



**TOWN OF MAMMOTH LAKES**

**ANNUAL PLANNING REPORT**

**January 1 – December 31, 2022**

Prepared by:

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Date: March 30, 2023

## **INTRODUCTION AND PURPOSE**

California Government Code Section 65400(a) requires local planning agencies to: "Investigate and make recommendations to the legislative body regarding reasonable and practical means for implementing the general plan or element of the general plan, so that it will serve as an effective guide for orderly growth and development, preservation and conservation of open-space land and natural resources, and the efficient expenditure of public funds relating to the subjects addressed in the general plan."

An annual report including the following information is required to be prepared and submitted to the Mammoth Lakes Town Council, Governor's Office of Planning and Research (OPR), and the CA Department of Housing and Community Development (HCD) each year:

1. The status of the general plan and progress in its implementation;
2. The Town's progress in meeting its share of the regional housing needs;
3. Local efforts to remove governmental constraints to the maintenance, improvement, and development of housing; and
4. The degree to which the Town's approved general plan complies with the State General Plan Guidelines and the date of last revision to the general plan.

In addition to the above-listed required information, the Community and Economic Development Department has included additional content in this report that is locally relevant including planning activities, programs, and permits.

The purpose of this report is to inform the Town Council and the community of Mammoth Lakes about the status of implementing the General Plan, housing issues, and development in Mammoth Lakes. The report should be used to identify what necessary adjustments, if any, should be made to further implement the General Plan in the upcoming year.

This report summarizes the planning activities for the Town of Mammoth Lakes from January 1 to December 31, 2022.

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## ATTACHMENTS

1. 2022 Mammoth Lakes Housing Element Annual Progress Report – HCD Tables
2. Detailed List of Planning Applications

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**EXECUTIVE SUMMARY**

The Town of Mammoth Lakes 2022 Annual Planning Report was prepared by the Town of Mammoth Lakes Community and Economic Development Department in accordance with California Government Code Section 65400. This report will be submitted to the State Department of Housing and Community Development (HCD) and the Governor’s Office of Planning and Research (OPR) on or before April 1, 2023, and will be presented to the Mammoth Lakes Town Council on April 5, 2023.

This report summarizes the measures and actions associated with the implementation of the Town’s General Plan elements with specific reference to each of the individual elements required by State law. These elements include Land Use, Circulation, Conservation, Open Space, Noise, Safety, and Housing. The Town’s General Plan addresses all the required elements and includes several optional elements that address specialized local objectives and priorities. The organization of the Town’s General Plan elements differ slightly from the State’s standard in how they are titled and organized.

During the 2022 planning period, the Town continued to make progress towards implementation of the General Plan through the completion of long-range planning projects that carried over from 2021, and work on both long-range and current projects that were initiated in 2022.

In mid-2022, the Town Council established updated Council strategic priorities and key objectives for the ensuing 18-month period.<sup>1</sup> The strategic priorities build off the 2007 General Plan Vision Statement and are intended to establish and guide staff work programs to further the implementation of that vision. The strategic priorities identified during the workshop formed the basis for strategic investment and allocation of limited time and financial resources during the 2022 planning period. The four primary Strategic Priorities that were adopted, based largely upon the values identified in the 2007 General Plan Community Vision Statement, are:

1. Expand availability and affordability of community housing.
2. Enhance a sustainable recreation economy with partnerships and investment.
3. Investment in infrastructure improvements and maintenance.
4. Implementation of enhanced and required municipal services.

Accompanying the four strategic priorities are focused objectives that could feasibly be accomplished within the projected 18-month period. Accomplishments for the 2022 planning year are discussed throughout this report.

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<sup>1</sup> Prior ‘Strategic Priority and Key Objective Statements’ were approved by the Town Council in 2014, 2016, 2018, and 2021.

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**2007 GENERAL PLAN**

**State General Plan Guidelines**

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

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

The 2007 Town of Mammoth Lakes General Plan did not include updates to the Housing, Parks and Recreation, or Noise Elements. The status of those elements are described below:

- The Parks and Recreation Master Plan (PRMP) was comprehensively updated in 2012, thereby replacing the previous 1990 Parks and Recreation Element.
- The Mobility Element was comprehensively updated in 2016, thereby replacing the 2007 Mobility Element.
- The Housing Element is comprehensively updated on a schedule established by the State and the following updates have occurred since 2007 covering the specified planning periods:
  - 2007-2014 Housing Element (GPA 10-002)
  - 2014-2019 Housing Element (GPA 13-002)
  - 2014-2019 Housing Element Amendment (GPA 15-001)
  - 2019-2027 Housing Element (GPA 19-001)
- The Public Health and Safety Element was comprehensively updated in 2019 to address wildfire hazards and incorporate climate adaptation strategies.
- The Noise Element (1997) is still in effect and will be updated when feasible.

In addition to the above comprehensive updates, the Town Council has made several policy decisions regarding implementation and resulting in minor amendments to the General Plan. These include the 2009 PAOT/PIEC Policy, the 2014 Zoning Code Update, the 2014 elimination of the CBIZ Policy, and the 2016 updates to the General Plan and Zoning Code to implement a floor area ratio (FAR) standard and update the General Plan Mobility Element. A General Plan Amendment was approved in 2017 to increase the allowed uses in the Institutional Public (IP) land use designation, requiring changes to the Land Use Element and the Buildout Table. The purpose of the amendment was to

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allow for a wider range of housing uses to support the allowed institutional uses (e.g., schools, college, hospital, government agencies, etc.) and to allow for the proposed Mammoth Arts and Cultural Center and Wounded Warrior Center projects to be located on properties owned by Mammoth Lakes Foundation, which are located on College Parkway within the IP zoning designation.

A summary of all the General Plan Amendments that have been approved since 2007 is available here: <https://www.townofmammothlakes.ca.gov/DocumentCenter/View/9571>.

### **Key Efforts and Challenges in Implementing the General Plan**

The following key efforts were accomplished in 2022 to implement the General Plan:

- Town Council allocated approximately \$14M in 2021-2022 towards various workforce housing programs and projects, including the Parcel, small-site development (e.g., 60 Joaquin PUD), the Bridge Program, and partnership projects with MLH (e.g., Access Apartments, Homekey hotel conversion).
- Construction began on Phase 1 of The Parcel in 2022. Phase 1 will consist of 81 units (80 affordable, 1 manager) of housing, childcare space for up to 34 children, community space, and a 0.8-acre park. Units are expected to be available for occupancy in fall 2023.
- Town staff continued to partner with Mammoth Lakes Housing (MLH) on the Bridge Program with the goal of increasing the number of affordable units within the Town through the acquisition of existing market-rate units that are then resold at a reduced affordable price (focus is on missing-middle income households [120%-150% AMI]). Six (6) units have been acquired since November 2021 and four (4) units have been resold to income eligible households with a deed-restriction in place.
- Work on the Mammoth Disposal Transfer Station Expansion project continued in 2022. This project will allow for a large volume transfer station and relocation of the recycling center. The transfer station expansion is necessary to accommodate the closure of the Benton Crossing Landfill, and the need to transfer all locally generated solid waste onto long-haul trucks that will be transported to a landfill outside of the region. The project will be completed in 2023.
- Work continued on the Main Lodge Redevelopment project which encompasses a complete redevelopment of all of the Main Lodge ski area facilities. This is anticipated to be a multi-year process. Work completed in 2022 focused on the environmental review (CEQA and NEPA) and drafting of the Specific Plan.
- The Community Recreation Center project continued. Crews continued to build out the Sprung components and operating amenities as well as paving the parking lot. The project will be completed in 2023.
- Master planning of the Mammoth Lakes Foundation (MLF) property began in 2022. Land uses included in the initial concept plan for the site includes a dog park, child-care facility, performing arts center, parking, housing, and snow storage.

The primary challenges encountered while furthering the goals of the General Plan include:

- Competing, necessary, and unanticipated priorities, as well as State mandates influence staff time spent on approved work programs, and do not always directly

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align with the General Plan Implementation Program items that are typically used to gauge progress towards implementing the General Plan. Funding limitations also make it necessary to prioritize specific projects and objectives for Town work programs.

## **Land Use Elements**

Three elements in the 2007 General Plan address land use. These elements are Land Use, Community Design, and Neighborhood and District Character.

### ***Land Use Element***

The Land Use Element states: “An overarching principle of the community is to maintain the town’s compact urban form, protect natural and outdoor recreation resources, and prevent sprawl.”

