 38 percent of the time as programs that people are interested in (Figure 9). This isn't surprising considering that about 60 percent of housing units were built prior to 1979; 45 percent alone were built between 1970 and 1979. Due to the fact that landlords may charge upwards of \$800 per bedroom in a unit, there is limited incentive to invest in their properties, including the installation of double pane windows and other energy efficiencies which would reduce the cost of utilities for renters. Between 2011 and 2014 IMACA provided Energy Assistance to an average of 35 Mammoth Lakes' households each year. Energy Assistance involves assisting people with utility costs, propane, and wood for heat. In that same time period, IMACA provided two households weatherization services in the town, which includes home modification to improve energy efficiency. In 2014, the Town Council approved Housing Rehabilitation

⁶⁷ Cap-and-Trade Auction Proceeds Investment Plan: Fiscal Years 2013-14 through 2015-16, Release Date: May 14, 2013, State of California, retrieved from http://www.arb.ca.gov/cc/capandtrade/auctionproceeds/final_investment_plan.pdf.

⁶⁸ Governor's Budget 2014-2015, Proposed Budget Summary, January 10, 2014, retrieved from <http://www.ebudget.ca.gov/2014-15/pdf/BudgetSummary/FullBudgetSummary.pdf>, p. 107.

Program Guidelines, in conjunction with the \$1 million awarded from the CDBG program for down payment assistance, rehabilitation, and the rehabilitation of the Glass Mountain apartments (2014/15).

Objective #3: Strategies							
Develop a Home Repair Program							
Outcomes	Actions	Measurements	Funding Sources	Responsible Agency	Housing Element Goals/Policies	Income Group Served	
Owner-Occupied Rehabilitation Program	1.a	Apply for and receive CDBG, HOME and CalHome and any other available funding to provide low interest loans for rehabilitation	Number of loans issued	CDBG, CalHome, HOME, 2002A Funds	MLH & Town CEDD staff	Goal H.2, Goal H.3	<80% AMI with grant funds >81% AMI with 2002A
	1.b	Provide low interest CalHome rehabilitation loans specifically for owners of manufactured homes	Number of manufactured homes rehabilitated	CalHome	MLH	Goal H.2, Goal H.3	<80% AMI
	1.c	Advertise and promote rehabilitation programs	Number of applications received	Grant administrative funds, 2002A Funds	MLH	Goal H.2, Goal H.3	<80% AMI
	1.d	Maintain program records to determine future funding of the program	Complete program records	CDBG, CalHome, HOME, 2002A Funds	MLH	Goal H.2, Goal H.3	<80% AMI
Investor Rehabilitation Program	2.a	Apply for and receive CDBG funding to provide low interest loans for investor rehabilitation	Number of loans issued	CDBG, 2002A Funds	MLH with Town CEDD staff support	Goal H.2, Goal H.3	<80% AMI for owner-occupant <80% AMI for tenants (No income restrictions on owner-investor)
Acquisition & Rehabilitation	3.a	Acquire and rehabilitate multiunit buildings, and existing condominiums for low-income households and other income levels as identified when using local funding	Number of multiunit buildings and condominiums acquired and rehabilitated	CDBG, HOME, 2002A Funds, Mitigation Funds	MLH, TOML	Goal H.2, Policy H.2.D, Goal H.3	<80% AMI with grant funds >81% AMI with local funding