#### *Zoning Code Updates*

The Town’s Zoning Ordinance is consistent with the Land Use Element of the General Plan and it is implemented through the day-to-day application of the Zoning Ordinance. The Town’s most recent comprehensive Zoning Code Update (ZCU) was adopted in 2014. Since that time, numerous Zoning Code Amendments have been processed. In 2022, the following Zoning Code Amendment was worked on and adopted:

- ZCA 21-001 – Senate Bill 9: This amendment implemented Senate Bill 9 which requires all local agencies to consider certain proposed two-unit projects and lot splits ministerially thereby resulting in residential property owners to split a single-family lot into two lots and place up to two units on each resulting lot. ZCA 21-001 was adopted by the Town Council in January 2022.

#### *The Parcel*

Land Use Element Goal L.2 directs the Town to “Substantially increase housing supply available to the workforce.” Action Item L.2.C.1 directs Town staff to develop a workforce housing strategy. Town Council adopted a Strategic Priority in December 2018, directing staff to focus work programs to “expand availability and affordability of community housing.”

The purchase of the “Shady Rest” parcel was determined to be a near-term action strategy in the 2017 Mammoth Lakes Community Housing Action Plan (CHAP). In an effort to implement the Community Housing Action Plan and facilitate the development of workforce housing as directed in General Plan Land Use Policy L.2.C, the Town purchased the +/- 25 acre “Shady Rest” parcel and escrow closed on the property in March 2018. The CHAP defined a near-term action strategy to pursue a community process of master planning the “Shady Rest” parcel (now referred to as The Parcel). In December 2019, Town Council accepted the Preferred Conceptual Land Use Plan that proposed up to 450 affordable workforce housing units. In January 2021, the Parcel Master Plan was approved by the Town Council, which established the regulatory framework for the build-out of the 25-acre site as an affordable housing development with up to 580 workforce housing units. Following the adoption of the Master Plan, a use permit authorizing double the site’s base density (*allows up to 580 units*) pursuant to the Town’s density bonus provisions and the Phase 1 design review entitlement were approved in February 2021. Tree removal and rough grading began in fall 2021.

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The Parcel Phase 1 building permit was issued in 2022 with construction beginning shortly after. The year's work culminated in the placement of approximately 100 prefabricated building modules on the 2<sup>nd</sup> floor podium of the two buildings. The buildings were then weatherproofed to allow for ongoing interior construction of utilities and finishes throughout the winter months. Further site work, including installation of dry utilities, road, and sidewalks will continue in the spring of 2023. Phase 1 (aka "The Sawyer") includes 81 apartment units within 2 buildings, with affordability levels ranging from 30%-80% AMI and a variety of unit sizes between studio and 3 bedrooms, as well as a community space, childcare facility, and a public park. Units are expected to be available for occupancy in fall 2023.

The Design Review for the Parcel Phase 2 was approved in July 2022. Phase 2 is proposed to be constructed and financed in two phases, Phase 2.1 will consist of 72 units and Phase 2.2 will consist of 76 units, for a total of 148 units. The developer continues to pursue federal and state grant funding for Phase 2 and the subsequent phases of the Parcel.

*Main Lodge Redevelopment*

Following the completion of the land exchange with the USFS in 2020, Mammoth Mountain Ski Area (MMSA) began the planning process for the future redevelopment of the Main Lodge property. After a concept review took place in 2021, preparation of the required environmental documents (CEQA and NEPA) began in 2022. The Draft Environmental Impact Report (EIR)/Environmental Impact Statement (EIS) is anticipated to be released in late 2023, with the final EIR/EIS completed in mid-2024. In September 2022, the applicant submitted a specific plan application (DZA 22-001, GPA 22-001) for the project.

*Other Large Planning Projects Submitted or Completed in 2022*

- Sierra Nevada Redevelopment, Phase 1 (164, 202, and 248 Old Mammoth Road): Rehabilitation of the existing Sierra Nevada Lodge and the addition of 30 resort cabin units. The project also included an Alternate Housing Mitigation Plan (AHMP) to allow the project to satisfy its affordable housing mitigation requirements by converting an existing portion of the hotel into three affordable units with seven bedrooms that will be restricted to employees of the hotel making 80% or below AMI. The project required an amendment to the Clearwater Specific Plan (CSP) to allow the interim development of the site to occur while still preserving the allowances granted to the larger Old Mammoth Place project. *Entitlement submitted in November 2021 and approved in February 2022; Construction began in summer 2022*
- Limelight Hotel (Corner of Canyon Blvd and Lake Mary Rd): 151-room hotel and 15 for-sale residential units. *Concept Review submitted in November 2020 followed by entitlement application in February 2022; Approved in May 2022; Construction began in summer 2022*
- Residence Inn by Marriott (150 and 94 Berner Street): 101-room branded hotel within the North Village Specific Plan area. *Submitted in September 2021 and approved in April 2022*
- Villas III (101 Callahan Way): 33-unit planned unit development within the Lodestar at Mammoth Master Plan area. *Submitted in February 2021 and approved in May 2022*

*Community Indicators Report*



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Land Use Element Action Item L.1.A.2 directs the Town to prepare an annual Community Indicators Report to monitor the pace of growth and to plan for changing conditions. The Community Indicators Report format was developed in 2013 with the assistance of the Planning and Economic Development Commission and various stakeholders in the community. The purpose of the report is to educate residents, inform planning and other public resource allocation decisions, and attract new private capital to the community. The report ties on-the-ground actions to previous visioning, planning, and high-level policies. The Town's Planning staff prepared a Community Indicators Report for the 2021 calendar year, which was accepted by Town Council in August 2022. The 2022 Community Indicators Report will be presented to Town Council in August 2023.

*Urban Growth Boundary*

Land Use Goal L.6 directs the Town to maintain its Urban Growth Boundary (UGB) to ensure a compact urban form, prevent sprawl, protect natural and outdoor recreational resources, and monitor development in terms of build-out in the General Plan. In Accordance with General Plan Land Use Policy L.6.E, the Town continues to monitor and coordinate with Mammoth Mountain Ski Area (MMSA) regarding its Land Exchange with the U.S. Forest Service which was completed in March 2020.

***Community Design Element***

The Community Design Element states: "Our community is set within the forest; trees and the natural landscape are prominent and create a sense of scale and strong aesthetic." The intent statement for this element states that Mammoth Lakes will develop as a village in the trees, and that development will be planned to visually connect with the natural surroundings by accentuating existing Jeffrey pine forest and manzanita/sage scrub and meadows. The Community Design Element also provides direction for the creation of public spaces and improvements to streetscapes.

Policy C.2.B. of the Community Design Element directs the Town to maximize opportunities for public spaces that support community interaction, including performance and arts spaces, and child activity centers through public-private partnerships.

One of the four Town Council Strategic Priorities that apply to the 2022 reporting period includes "Enhance a sustainable recreation economy with partnerships and investment." A specific objective identified under this priority includes direction to fund construction of the multi-use recreational facility (year-round recreation center) and to define the site, plans and phasing for the project.

In 2022, work continued on the Community Recreation Center (CRC) at Mammoth Creek Park West. The CRC will be a Sprung Performance Arena containing an Olympic size ice rink in the winter and the 20,000 square foot Mammoth RecZone sport court in the summer. The CRC will be the major recreation amenity at Mammoth Creek Park West that will also include a natural play area, 7,700 square foot inclusive playground, and a new mobility hub with parking for up to 118 vehicles along with electric vehicle charging stations and access to the Town's trail and transit systems. During 2022, crews continued to build out the Sprung components and operating amenities as well as paving the parking lot. The project will be completed in 2023.

Goal C.3. of the Community Design Element calls for the Town to provide safe and

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attractive public spaces, including sidewalks, trails, parks and streets. To implement the policies and actions of this Element, the Town continues to work on projects that will create significant public spaces and incorporates the oversight of an Advisory Design Panel (ADP) and/or Planning and Economic Development Commission (PEDC) Design Committee to review site design, building massing and architecture of proposed development projects. In 2022, the PEDC Design Committee met six (6) times and reviewed twelve (12) projects. The ADP met three (3) times to review three (3) projects.

***Neighborhood and District Character Element***

The Neighborhood and District Character Element states: “To enhance the unique character of Mammoth Lakes, development of individual sites and districts must be carefully planned...the community’s overall mix and composition of land uses, housing, employment, lodging and amenities should be considered in the planning of each district.”

In 2022, the Town continued to apply the Town wide Neighborhood District Planning document, which integrates all the neighborhood district plans into a single comprehensive document. The Town wide document continues to facilitate the overall planning and implementation of specific policies and actions contained in the individual district plans. The comprehensive 2014 Zoning Code Update codified the recommendations of the Neighborhood District Plans into development and land use standards to facilitate implementation.