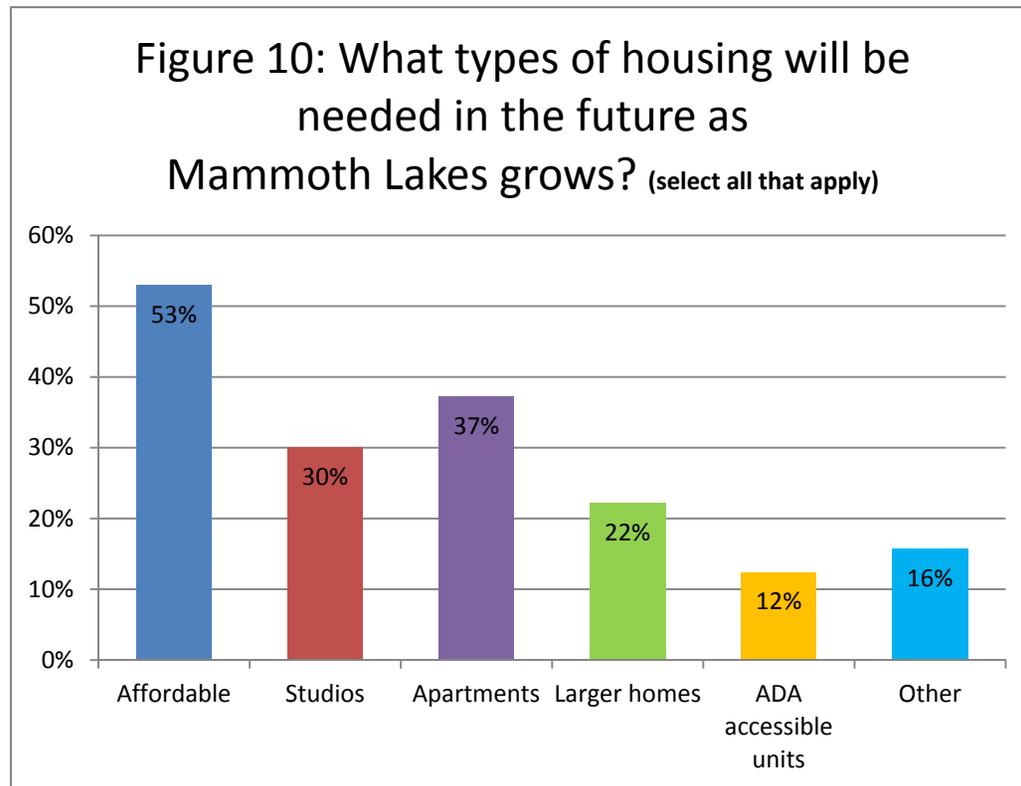
Objective #3: Strategies							
Develop a Home Repair Program							
Outcomes	Actions	Measurements	Funding Sources	Responsible Agency	Housing Element Goals/Policies	Income Group Served	
	3.b	Focus acquisition and rehabilitation efforts on apartments and studio/efficiency units for low-income households based on the Town's needs	Number of apartments and studio/efficiency units acquired and rehabilitated	CDBG, HOME	MLH, TOML	Goal H.2, Policy H.2.D, Policy H.2.H, Goal H.3	<80% AMI
Wood Stove Replacement Program	4.a	Maintain and promote the Town's Wood Stove Replacement Program	Number of replacements completed	Environmental Public Benefit (EPB) Funds	Town	Policy H.6.C	All income groups
Weatherization Resources	5.a	Work with IMACA to bring weatherization funding to low income homeowners and renters in Mammoth Lakes	Maintain records on the number of Mammoth Lakes residents served by the program	2002A Funds, grants	IMACA, MLH,	Goal H.2, Goal H.3, Policy H.6.C	<80% AMI
	5.b	Help link local homeowners and renters with IMACA through advertising, social media, and the use of MLH waiting lists	Maintain records on the number of Mammoth Lakes residents served by the program	2002A Funds	IMACA, MLH	Goal H.2, Goal H.3, Policy H.6.C	<80% AMI
	5.c	Provide the public information regarding the Property Assessed Clean Energy Program (PACE) and other programs as they become available	Maintain records on the number of participants utilizing such programs	General Fund	Town staff	Policy H.6.A, Policy H.6.C	All income groups

Objective #4 – Increase Workforce Housing Stock

Increasing the housing stock that is affordable to the local workforce is important in meeting the projected economic growth of Mammoth Lakes. An increase in the variety of options in terms of affordable homes is needed to maintain Mammoth Lakes’ middle-management workers, young families, service workers, and company recruitment efforts for current and future jobs. There are a number of ways to create the conditions that promote the development of more diverse workforce housing.