**Circulation Element – Mobility Element**

An update to the Mobility Element of the 2007 General Plan was adopted by Town Council in December 2016. The intent statement for the Element states, “The Mobility Element establishes the Town’s goals, policies, and actions necessary to achieve a progressive and comprehensive multi-modal transportation system that serves the needs of residents, employees, and visitors in a way that is connected, accessible and safe.” Public Works projects underway in 2022 that implement the Mobility Element are described below.

The Public Works and Engineering Work program for 2022 aligned with the Town Council Strategic Priority directing new investment in capital infrastructure, improvements, and maintenance. The Council’s objectives included the following:

- Invest in pavement rehabilitation, replacement, and expansion (roads, MUPs, sidewalks, and parks). At a minimum, complete MUP rehabilitation and prepare for the next road rehabilitation project.
- Implement the Airport Capital Improvement Program (ACIP) with near term projects under construction (airport ramp, safety elements, and pavement improvements).
- Focused implementation of the CIP that supports facilities to advance approved/accepted Town Plans with projects and to define “all-in” costs for complete projects.

***Mobility Hub Study***

The Mobility Hub Study was completed in 2022. The project is an SB1 funded Sustainable Transportation Planning Grant Program that was awarded to the Town by Caltrans in 2018. Using the baseline data collected during Phase 1 of the Mobility Hub Study work

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program, as well as information from the public outreach conducted in the summer/fall of 2021, the Final Draft Mobility Hub Study was received and filed on April 2, 2022. The Final Study considers the unique mobility needs of the Town to identify mobility hub locations and amenities, the process to implement a mobility hub program, and potential funding sources. The Study identifies eight mobility hub locations and two pilot project program locations. Site design and amenities for these two pilot project sites were shaped by the baseline mobility hub data and the 2021 community outreach process.

A Mobility Hub was added to the existing Community Recreation Center contract. The work includes a 100+ space parking lot with EV charging, drop off areas, access to nearby sidewalks and MUPs, and a bus shelter and pull-out adjacent to the CRC site along Old Mammoth Road.

*Streets*

The Town continued to perform annual maintenance on Old Mammoth Road through the Old Mammoth Road Benefit Assessment District. Work includes the replacement of curb and gutter, sidewalk panel replacements, and landscaping cleanup adjacent to Old Mammoth Road.

During the summer of 2022 Pacific West Builders began work on the connector streets to the Parcel affordable housing project. The new Inyo Street and an extension of Tavern Road will converge in the center of The Parcel and support the 81 units under construction and future phases of the project. This work is being managed by Pacific West Builders and funded by an Infill Infrastructure Grant awarded to the Town and Pacific. Work is expected to be completed in 2023.

Three street project contracts were awarded in 2022.

- Chaparral Road Extension – The project consists of the construction of a new complete street on a “greenfield” forested site, including installation underground utilities, curb and gutter, sidewalk, multi-use path, bus shelters, street lighting, landscaping, signage and striping. This will support the Parcel.
- Laurel Mountain – The project includes construction of new sidewalk, curb and gutter, storm drain, sewer, street lighting, RRFB pedestrian beacon, and reconstruction of existing pavement on Laurel Mountain Road between Main Street/CA Hwy 203 and Sierra Nevada Road.
- Bluffs Slurry Seal – The project included a resurfacing of Pine St, Fir St, Benz Way and Le Verne St to extend the life and enhance the quality of the existing asphalt pavement. This project was bid, awarded, and constructed in 2022. Funding for this project came from the Bluffs Benefit Assessment District.

Additionally, work was completed on the Local Road and MUP Rehab Project. The project included asphalt pavement reconstruction and rehabilitation on a variety of roads and multi-use paths throughout Town. The work included removal of concrete gutter and existing pavement via grinding or cold planing, pulverization of asphalt and road base, re-compaction of base course, crack sealing, installation of geosynthetic fabric crack treatment, placement of new hot mix asphalt, striping, installation of detectable warning pavers, and associated traffic control and erosion control. Work was completed on the Mammoth Creek MUP and MUPs along Meridian Blvd and SR203. Road rehabilitation work included Sherwin St, Majestic Pines Dr, Monterey Pine Rd, Red Fir Rd and Mountain Blvd.

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The Town held meetings with the California Department of Transportation (Caltrans – District 9) and works jointly with Mono County to provide staff services to the Mono County Local Transportation Commission (LTC).

The Town road crew provided stop gap and seasonal maintenance of the Town's streets, signs, and drainage systems. This included restriping all the Town's streets, replacement of damaged signs, and clearing the Town's culverts and dry wells. Additionally, the Town continued replacing all street name signs with MUTCD compliant signs.

*Pedestrian Facilities and Trails*

Trails accomplishments for the summer of 2022 included the deployment of the Host Program staff to key public access nodes, construction of 1.5 new miles of trail in the Lakes Basin, Trail Days volunteer opportunities, new signage, tree removal, and public communications.

*Reds Meadow*

The project plans for the Reds Meadow Road project have been finalized. The project was put out to bid in late 2022 and awarded in January 2023. Work will begin summer 2023 and will take two seasons to complete.

*Air Service*

Advanced Airlines provided flights from Mammoth Yosemite Airport (MMH) to Burbank (BUR), Carlsbad (CLD), and Hawthorne (HHR) during winter months and CLD and HHR during summer months. United Airlines also continued commercial service to Bishop. Mammoth Yosemite Airport also supported firefighting, emergency response, snow removal, and general aviation.

During 2022, the Security Gates and Terminal Area Fencing project, which began in 2021, was completed. The project included construction of a new 8-foot-tall chain link fence along a portion of the north side of the airport, with two single cantilever gates for vehicles, one pedestrian gate, and a new security camera system.

The Town put out to bid and awarded a project to relocate and upgrade the Automated Weather Observation System (AWOS) at the airport in preparation for the Aircraft Rescue and Firefighting (ARFF)/Snow Removal Equipment Building project. The AWOS Relocation and Upgrade project will begin construction in 2023. The airport also received a grant for the design of the ARFF/Snow Removal Equipment Building.

Staff continued to work with the Federal Aviation Administration (FAA) and consultants to complete the Airport Layout Plan (ALP) Update. The ALP update will be completed in early 2023. Staff continues to work with Inyo County, Mono County, Eastern Sierra Council of Governments, Caltrans, and the FAA on enhancing regional air service and transportation.

*Public Transit*

The Town continues to contract with Eastern Sierra Transit Authority (ESTA) to provide community transit services, which are funded with committed Transient Occupancy Tax revenues and dedicated transit funding. These services provide over 15,000 service hours annually.

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## **Open Space Elements**

Two elements in the 2007 General Plan address open space. These elements are Parks, Open Space and Recreation, and Resource Management and Conservation. The Parks, Open Space and Recreation Element states: "Parks, open space, and our recreational opportunities in Mammoth Lakes are critical to our residents and to the success of our tourism-based economy."

Adopted by Town Council in February 2012, the Parks and Recreation Master Plan (PRMP) assists in implementing the Parks and Recreation element and guides the development and improvement of a system of parks and recreation facilities to serve the recreational needs of Mammoth Lakes' residents and visitors. As stated in the PRMP, the parks and recreation vision is to "provide multi-purpose, year-round, indoor and outdoor recreation opportunities accessible to all residents and visitors."

The fundamental purpose of the Parks and Recreation Department is to deliver residents and visitors with high-quality recreation facilities and diverse programming that promotes excitement, individual expression, exploration, pleasure, challenge and accomplishment that can lead to an improved quality of life. By providing opportunities for these interactions and connections to occur, the department is directly contributing to the development of strong families, social equity, an enriched quality of life and most importantly, a healthy and vibrant community.

### *Parks and Recreation Strategic Workplan*

Accepted by the Recreation Commission in December 2022, the annual workplan was developed to strategically guide the department and Recreation Commission in fulfilling the shared vision and mission for community recreation. The strategies for 2023 are aligned with the Town Council 18-Month Strategic Priorities and the Parks and Recreation Master Plan.

The four core strategies and goals that were accepted by the Recreation Commission are as follows:

1. Maintain and Enhance the Town's Recreation Infrastructure
  - a. Open and operate the Community Recreation Center (CRC), which consists of LA Kings Ice at Mammoth Lakes and the Mammoth RecZone.
  - b. Lead and support efforts to provide multi-purpose, year-round, indoor and outdoor recreation amenities in Mammoth Lakes. CIP projects include: Community Dog Park, Park at the Parcel, MACC/Edison Theatre, Outdoor courts (tennis/pickleball), Bike Park/pump track, Bouldering Park, and Mammoth Creek Park West play area.
  - c. Enhance recreation infrastructure to improve user safety, operations, and overall guest experience through: (1) Maintenance Best and NEXT practices, (2) Deferred Maintenance Program, (3) Amenities Enhancement Program.
2. Deliver High-Quality, Innovative and Affordable Recreation Programming
  - a. Create and deliver scalable, sustainable and DEI Core Community Programs aligned with the resource capacity and capabilities of the Department.

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- b. Core Program Areas: (1) Youth/Teen camps and programs, (2) Adult activities, (3) CRC programs, (4) Facility operations/maintenance, (5) Community events.
  - c. Provide enhanced recreation programming by partnering with local organizations, fund local non-profit youth sporting groups (YSF), hire skilled instructors, or contract with recreation entities.
3. Strengthen Organizational Systems, Structures and Operations
- a. Realign the Department's organizational structure to further the growth, quality, and efficient delivery of the Core Program Areas.
  - b. Continually improve the delivery of Core Program Areas by constantly measuring performance, utilize a data-driven approach, and implement a NEW community recreation management platform: (1) Recreation and Facility Satisfaction Survey, (2) DaySmart Recreation, (3) PlayCore Data Services Lab.
  - c. Implement a Communication Plan that effectively and in a cost-effective manner, disseminates inclusive information and encourages participation in the Core Program Areas: (1) New Parks and Recreation Department website, (2) Recreation This Week newsletter, (3) social media, (4) Brochures, flyers, and print ads.
4. Build Capacity, Teamwork and Recruit & Retain the Best
- a. Build capacity by aligning positions (responsibilities) and desired outcomes with professional, prepared, and passionate people through: (1) Workforce Development, (2) Professional Development, (3) Education and Networking, (4) Customer Service Training.
  - b. Build a high-performing Team by integrating the 5 C's into daily operations to achieve extraordinary results: (1) Communicate, (2) Connect, (3) Collaborate, (4) Commit, and (5) Celebrate!
  - c. Strategically recruit, retain and recognize our employees: (1) Recruitment Plan, (2) Recognition Plan.

*Recreation Programming*

Parks and Recreation provide essential services and infrastructure critical for the physical and mental well-being and resilience of our community. It is well documented that having access to quality parks and recreation services improves physical and mental health, reduces crime and violence, increases access to healthy foods, drives community connection and boosts economic activity. It is the mission of the Parks and Recreation Department to provide multi-purpose, year-round, indoor and outdoor recreation opportunities accessible to all residents and visitors.

Although the continued COVID-19 pandemic restricted programming early in the year, the department returned to regular pre-COVID-19 programming by Spring 2022. Our popular summer camps were enjoyed by over 500 children, with a host of new products on offer: 5 Day Climbing Camps, TK-1st Grade Bike Camp, Sports Camp, Counselor in Training Camp, Park 'n' Play Camp, Winter Camp, 2nd-5th Grade Mountain Bike Camp, Nature Camp, Photography Camp, Adventures in Art Camp, Crafters Art Camp, and Backpacking Camp. New after-school programming included Gymnastics, Spring Bike Squad, Fall Skate Squad, and Cooking Classes.

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Department support enabled all local youth sport organizations to return to pre-COVID operating levels, and the return of the Adult Softball and Volleyball Tournaments were a welcome addition during the summer.

*Recreation Facilities*

The COVID-19 pandemic highlighted the physical and mental health benefits of outdoor recreation. Regular operations resumed at all parks and facilities in 2022, with the Mammoth Ice Rink hosting 9,477 visitors during the 2020/21 season, and the Whitmore Pool receiving 6,346 swimmers in summer 2022.

*Deferred Maintenance*

The Town continues to operate and maintain all Town owned and managed parks and recreation facilities, including Mammoth Creek Park, Community Center Park and Tennis Courts, Shady Rest Park, and Whitmore Recreation Area. In 2022, a total of \$457,002 of deferred maintenance work was completed.

Deferred maintenance continued at the Whitmore Pool in 2022 with the installation of backwash storage tanks, an updated automated chlorinator for the lap pool, and new sand filters and pumps in the wading pool mechanical room. Extensive rehabilitation of Whitmore Softball Field 2 began in summer and includes removal of lips at the turf/infield interface and the replacement of infield mix and perimeter fencing. Work is scheduled for completion in Spring 2023. New irrigation components were installed at Shady Rest Park and minor crack repair, in addition to parking lot resurfacing and restriping, was completed at the Community Tennis Courts.

*Community Recreation Center*

In February 2021, Town Council awarded the contract to build the new Community Recreation Center (CRC) at Mammoth Creek Park West to Hamel Contracting Inc. The CRC will be a Sprung Performance Arena enclosing an Olympic size ice rink that will operate in the winter. In the summer, durable sport tiles will cover the rink area creating a 20,000 square foot Mammoth RecZone. Combined with community-driven and professionally branded programming, the new year-round facility operated by the Parks and Recreation Department will be a game-changer for recreation in Mammoth Lakes.

The CRC will be the major recreation amenity at Mammoth Creek Park that includes three complementary components: the natural play area, a National Demonstration Site 7,700 sq. ft. inclusive playground, and the new minor-mobility hub with parking for up to 118 vehicles along with electric vehicle charging stations and convenient access to the Town's expansive trails system.

Hamel Contracting Inc. resumed construction in Spring 2022, with the erection of the Sprung structure and the mobility hub completed in 2022. Crews continue to build out the interior Sprung components and operating amenities, including the mechanical enclosure (Chiller/HVAC/Trash), interior restrooms, locker rooms and storage, mechanical and Zamboni rooms. Completion of the project is scheduled for 2023.

*Special Use Taxes*

The Measure R or "Mammoth Lakes Recreation, Trails and Parks Investment Initiative" Ordinance No. 08-01 was adopted by the Mammoth Lakes Town Council in February 2008 and approved by the voters of Mammoth Lakes in June 2008. The Ordinance imposed a

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Transactions and Use Tax in the amount of one-half percent for the purpose of funding Recreation, Trails and Parks. Measure R is a special fund designated for use by the Town of Mammoth Lakes only for the planning, construction, operation, maintenance, programming and administration of all trails, parks and recreation facilities managed by the Town of Mammoth Lakes without supplanting existing parks and recreation facility maintenance funds. Recommendations for the use of Measure R funds are determined by Mammoth Lakes Recreation and presented to Town Council for approval.

Measure R projects completed in 2022 include:

- Measure R audit
- Whitmore Track/Trails End Park maintenance
- Whitmore Track and Sports Field Sports Equipment
- Mammoth Lakes Recreation administration
- Trails administration and projects

The Measure U or “Mammoth Lakes Mobility, Recreation and Arts & Culture Utility Users Tax Ordinance” was adopted by the Mammoth Lakes Town Council in March 2010 and approved by the voters of the Town of Mammoth Lakes in June 2010. The Ordinance states: “On or after July 1, 2011 all proceeds of the tax and imposed hereunder shall be accounted for and paid into a special fund designated for use by the Town of Mammoth Lakes, and used only for the following purposes: Planning, construction, operation, maintenance, programming and administration of facilities and projects for Mobility, Recreation and Arts & Culture. Such tax proceeds shall not supplant existing funds used for the purposes set forth above.” Recommendations for the use of Measure U funds are determined by Mammoth Lakes Recreation and presented to Town Council for approval.

Measure U projects completed in 2022 include:

- Special event transit services
- Arts and cultural programming and special projects
- Contract administration
- Measure U audit
- Special event equipment
- Mammoth Lakes Recreation administration

### **Conservation Elements**

Two elements in the 2007 General Plan address conservation. These elements are Resource Management and Conservation and Arts, Culture, Heritage and Natural History.

#### ***Resource Management and Conservation Element***

The Resource Management and Conservation Element states: “Mammoth Lakes is valued for its majestic setting, the forest and trees, the smell of the pines, wildlife, clean air and water. The goals and policies of this Element address the community of Mammoth Lakes being a leader in managing and conserving these resources.”

The Town continues to support the preservation of Mammoth Creek, which runs through town, by prohibiting development that does not maintain established setbacks and by



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managing Town-owned properties along Mammoth Creek for open space, habitat preservation, and passive recreation.