Historically in Mammoth Lakes, the Inclusionary Zoning Ordinance has been an important part of the overall housing strategy. These types of ordinances have existed in the United States since the 1970’s and are used worldwide to provide income diversity and social integration in housing developments, which integrates community members and helps to overcome the negative perceptions of

segregation and disinvestment. At their January 21, 2015 meeting, the Town Council gave staff direction on the revision of the Town’s ordinance. Council voiced a preference to move away from inclusionary housing and toward a fee-based housing mitigation policy. This new policy will likely generate funding for workforce housing through cash payments and possible other means. The new policy is anticipated to be adopted in late spring of 2015. A housing mitigation requirement should set firm, but reasonable and achievable requirements for new development to either provide workforce housing units or some other mitigation of the increased need for a workforce as a result of their development. Some of the challenges associated with housing mitigation fees, instead of inclusionary units, are that it typically takes more time to create workforce housing with fees and there is a loss of the social integration attained with on-site mitigation. Conversely, the developer and builder community have expressed a strong preference for a fee-based policy. The Town’s policy should include a menu of firm, clear options



that a developer can choose from when deciding how to fulfill their housing mitigation requirement. It is critical that the options are

also reasonable to the community's ability to provide the mitigation units, i.e. sufficient land in the case of building units, community support, and local capacity. Additionally, the Housing Ordinance's mitigation options should reflect the desired outcome of the community and be viable. This will provide continuity in policy implementation and give developers and the community a greater understanding of what is expected of all parties. The requirements of the Housing Mitigation Ordinance will be considered as the Town moves forward with updating the Housing Ordinance.

"Affordable housing," "apartments," and "studios" were the most commonly selected options during the 2014 survey for needed future housing options. The recent addition of 16 units at the Kitzbuhl Apartment building (a mix of two-bedroom, one-bedroom, and studio units) has alleviated some of the rental market pressure; however, more units like these will be needed as Mammoth Lakes' economy continues to be developed. Therefore, any acquisition and rehabilitation programs and new construction should focus on smaller, workforce units for aging baby boomers, single individuals, those on fixed incomes, and small families (Figure 10).

One of the strategies to encourage "aging in place" is the promotion of secondary units often referred to as "granny units." The rents may be lower in these types of units depending on such criteria as square footage and efficiency; however, there is no guarantee of affordability for those earning up to 120% of the AMI. These types of units "may be only as affordable as any small sized apartment in a particular neighborhood."⁶⁹ Currently, the Town allows secondary units in accordance with the California Government Code. Secondary units in Mammoth Lakes must meet the development criteria outlined in Municipal Code §17.52.270.

⁶⁹ City of Portland, Bureau of Planning, "Accessory Dwelling Unit Monitoring Project," July 2003, www.portlandonline.com, www.portlandonline.com/shared/cfm/image.cfm?id=59091, accessed 11/21/14.

Objective #4: Strategies Increase Workforce Housing Stock						
Outcomes	Actions	Measurements	Funding Sources	Responsible Agency	Housing Element Goals/Policies	Income Group Served
Housing Mitigation Ordinance	1.a Develop a housing mitigation ordinance with clear expectations and a menu of available options	Growth in the housing in-lieu account and successful partnerships with developers that result in new affordable units	TOML In-Lieu Fee Fund, 2002A Funds	TOML, MLH	Goal H.1, Policy H.1.D, Policy H.2.B, Policy H.4.E	Current policy restricts units between 80-120% AMI
Acquisition of Land	2.a Use the Housing Element inventory of possible sites as a resource for monitoring possible sites for acquisition	Number of parcels acquired	TOML In-Lieu Fee Fund, 2002A Funds	TOML, MLH	Goal H.1, Goal H.2	All income groups
Construction of New Homes	3.a Increase the supply of workforce homes that are affordable to local households through the construction of new homes. Seek partnerships with non-profit and for-profit housing developers	Number of workforce units built	Private/Public Partnerships	TOML, MLH	Goal H.1, Goal H.2	All income groups
Development of the Shady Rest Parcel	4.a. Support and encourage the development of workforce housing	Number of units built on the Shady Rest Parcel that are affordable to the local workforce	Private/Public Partnerships; possible waiver of Town fees; support use of density bonus	TOML, MLH	Goal H.1, Policy H.1.F	<120% AMI depending on funding sources
Explore shared equity development opportunities	5.a Explore development opportunities for a community land trust to help ensure affordability over time	Secure partnerships with local entities and potential developers	General Fund, 2002A Funds	TOML, MLH	Goal H.1, Goal H.2	All income groups
Funding and development of a workforce housing trust	6.a Research the viability of a workforce housing trust similar to other communities such as Marin	Develop possible models based on community and stakeholder input	General Fund, 2002A Funds	TOML, MLH	Goal H.1, Goal H.2	All income groups