In accordance with the Town Council's Strategic Priority to "enhance our recreational based economy through amenity investment," the following items were accomplished in 2022:

*Summer Trails and Programs*

The Mammoth Lakes Trail System Trail crew worked over the summer clearing fallen trees, maintaining system trails, installing new signage and continued construction of the new Lakes Basin trail – Black Bear Run. Trail Crew and volunteers were able to complete Dog Boulder, Mamie Woods, Horseshoe Woods, and Horseshoe Lake Loop. There was a ribbon cutting and opening of these trails in October 2022. The summer Trail Host program continues to provide information, collect data, and help residents and visitors have fun safely. Summer 2022 reporting included 14,900 interactions with the public, over 2,000 pounds of trash collected, and over 600 pounds of dog waste removed from trails and recreation facilities. Mammoth Lakes Trail System Trails Days began on June 4th, 2022, in celebration of 'National Trails Days'. Weekly volunteer opportunities were available through September, which allowed the public to volunteer for Trail Crew, Trail Host, and the new Water Host positions. The season ended with the return of the in-person Lakes Basin clean up event that had 42 participants. Trail Days data included 311 Trail Crew and Lakes Basin Cleanup volunteer hours, 30 Trail Host volunteer hours, 15 Water Host volunteer hours, 1.5 miles of new trail construction in the Lakes Basin, Trail maintenance on Mountain View Trail, and 375 pounds of trash removed. Other Town cleanup programs include town cleanup day in May and weekly "Trashy Thursday" events from June – August. Trashy Thursdays reported 177.5 volunteer hours, 1,576 pounds of trash and 15.5 pounds of dog waste removed. The Eastern Sierra Adopt a Trail program grew over the 2022 summer hosting a total of 23 volunteer adopters and 19 sponsors. This program is a partnership between Mammoth Lakes Recreation, Mono County and the USFS.

*Winter Trails and Programs*

Winter multi-use trails were groomed and open to the public through March 25, 2022. The Shady Rest Winter Trails continued to be a highly used facility for Nordic skiers, walkers, fat-bike riders, snowshoers, and dog play. The Sherwins Winter Trail was groomed as conditions allowed. This new facility brings additional recreation use and visitation to the Sherwins area. Over the summer the Mammoth Lakes Trails Committee approved the purchase of a new 4-foot wide Tidd Tech that allows for increased winter grooming capacity. Winter grooming began at Shady Rest on November 10, 2022, thanks to early season snowfall. During the winter season, the Host team was stationed at Shady Rest Park, Sherwins Trailhead, Lake Mary Road closure, and the Village. The host team reported 5,515 interactions from January to April 2022 assisting visitors and locals with wayfinding, directions, parking, regulations, and etiquette information.

These accomplishments made progress towards meeting the Town Council's objectives for this Strategic Priority, which includes enhancing the public's experience with improved access points to the natural environment and utilizing partnerships with Mammoth Lakes Recreation, Mono County, U.S. Forest Service, and the Eastern Sierra Sustainable Recreation Partnership to identify grant funded projects and programs that should be pursued.

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*Climate Change Vulnerability Assessment*

As part of the SB1 Climate Adaptation Planning Grant awarded to the Town in 2017, The Town contracted Placeworks, Inc., to prepare a Climate Change Vulnerability Assessment. The Vulnerability Assessment identifies and analyzes the impacts climate change poses to the Town and the specific geographic areas at risk from certain impacts. The Vulnerability Assessment informed the preparation of climate adaptation goals, policies, and objectives, as well as the development of feasible implementation measures. The adaptation strategies were adopted as part of the 2019 Public Health and Safety Element update.

This project furthers Resource Management and Conservation Element Goal R.1. of the Element, which directs the Town to “Be stewards of habitat, wildlife, fisheries, forests and vegetation resources of significant biological, ecological, aesthetic and recreational value.” The tourism-based economy of Mammoth Lakes relies on its scenic qualities and world-class recreational opportunities, and some of these assets were considered in the Vulnerability Assessment, and the Town adopted recommended adaptation strategies in order to lessen identified impacts to these resources.

*Stormwater Resource Plan*

The Town is an active member of the Inyo-Mono Integrated Regional Water Management Plan (IRWMP) and has a Stormwater Resource Plan (SWRP). The SWRP provides a regional prioritization of stormwater management projects that qualifies agencies for participation in Prop 1 Funding.

*Waste Management/ Recycling*

In 2020, Town Council approved a new Solid Waste Franchise Agreement between the Town and Mammoth Disposal Company. The Agreement allows Mammoth Disposal to provide all solid waste collection and processing services on behalf of the Town for 20 years. This includes addressing the disposal of solid waste after the Benton Crossing Landfill closed at the end of 2022. The new Agreement provides for increased solid waste disposal services and improved recycling services for customers in Mammoth Lakes. To accommodate future solid waste disposal needs, Mammoth Disposal is upgrading and constructing a new transfer station for solid waste and a Materials Recovery Facility (MRF) for recyclables. Reconfiguration and renovation of the existing site to accommodate the new facilities and improve circulation is currently underway, and the renovated facility is expected to be operational in 2023.

Work continued on a feasibility study for a potential biomass facility which was facilitated through a U.S. Forest Service Wood Innovations Grant.

The Town held its annual Town Clean-Up Day in May 2022. The Town provided a drop-off station for the collection of large/bulky items, metal objects, green waste, food waste, hazardous household waste, and recyclable materials. In total, 76.91 tons of waste was collected, which was an increase from the 21 tons of waste material collected when Town Clean-Up Day was held in 2021.

*Tree Removal Permits*

Planning staff continues to implement the Town’s Tree Removal and Protection Ordinance by requiring property owners obtain a Tree Removal Permit for the removal of live trees.

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that are 12 inches or greater in diameter at breast height. In 2022, 51 tree removal permits were processed with a small number of those permits being denied because the minimum criteria for removal was not met. The top three reasons specified on the tree removal permit requests include the removal of hazard trees, trees causing property damage, and tree removal for wildfire fuel reduction purposes.

*Air Quality*

The Town monitors air quality in coordination with the Great Basin Unified Air Pollution Control District (GBUAPCD). This monitoring effort focuses on particulate matter (PM<sub>10</sub>), which is primarily caused by wood burning and cinders spread on roads to increase traction during icy conditions. During the period of November 15<sup>th</sup> to March 15<sup>th</sup>, the Town monitors the air quality and when PM<sub>10</sub> reaches certain levels in town, “no-burn” days are called, meaning that the use of fireplaces and wood stoves are prohibited for that time period.

The Great Basin Unified Air Pollution Control District (District) provides the Town an annual report in May of each year that summarizes the air quality measurements recorded by the district during the monitoring period (Mid-March through Mid-March of the following year) and identifies any exceedances of the State and Federal PM<sub>10</sub> standards. During the Mid-March 2021 through Mid-March 2022 reporting period, the Federal PM<sub>10</sub> standard was exceeded on zero (0) days and the State PM<sub>10</sub> standard was exceeded on five (5) days. Three of the State exceedances were due to wildfire smoke impacts. In August 2021, the Town was impacted by the Dixie and Caldor Fires. In mid-September through early October the Town was impacted by the KNP Complex Fire located in Sequoia and Kings Canyon National Parks. The two non-wildfire State exceedances occurred in December 2021 and January 2022 and were deemed to be caused by local sources, primarily wood-burning stoves, though road cinders may have had a minor contributing impact.

An update to the Air Quality Management Plan (AQMP) was completed in 2013, and the Town continues to implement the goals and policies of that Plan. As part of the AQMP update process, the Town and the GBUAPCD requested the EPA re-designate the Town as in attainment for the federal air quality standard for particulate matter less than 10 microns (PM<sub>10</sub>). The Town had been designated non-attainment for PM<sub>10</sub> since 1987. EPA found that the Town has met the federal standard since 2009 and the EPA formally re-designated the Town as in compliance in 2015. In addition to the re-designation, the EPA also approved the Mammoth Lakes air quality maintenance plan, which demonstrates that compliance with air quality standards can be maintained through 2030.

*Outdoor Lighting*

Mammoth Lakes’ dark night skies are an important resource to the community and local wildlife. These starry skies continue to be preserved through the Town’s Outdoor Lighting Ordinance, which requires exterior lighting to be downward directed and shielded. This requirement significantly reduces dangerous glare for drivers and pedestrians and helps preserve the dark skies for wildlife and residents. The Town continues to require all development projects to be consistent with these lighting requirements and continues code compliance efforts to bring non-conforming fixtures into compliance with the Town’s Lighting Ordinance.

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***Arts, Culture, Heritage, and Natural History Element***

The Arts, Culture, Heritage and Natural History Element states: “It is important that arts, culture, heritage and natural history are encouraged throughout the community.”