Objective #5 – Reach Out and Inform

The availability of workforce housing is a critical component to the economic success of the community and may fall under the radar of those with stable homes and incomes. That’s why outreach and the provision of information to the existing community members and those seeking to relocate to Mammoth Lakes are essential and are ongoing components of this strategy. MLH recently updated its website which is translatable into six different languages. Realizing the growing nature of Mammoth Lakes’ Hispanic community, Spanish resources are available at the office as well. MLH also offers Homebuyer Education classes in both English and Spanish.

Objective #5: Strategies Reach Out and Inform						
Outcomes	Actions	Measurements	Funding Sources	Responsible Agency	Housing Element Goals/Policies	Income Group Served
Town Resource	1.a	Provide guidance on Alternative Housing Mitigation Plans (AHMPs), updates on State housing policy, grants, etc. to both the Town Council and the Planning and Economic Development Commission	Comments provided on AHMPs, Commission updates, biannual Council updates	MLH Capital, 2002A Funds	MLH Board of Directors, MLH staff	Goal H.5 All income groups
Public Resource	2.a	Provide the public with lending resources including FHA and CalFHA opportunities	Number of loans closed utilizing these programs and number of hits on the links on MLH's website	2002AFunds	MLH	Goal H.5 All income groups
Homebuyer Education Classes	3.a	Hold biannual homebuyer education classes for the public	Number of participants in homebuyer education classes	MLH Capital, 2002A Funds	MLH	Goal H.5 All income groups

Objective #5: Strategies Reach Out and Inform						
Outcomes	Actions	Measurements	Funding Sources	Responsible Agency	Housing Element Goals/Policies	Income Group Served
Current Housing Website	4.a Continue to update information regarding housing programs and other housing issues on the MLH website	Unique viewer data reported monthly	MLH Capital, 2002A Funds	MLH	Goal H.5	All income groups
Social Media	5.a Utilize Facebook, Twitter, and other social media outlets to inform local residents regarding housing programs	Number of “likes” and follower on social media	MLH/2002A Funds	MLH	Goal H.5	All income groups

SUMMARY

This Housing Strategy serves as the Town of Mammoth Lakes' policy framework for workforce housing strategies and programs. The Housing Strategy is action oriented, measureable, and will:

- Protect existing workforce housing options so affordable, workforce housing continues to be available to Mammoth Lakes' residents;
- Create a range and mix of new housing options to meet the unique and challenging needs of Mammoth Lakes' tourism-based economy;
- Facilitate a community wide dialogue on Mammoth Lakes' housing needs, resources and limitations; and
- Provide coordinated services to residents who need support in obtaining or maintaining their home.

In addition, the Housing Strategy:

- ✓ Is guided by the principle that Mammoth Lakes, as a resort community, should maintain an economically viable proportion of workforce housing units in order to support the demand for employees as the economy grows and develops;
- ✓ Contains strategies to increase awareness of the benefits of adequate housing supplies and programs available;
- ✓ Includes actions that are specific to Mammoth Lakes' distinct needs;
- ✓ Recognizes the Mammoth Lakes community's priorities as expressed in the 2007 General Plan, the 2011 Needs Assessment, and the 2014 Housing Element Update survey; and
- ✓ Will help inform the creation, adoption, and implementation of the Town's revised Housing Mitigation Ordinance.

Appendix A: Housing Element Actions and Correlating Strategy Action Items

Housing Element Actions	Correlating Workforce Strategy Action Item
<p><i>H.2.A.3: Acquisition of land for affordable housing</i></p>	<p>Strategy: Increase Workforce Housing Stock Action 2.a: Use the Housing Element inventory of possible sites as a resource for monitoring possible sites for acquisition</p>
<p><i>H.2.A.3: Direct Construction of new affordable and workforce housing units</i></p>	<p>Strategy: Increase Workforce Housing Stock Action 1.a: Develop a housing mitigation ordinance with clear expectations and a menu of available options, which will promote growth in the housing in-lieu account and successful partnerships with developers that result in new affordable units Action 3.a: Increase the supply of workforce homes that are affordable to local households through the construction of new homes. Seek partnerships with non-profit and for-profit affordable housing developers Action 4.a: Support and encourage the development of workforce housing on the Shady Rest parcel</p>
<p><i>H.2.A.3: Participation in joint projects with private developers, the Town, and local agencies to develop housing</i></p>	<p>Strategy: Increase Workforce Housing Stock Action 1.a: Develop a housing mitigation ordinance with clear expectations and a menu of available options Action 3.a: Increase the supply of workforce homes that are affordable to local households through the construction of new homes. Seek partnerships with non-profit and for-profit affordable housing developers Action 4.a: Support and encourage the development of workforce housing on the Shady Rest parcel Action 5.a: Explore development opportunities for a community land trust to help ensure affordability over time through partnerships with local entities and potential developers</p>

Housing Element Actions	Correlating Workforce Strategy Action Item
<p><i>H.2.A.3: Homebuyer assistance loans and grants</i></p>	<p>Strategy: Promote Homeownership Action 1.a: Secure a local funding source in order to fund a program that will help 81 – 150% AMI households buy homes within the Town of Mammoth Lakes Action 1.b: Continue to apply for grants that support the low-income (HOME and CDBG) and median-income (BEGIN) first-time homebuyers Action 1.c: Seek grants that MLH can apply for independently that support FTHB programs Action 1.d: Seek grants that can be used to finance manufactured homes Action 1.e: Research need and viability of a program that addresses the 81-150% AMI income group’s interest in single family home ownership</p>
<p><i>H.2.A.3: Education and outreach concerning affordable and workforce housing opportunities</i></p>	<p>Strategy: Develop a Home Repair Program Action: Action 5.b: Help link local homeowners and renters with IMACA through advertising, social media, and the use of MLH waiting lists</p> <p>Strategy: Reach Out & Inform Action 2.a: Provide the public with lending resources including FHA and CalFHA opportunities Action 3.a: Hold biannual homebuyer education classes for the public Action 4.a: Continue to update information regarding housing programs and other housing issues on the MLH website Action 5.a: Utilize Facebook, Twitter, and other social media outlets to inform local residents regarding housing programs</p>
<p><i>H.2.A.3: Rental housing assistance</i></p>	<p>Strategy: Rent & Mortgage Reduction Action 1.a: Explore the feasibility of a tenant-based rental assistance program</p>
<p><i>H.2.A.3: Review of Alternative Housing Mitigation Plan proposals</i></p>	<p>Strategy: Reach Out & Inform Action 1.a: Provide guidance on Alternative Housing Mitigation Plans (AHMPs), updates on State housing policy, grants, etc. to both the Town Council and the Planning and Economic Development Commission</p>
<p><i>H.2.A.3: Monitoring of deed restricted units</i></p>	<p>Strategy: Promote Homeownership Action 2.a: Continue to ensure the maintenance of all deed restrictions</p>