One of the Town Council’s Strategic Priorities directs various work programs and funding to “Enhance our recreational based economy through amenity investment.” Specific objectives are identified to assist with accomplishing this priority including finalizing an agreement with the Mammoth Lakes Foundation for the Mammoth Arts & Cultural Center (MACC) operational funding to be provided through Measure U.

In July, Town Council approved an agreement with the Mammoth Lakes Foundation for the operation of the Edison Theatre. The Town re-opened and operated the facility for community use starting in the summer of 2022. A second agreement approved by Town Council supports a planning effort on Mammoth Lakes Foundation property to support an expanded performing arts facility, a childcare center, a community dog park, expanded parking and a limited snow storage area. The environmental review of the proposed uses began in 2022.

Measure U funds are specifically dedicated for recreation, mobility, and arts and culture. CEQA requires a cultural resource analysis for all proposed projects. Mitigation measures are identified for each project to reduce impacts to cultural resources. The Town also complies with Senate Bill 18 and Assembly Bill 52 regarding Native American Tribal consultation.

**Noise Elements**

Noise is addressed in two elements of the 2007 General Plan. These elements are Noise (1997) and Community Design.

***Noise Element***

A goal of the Noise Element is “To protect the citizens of the Town from the harmful and annoying effects of exposure to excessive noise.”

The Town continues to enforce the noise limits stated in Municipal Code §8.16 *Noise Regulation*. An update of the Noise Element and the Noise Ordinance is included on the Community and Economic Development Work Program, but a start date and funding source has not been established.

***Community Design Element***

A goal of the Community Design Element states, “Enhance community character by minimizing noise.”

The California Environmental Quality Act (CEQA) requires a noise analysis for all proposed development projects that are not exempt from CEQA review. Mitigation measures are identified for each project to reduce noise impacts. The Town includes these project specific mitigation measures as conditions of approval for the project to reduce noise impacts. Nuisance complaints related to noise are handled by continued enforcement through the Mammoth Lakes Police Department and the Town Code Compliance staff.

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**Safety Element – Public Health and Safety Element**

The Public Health and Safety Element states: “The community will be comfortable and safe. Facilities that are important to a livable community will be supported, provided, and encouraged.”

In 2022, the Mammoth Lakes Police Department was awarded a grant of \$344,273 from the California Department of Justice Tobacco Grant program. The grant provides program funding for the next three years for a full-time school resource officer and aims to reduce illegal tobacco sales to minors through retail enforcement.

The Town continues to enforce building code requirements to minimize loss of life, injury, and property damage from snow, earthquakes, and fire. The Town also continues to work closely with the Mammoth Lakes Fire Protection District to review proposed development projects to ensure adequate emergency access and fire equipment access. The Town continues to respond to code compliance complaints including those related to potential safety issues. Additionally, the Town’s snow removal operations are essential to the safety, wellbeing, and daily operations of the Community. The Town’s Public Works Department prioritizes streets for snow clearing to maintain safe routes during snowstorms.

Staff continues to enforce the Quality-of-Life Ordinance, adopted in 2015, to ensure that transient rental uses do not create adverse impacts to neighboring properties due to excessive traffic, noise, trash, and similar issues and to ensure that the number of occupants within such rental units do not exceed the design capacity of the structure or cause health and safety concerns. This ordinance requires any new transient use within a residential structure to be inspected prior to the commencement of the transient use. The inspection verifies compliance with the standards and conditions of operation outlined in the Ordinance and ensures compliance with all applicable safety requirements.

All development project applicants are required to submit a Hazardous Waste Acknowledgement Form to disclose any hazardous materials information prior to project review and approval. In addition, the Town maintains an Emergency Operations Plan (EOP) that outlines how the Town will organize to respond to emergencies within the Town’s jurisdiction. In 2022, EOP training continued for all Town staff with a designated roll in EOP operations.

**Economy Element**

The Economy Element in the 2007 General Plan is an optional Element (not required by California State Law) that states: “Mammoth Lakes’ economy is tourism-based...Mammoth Lakes’ economic sustainability is dependent upon the mountain resort, expanded employment opportunities, shoulder season and midweek occupancy, air service and many other components of the community.”

The Town Council’s Strategic Priority objective related to the economy calls for “Investment in Capital infrastructure, new investment, improvements, and maintenance.” The Town continues to track economic indicators for changes that may affect community land resources, tax base, including Transient Occupancy Tax (TOT),

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and employment base. In 2022, the Town continued its TOT enforcement program and initiated 73 TOT compliance cases. Total TOT revenue increased approximately 25% in 2022. TOT revenue collection remained strong during the months rental operations were allowed, including record breaking TOT revenue collection during the months of January, February, March, September, October, and December.

As part of the implementation of the Town Council's Strategic Priority mentioned above, a portion of the excess TOT revenue was allocated to ensure the long-term health and resiliency of the Town by investing in the Town's reserve funds.

- The Operating Reserve (OR) Fund target is 5% of the General Fund budgeted revenue determined on an annual basis. The status of the fund is 100% funded to target.
- The Reserve for Economic Uncertainty (REU) target is 20% of General Fund Budgeted revenue determined on an annual basis. Status of this fund is 100% funded to target.

The Mammoth Lakes Tourism Business Improvement District (TBID) is a benefit assessment district that was developed to help fund marketing and sales promotion efforts for Mammoth Lakes tourism businesses. The TBID was put in place for a period of five years and was renewed for another five years in 2018. The term of the renewed TBID will be in place for five (5) years from September 1, 2018 through August 31, 2023.

A Commercial Cannabis Tax Ballot measure was approved by the voters in the June 2018, General Municipal Election ballot. The approved measure read, "To fund general Town core services such as police, recreation, and road maintenance, shall an ordinance be adopted to impose a business license tax of up to 8% for cannabis retail businesses and up to 4% for all other cannabis businesses (cultivation, manufacturing, distribution, testing), to raise an estimated \$99,550-\$261,708 per year, levied until voters change or repeal it." A total of \$143,872 was collected from this tax in 2022, which is an approximately 13% reduction from the \$165,798 collected in 2021.

The Economy Element includes several implementation items that relate to Mammoth Yosemite Airport (MMH) operations, including seeking Federal funding for airport improvements, upgrading the airport terminal, updating the Airport Master Plan and working with the Federal Aviation Administration (FAA) to evaluate the development of Mammoth Yosemite Airport.

In 2022, scheduled charter air service continued to MMH with service provided by Advanced Airlines. Advanced Airlines and providing flights to Burbank (BUR), Carlsbad (CLD), and Hawthorne (HHR) during the winter months. United Airlines continued commercial service to Bishop.

During 2022, the Security Gates and Terminal Area Fencing project, which began in 2021, was completed. The project included construction of a new 8-foot-tall chain link fence along a portion of the north side of the airport, with two single cantilever gates for vehicles, one pedestrian gate, and a new security camera system.

The Town bid and awarded a project to relocated and upgrade the Automated Weather Observation System (AWOS) at the airport in preparation for the Airport Rescue and Firefighting (ARFF)/Snow Removal Equipment Building project. The AWOS Relocation and

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Upgrade project will begin construction in 2023. The airport also received a grant for the design of the ARAFF/Snow Removal Equipment Building.

Staff continued to work with the FAA and consultants to complete the Airport Layout Plan (ALP) Update. The ALP update will be completed in early 2023. Staff continues to work with Inyo County, Mono County, Eastern Sierra Council of Governments, Caltrans, and the FAA on enhancing regional air service and transportation.

## **Housing Element**

Housing element law requires local governments to adequately plan to meet the existing and projected housing needs of all economic segments of the community and requires all Housing Elements meet the requirements of the California Government Code sections 65583 and 65584. The Town's 6<sup>th</sup> cycle Housing Element was adopted in 2019 and covers the 8-year planning period of 2019-2027.<sup>2</sup>

The following summarizes the Town's progress to achieving the programs identified in the adopted Housing Element. A complete summary of the Town's progress is included as Attachment 1, *2022 Mammoth Lakes Housing Element Annual Progress Report*.

The top Town Council Strategic Priority for 2022 directs staff to, "Expand availability and affordability of community housing." Progress made in 2022 towards this priority and the defined objectives is summarized below:

- Initial planning for "The Parcel" shall be complete and ready to proceed to development and funding through the development of a community-based master plan. (*Action H.1.F.1*)
  - The Parcel Master Plan was adopted by Town Council in January 2021. The updated Master Plan provides the framework for development.
  - The Town Council made a determination that the Parcel was 'exempt surplus land' pursuant to Government Code §54221(f)(1)(A) in April 2021, thereby allowing the Town to enter into a Disposition and Development Agreement (DDA) with the Town's development partner for the project, Pacific West Companies, Inc (PWC).
  - The building permit for Phase 1 (80 affordable units and 1 manager's unit) was issued in May 2022.
  - The parking podium and placement of the Phase 1 modular units was completed in November 2022. Additional work to weather-proof the units and complete the exterior has continued through the winter. Occupancy of Phase 1 is expected in fall 2023.
  - Approximately \$78M in funding has been committed to the Parcel from various sources, including, but not limited to, the State Housing Accelerator Program (\$38.6M), the Infill Infrastructure Grant program (\$21.6M), and local fund commitments from the Town and Mono County.