Housing Element Actions	Correlating Workforce Strategy Action Item
<i>H.2.A.3: Funding strategies to guide how the Housing Strategy will be financed and prioritized</i>	All strategic action items have a funding component
<i>H.2.A.3: An Administration component to guide roles and responsibilities for program implementation</i>	All strategic action items have an administration component
<i>H.2.D.1: As part of the Housing Strategy, work with Mammoth Lakes Housing, Inc. to acquire and renovate units that can be added to the workforce housing inventory. Program creation will include an evaluation of program costs, benefits, and opportunities.</i>	<p>Strategy: Rent & Mortgage Reduction Action 2.a: Through acquisition with or without rehabilitation of existing rental housing stock</p> <p>Strategy: Develop a Home Repair Program Action 3.a: Acquire and rehabilitate multiunit buildings for low-income households</p>
<i>H.2.E.1: As part of the Housing Strategy, study potential strategies to incentivize and encourage upgrades of existing multi-family rental properties, and how code enforcement techniques may be improved and used to correct building violations that pose a threat to residents' safety or wellbeing.</i>	<p>Strategy: Promote Homeownership Action 1.d: Seek grants that can be used to finance manufactured homes</p> <p>Strategy: Develop a Home Repair Program Action 2.a: Apply for and receive CDBG funding to provide low interest loans for investor rehabilitation Action 3.a: Acquire and rehabilitate multiunit buildings for low-income households Action 3.b: Focus acquisition and rehabilitation efforts on apartments and studio/efficiency units for low-income households based on community needs Action 4.a: Maintain and promote the Town's Wood Stove Replacement Program Action 5.a: Work with IMACA to bring weatherization funding to low income homeowners and renters in Mammoth Lakes Action 5.b: Help link local homeowners and renters with IMACA through advertising, social media, and the use of MLH waiting lists Action 5.c: Provide the public information regarding the Property Assessed Clean Energy Program (PACE) and other programs as they become available</p>

Housing Element Actions	Correlating Workforce Strategy Action Item
<p><i>H.2.G.1: As part of the Housing Strategy, work with Mammoth Lakes Housing, Inc. to study and develop procedures that will avoid inadvertent loss of deed restricted units, including:</i></p> <ul style="list-style-type: none"> <i>-Improved structuring of deed restriction agreements so as to ensure their long term availability to the local workforce</i> <i>-Development of a more effective monitoring program for existing deed restricted units, including a system of enforcement and penalties for illegal conversion of deed restricted units.</i> 	<p>Strategy: Promote Homeownership Action 2.a: Continue to ensure the maintenance of all deed restrictions</p>
<p><i>H.3.A.1: As part of the Housing Strategy, work with Mammoth Lakes Housing, Inc. to develop and adopt minimum design and livability standards for affordable and workforce housing units, including tailored standards for different unit types and tenure. Standards should address aspects such as minimum quality of fixtures and furnishings; indoor and outdoor open space; storage space, energy efficiency, and resident amenities. The livability standards adopted as part of the Interim Housing Policy are included in the Housing Ordinance update that is anticipated to be adopted in 2014. These livability requirements may be updated based on the Housing Strategy.</i></p>	<p>Strategy: Increase Workforce Housing Stock Action 1.a: Develop a housing mitigation ordinance with clear expectations and a menu of available options</p>

Appendix B: 2014 Survey Comments Regarding the Gap in Affordability and Product for Single Family Homes

Respondent ID	Response
3091562927	Small and affordable single-family homes for families.
3091562927	Small homes
3091562927	Small and affordable single-family homes for families.
3091562927	More home ownership opportunities and availability for moderate income households. There are very few affordable, single-family homes in the area for a couple who makes a combined income of about \$60,000 - \$80,000.
3091615800	Affordable single family homes, or town homes. Living situations that are not heavily impacted by the move in/out, and constant noise of vacation rentals.
3092310408	Affordable condo units. There are a few but market is bad now and most units are too small/outdated/not affordable
3092510897	Small houses
3092633193	Small, single family homes
3092633193	Small, single family homes
3092633193	There is a gap in the housing in this community. Low income families can get assistant and purchase small single family homes or condos but middle class workers still are not within reach of being able to own a small, single family home. Many people have dogs or children and living in a condo is not a goal or an option. People want to own a home. It doesn't have to be big but it has to be affordable for both low income and middle income families. Someone making \$75,000 a year cannot afford a \$450,000 house in Mammoth which is on the low end for housing here.
3092633193	No other than wanting to be able to purchase a small, single family home, but it seems unattainable.
3092633193	Small, single family homes
3092633193	Small, single family homes
3097349766	Small single family homes.
3097349766	Its a real shame that all of the nice new places in this town are vacant 90% of the time and the people who actually live here live in shacks or crowded apartment complexes. Real estate and rent costs are prohibitive for most people who live and work here. I think if there were viable housing options Mammoth it would attract more locals and would create a more vibrant, involved community and an increased quality of life for those of us who live here year round.
3097349766	Affordable, well built single family homes for rent or sale - not giant vacation homes or dumpy shacks. It seems very difficult to find a house for rent or to buy that should not be condemned or is very large and/or ridiculously expensive
3097349766	Small single family homes.
3097480327	for a mountain town, I'd say learn from Telluride about how to develop tasteful, well built homes that are not mansions and could accommodate a small family/young couple.
3097480327	Affordable, well built single family [2-3br] homes

Respondent ID	Response
3106448483	the majority of affordable rental housing is located in a single, central location. it is good for transportation but there is also then no variety.
3107085855	Affordable single family homes or townhouses.
3107085855	Affordable single family homes that don't get snapped up by second (or third, or fourth) homeowners.
3107508431	smaller SFR homes
3107508431	smaller SFR homes
3112000516	single family homes 3bedrooms 2 bath
3115972810	Fewer "trophy homes" and more "practical" mid-size homes for families are needed. It seems like there are plenty of small apartments.
3115972810	There are very few single family homes available for rent or sale in Mammoth. The more "affordable" single family homes are often snatched up by second homeowners who can afford to pay cash and squeeze working local people and families out of the market.
3115972810	Fortunately we are able to afford to rent a decent townhome in Mammoth although we just had a 15% rent increase. But we would prefer to own and have a yard for our family--we could afford the mortgage but not a 10-20% down payment on a single family home with a garage (minimum \$500,000). Because we have previously owned homes we are not eligible for "first-time" buyer programs.
3124195465	Affordable single standing homes, not apartment style
3124195465	Single standing homes, not apartment or condo style
3136416521	assist in private development of small single family homes
3139522973	mid-size affordable single family homes
3151099276	standard family (single) homes
3158240203	sane pricing for rentals, motels, etc. Condo associations "fees" make condos more expensive than small non-condo housing, despite a lower mortgage/taxes payment.
3158240203	We need more of Mr. Lee's type of temporary housing (now owned by the mountain as a dorm), and a way to reduce the cost of small condos.
3164597950	Smaller homes. 1-bedroom, downstairs houses or apartments for under \$600/month for people on fixed incomes (seniors, disabled, etc.)
3164597950	Space rent in mobile home parks are going way to high! Single person, 1-bedroom houses are unaffordable! My income is not \$2500/month!
3165671681	Mammoth Lakes itself does not have affordable single family homes.

Appendix C: Guidelines for Town of Mammoth Lakes' Revolving Loan Fund for Deed Restricted Units⁷⁰

UNIT PRIORITIES

With a limited amount of Revolving Loan Funds available and short periods of time (sometimes 30 days) to respond to an Owner's intent to transfer, Mammoth Lakes Housing, Inc. (MLH) staff will follow the unit prioritization outlined below in order to allow the maximum deed restricted unit retention possible.

1. Deed restrictions that allow MLH 30 days to respond to their first right of refusal and do not offer a second first right of refusal.
2. Units in the Meridian Court development, because of concerns voiced by Meridian Court owner's that there are becoming more and more renters and fewer owners.
3. Developer-provided units per housing mitigation ordinance.
4. Units with HELP loan funds as second loans; these funds must be repaid to the State in two payments (one in 2015 and the other in 2017).
5. Units without significant deferred maintenance, which will take less subsidy to ready the unit for the market.
6. Units with newer deed restrictions, allowing 45 day first right of refusal, followed by 60 day good faith marketing with deed restriction, then MLH second first right of refusal for 15 day period.

These are general guidelines, individual cases may warrant variances from the above priorities. Variances are at the discretion of the MLH Executive Director and Town Manager.

The RLF was established via Town Council Resolution 13-49, which identifies the RLF objectives, eligible activity, structure, annual limit, approval, and reporting.

⁷⁰ Approved by the MLH Board of Directors on July 1, 2013.

Appendix D: Town of Mammoth Lakes Housing Element 2014-2019

The 2014-2019 Housing Element was certified by the California Department of Housing and Community Development on July 1, 2014. You can find a copy on the Town's website at: <http://ca-mammothlakes.civicplus.com/index.aspx?nid=636>.