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<sup>2</sup> The change in the Housing Element update cycle from a 5-year cycle to an 8-year cycle was implemented by [CA Senate Bill 375 \(SB-375\)](#) and is intended to align land use planning for housing with land use planning for greenhouse gas reduction. The RHNA sets local housing and zoning goals to support future growth and these local goals are in turn aggregated into a region-wide Sustainable Community Strategy (SCS) to fairly allocate greenhouse gas emission reduction targets across the region. SB-375 requires consistency between the RHNA and the region-wide SCS, and the consistency is achieved through the implementation of the Regional Transportation Plan (RTP). The [Mono County RTP](#) was last updated in 2019, shortly after the adoption of the Town's Housing Element.

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The Town and PWC are continuing to pursue additional grant programs for future phase funding, in addition to the funding that the Town continues to set aside for the project.

- The Town and MLH launched the Bridge program in 2021 to acquire market-rate units that are then resold to local workforce households at an affordable price. Since the program's inception in November 2021, six units have been acquired and four units have been resold to income eligible households. Staff continue to look for additional units for the program.
- The Town purchased a vacant 0.20-acre site in 2021 and completed the procurement process in 2022 to bring on a design-build entity to construct a 4-unit planned unit development (PUD) The completed units will be sold at an affordable price with a deed-restriction in place to ensure the long-term affordability of the units. The entitlement application was submitted in early-2023 and construction on this project is expected to begin in spring-2023.

The Town continued to dedicate funding (including allocation of Transient Occupancy Tax monies) in support of affordable and workforce housing programs (*Action H.2.A.1*). In 2022, the following programs and entities were funded:

- Mammoth Lakes Housing, Inc. (MLH), operating under a contract with the Town, continued to receive funding from the Town to support their work. MLH was established by the Town in 2003 to acquire and develop reasonably priced housing for the resident worker population of Mammoth Lakes, and to manage and facilitate the ownership and rental of such housing. MLH has successfully rehabilitated and preserved numerous income-restricted housing units in coordination with the Town and other organizations such as IMACA.
- The Town has committed approximately \$14M of General Fund dollars towards housing over the past two years to the following programs and projects:
  - Parcel Phases 1 and 2
  - Bridge Program (conversion of market-rate to affordable)
  - Creative housing solutions (i.e., public/private partnerships, acquisition of employee housing units)
  - Small-site affordable housing development projects (i.e., 60 Joaquin Rd)
  - MLH's 238 Sierra Manor Road affordable housing project (11 affordable units) and Innsbruck Lodge affordable housing project (15 affordable units / 1 manager's unit)

To assist in the inadvertent loss of deed-restricted units (*Policy H.2.G*), the Town and MLH achieved the following:

- The Town sent letters to the 25 deed restricted properties that the Town is tasked with monitoring in late-2021. Through this outreach, the Town was made aware of seven properties (7) where the deed restrictions had been previously rescinded for various reasons and are continuing to work with the owners of the remaining properties to ensure compliance. The goal of this work program item is to determine the status of all the Town deed-restricted units and work with MLH to oversee the monitoring during subsequent years.
- In addition to the Town deed restricted units, MLH monitors approximately 40 deed restricted units on an annual basis.



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The Town and MLH continue to pursue grant funds to support housing programs (*Action H.2.A.2*) and the following grant-related work was completed in 2022:

- The Town and MLH applied for, and were awarded, a \$4.56M Homekey grant for the Innsbruck Lodge Affordable Housing project. This adaptive reuse project will convert the existing hotel into 16 residential rental units, of which 15 will be affordable to households earning at or below 80% AMI. Construction began in winter 2022 and occupancy is expected in fall 2023.
- The Town was awarded a \$3M CDBG housing rehabilitation grant and MLH was awarded a \$3.4M HOME grant for the Access Apartments project. This adaptive reuse project will convert two existing commercial buildings into 11 residential rental units affordable to households earning at or below 80% AMI. MLH is hopeful to begin construction in spring 2023.
- The Town was awarded \$317,184 in CDBG funding allocated by the CARES Act in 2021. The Town initially intended to use the funds for a subsistence payment program (e.g., rental, mortgage, and utility payment assistance) for those financially impacted by COVID-19; however, due to low interest in the program, the Town amended the scope of work to allow for the remaining \$290,000 in funding to go towards the new public park in the Parcel. Construction on the park is anticipated to be completed in summer 2023.
- The Town applied for \$500,000 in CDBG grant funding and \$1M in HOME grant funding in 2022; however, the Town was not successful in the HOME grant application and are still awaiting notification regarding the CDBG grant.
- The Town applied for \$490,000 in Permanent Local Housing Allocation (PLHA) grant funds in November 2022 for mortgage assistance to households earning up to 120% AMI (*awaiting notification*).
- Mortgage assistance continues to be provided through the reinvestment of repaid BEGIN loan funds and two loans totaling \$128,000 were made in 2022. Those funds in turn leveraged \$602,000 of private investment for a total of \$730,000 in local real estate investment.

In 2022, progress was made on the following work program items intended to increase the supply of workforce housing:

- MLH made progress towards construction on their 238 Sierra Manor Road project. The project consists of a substantial rehabilitation and conversion of an existing commercial structure into 11 one-bedroom, low-income apartments. MLH and the Town continued to coordinate with the State on the HOME and CDBG grants for the project. MLH is hopeful to begin construction in 2023.
- The Town issued the building permit and began construction of the initial 81 units (*80 of the units will qualify as affordable housing w/ AMI levels no higher than 80%*) for Phase 1 of The Parcel. Occupancy is expected in fall 2023. Future phases will be dependent on acquisition of funding. (*See highlights in the Town Council Strategic Priorities section above for additional details*)
- Through the Town's Bridge program, four (4) existing market-rate units were converted to owner-occupied deed-restricted units. The income restrictions on these units range from 120% -150% AMI and require occupancy by a local workforce household.
- The Town initiated a zoning code amendment to implement Senate Bill 9 (SB 9) in December 2021. SB 9 requires local agencies consider certain proposed two-

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unit projects and lot splits ministerially and allows residential property owners to split a single-family lot into two lots and place up to two units on each resulting lot. The purpose of SB 9 is to create housing that is affordable-by-design that is affordable to the local workforce.

In order to ensure accessibility and the provision of equal housing opportunities for all persons, the following was implemented and/or continued in 2022:

- MLH has established a relationship with Bishop Indian Legal Aid services to assist tenants and respond to substandard housing complaints and has setup a legal aid remote workstation in the MLH office. The Town's Code Compliance Officer aids in investigating substandard housing complaints. (*Action H.2.E.1; Action H.5.C.1*)
- The Town continues to process applications at no cost to the applicants for Reasonable Accommodation to provide appropriate relief from development standards to might create a barrier to providing housing for a disabled or special needs person. (*Action H.1.E.3*)
- The Town requires that all new developments and rehabilitations of housing units meet the requirements of Title 24 of the California Code of Regulations (Building Code). (*Action H.6.B.1*)
- MLH and the Town continue to maintain information regarding fair housing practices on their websites and in the offices. (*Action H.5.B.1*)

Additional 2022 housing related highlights:

- The Town continues to implement the mitigation requirements of the Housing Ordinance and the Town collected approximately \$900,000 in Housing Impact Mitigation Fees from the issuance of building permits for 34 residential units, 158 lodging rooms, and 3 industrial permits.<sup>3</sup>
- The Town and MLH continue to monitor the annual apartment vacancy rate and enforce its condominium-conversion requirements pursuant to Municipal Code Section 17.52.110. Due to the ongoing low apartment vacancy rate (less than 1%), no condominium conversions have taken place in at least the last five years.

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<sup>3</sup> An additional 13 building permits for residential construction were issued in 2022; however, those permits were either exempt from the housing mitigation fee (e.g., ADU construction, Affordable Deed-Restricted Housing) or their housing mitigation was previously satisfied through the donation of land that was ultimately developed with affordable housing (e.g., Snowcreek VII previously mitigated their housing impact via the donation of land for the Aspen Village apartments).

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**REGIONAL HOUSING NEEDS**

Table 1 summarizes the Town's progress towards meeting the Town's share of the Regional Housing Needs Allocation (RHNA) for the 2019-2027 Housing Element period.

**Table 1: 2019-2027 Progress to Meeting RHNA <sup>1</sup>**

Year Constructed/Restricted	Extremely Low	Very Low	Low	Moderate	Above Moderate
<b>RHNA 2019-2027</b>	<b>13</b>	<b>13</b>	<b>30</b>	<b>34</b>	<b>65</b>
2019	0	0	0	0	41 <sup>2</sup>
2020	0	0	0	0	61 <sup>2</sup>
2021	0	0	0	0	42 <sup>2</sup>
2022	8	8	64	0	46 <sup>2</sup>
<b>Total</b>	<b>8</b>	<b>8</b>	<b>64</b>	<b>0</b>	<b>190</b>
<i>Total Remaining by Income Level</i>	5	5	0 <i>(34 units over the allocation)</i>	34	0 <i>(125 units over the allocation)</i>

<sup>1</sup> The State relies on the number of building permits issued, rather than the number of permits completed, to demonstrate progress in meeting the jurisdiction's share of the RHNA for the planning period.

<sup>2</sup> In years 2019-2022, all of the Above Moderate units permitted were non-deed restricted market rate units.

The building permit for the first phase of development of the Parcel was issued in 2022 and includes 80 units that will be available to households with incomes ranging from extremely-low to low based on the Mono County AMI levels. This project made substantial progress towards meeting the Town's share of the RHNA for the lower income levels; however, additional efforts will need to be focused on the production of housing, particularly for moderate-income residents, in order to achieve the Town's fair share of the regional housing needs.

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**GOVERNMENTAL CONSTRAINTS TO  
AFFORDABLE HOUSING**

The Housing Element is required to analyze and identify potential government constraints to the production of affordable housing, and where possible, identify programs that will help to lessen these constraints. Examples of such constraints are government-imposed fees that contribute to the overall cost of housing production, development standards that make it more difficult or costly to develop, or review processes that add time and cost to housing development proposals.

Although some development standards, such as those for on-site parking, lot coverage, and setbacks may be more stringent than in other communities, they are appropriate in the town's local context, particularly the need to deal with large amounts of snowfall.

The analysis of government constraints found that the Town's permitting, development review, and fees represent actual staff costs and time to process applications and are not unduly restrictive to new residential development. The Town undertook a review of its development impact fees, including housing mitigation in-lieu fees, and as a result lowered fees substantially in 2015. Work began in 2021 on a new Housing Nexus Study and Development Impact Fee study and is expected to be completed in 2023.

The Town of Mammoth Lakes has a Reasonable Accommodation ordinance to help facilitate the construction of special facilities or features for persons with disabilities. The Community and Economic Development Division is committed to reviewing and processing applications for Reasonable Accommodation, at no cost, to provide appropriate relief from development standards that might create a barrier to providing housing for a disabled or special needs person.

Related to the elimination or reduction of government constraints to the production of affordable housing, the Town has completed the following zoning code amendments in recent years aimed at achieving this objective:

- The Town Council adopted an urgency ordinance in 2019 making amendments to the Municipal Code standards for Secondary Dwelling Units ("accessory dwelling units" or "ADUs") to bring the Zoning Code into compliance with the State ADU laws. This amendment to the Zoning Code reduced governmental constraints applicable to building ADUs by further limiting certain development standards and approval requirements. Staff initiated a subsequent amendment in 2020 to the Town's ADUs regulations with the goal of further reducing governmental constraints and improving the clarity and usability of the ADU regulations. This amendment was completed in 2021.
- Town staff completed an update to the Town Density Bonus Program in 2020, which included modifications to the General Plan and Zoning Code. Amendments to the Zoning Code regulations included implementing the revised Town Density Bonus Program and allowing for multi-family residential projects to obtain proportionately greater density bonuses in exchange for deed restricting a greater percentage of the base density units, up to a maximum of twice the base density. This program update reduces governmental constraints by allowing for greater flexibility in the use of the Town density bonus and an allowance for smaller projects to qualify for the program. The minimum project size prior to the update

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required a base density of at least five-units and the updated minimum project size allows for projects with a base density of at least two-units to qualify.

- The Town initiated a zoning code amendment to implement Senate Bill 9 (SB 9) in December 2021. SB 9 requires local agencies consider certain proposed two-unit projects and lot splits ministerially and allows residential property owners to split a single-family lot into two lots and place up to two units on each resulting lot. SB 9 was signed into law in September 2021 and became effective on January 1, 2022. The Town adopted an urgency ordinance in January 2022 to implement development standards related to SB 9. This amendment to implement SB 9 standards is intended to reduce governmental constraints applicable to building residential units by eliminating and/or reducing certain development standards (e.g., setbacks, density, parking, lot coverage, and height) and approval requirements (e.g., ministerial approval of urban lot splits).

Programs identified in the 2019-2027 Housing Element to reduce governmental constraints to housing production include:

- **Policy H.4.A.** *Periodically review and update permit and development fees to ensure that they appropriately reflect the cost of processing applications and providing services to new development, without unduly increasing costs to build housing. The Town is required to conduct annual reviews of development impact fee expenditures, and has a goal of updating the development impact fees every five years.*
- **Policy H.4.B.** *Consider reduction or waiver of permit and development impact fees for projects that dedicate some or all of their units to affordable housing. Consider waiving development impact fees only when significant impacts (e.g. circulation) can be avoided.*
  - *Action H.4.B.1. Consider changes to the Development Impact Fee schedule to reduce or eliminate fees for developments in which at least five percent of units are affordable to extremely low-income households. To be eligible for reduced or waived fee, the units shall be affordable by affordability covenant. The waiving or reduction of service mitigation fees may also be considered when an alternative funding source is identified to pay these fees.*
- **Policy H.4.C.** *Ensure that the Zoning Code continues to meet State Law requirements and does not unduly restrict certain types of housing to be developed. The Town regularly reviews and updates to the Zoning Code to incorporate mandates and other appropriate revisions.*
- **Policy H.4.D.** *Continue to allow accessory dwelling units by right in all residential zones.*
  - *Action H.4.D.1. Accessory dwelling units (ADU) can be an affordable housing option and can help meet the needs of many residents in the Town. To ensure consistency with state law (Assembly Bill 2299/Senate Bill 1069 and Assembly Bill 494/Senate Bill 229) and implement community goals, the Town shall review standards and revise as necessary to facilitate the development of ADUs.*
  - *Action H.4.D.2. Promote development of accessory dwelling units (ADU) by increasing awareness regarding the ability to create accessory dwelling units on single-family residential properties, exploring variances (e.g. side*

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*yard setbacks) to make it easier to fit ADUs on some lots, and establishing a goal for a desired number of ADUs to be built. The Town will also offer incentives to develop ADUs in exchange for long-term rental contracts.*

- **Policy H.4.E.** *Periodically review and update Town codes, ordinances, fee programs and procedures to ensure that they do not unduly constrain housing development, while ensuring development impacts are adequately mitigated through development impact fees and/or other appropriate measure(s).*
  - *Action H.4.E.1. Continue to monitor the Town’s DIF ordinance to assure that impact fees do not create an economic impediment that deters construction of housing needed to meet the Town’s Regional Housing Needs Allocation or workforce housing objectives. If an economic impediment is discovered, Council will take appropriate actions to mitigate it.*
  - *Action H.4.E.2. To address constraints to the availability of long-term rental housing associated with short-term rentals the Town will establish a program identifying methods to mitigate the issue. Components of the program may include waiving fees for illegal short-term rentals owners who commit to restricting their properties as long-term rentals, creating an impact fee levied on short-term rentals that would go towards preserving or creating long-term rental housing, and conducting a nexus study to further study how short-term rentals are impacting the rest of the housing market.*
  
- **Policy H.4.F.** *Prioritize workforce and affordable housing when considering future development proposals relative to Town policies that limit overall population growth.*

Additional information on the Town’s progress towards implementing the above-described policies and actions related to governmental constraints to affordable housing is included in Attachment 1, *2022 Mammoth Lakes Housing Element Annual Progress Report*.

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**PLANNING APPLICATIONS**

The following table summarizes the status of planning applications as of December 31, 2022. A detailed list of application requests is attached to this report (Attachment 2).

**Table 2: 2022 Planning Applications**

Table 1				
Application Types	Requests	Approved <sup>4</sup>	Denied	In Process
General Plan Amendments (GPA)	1	0	0	1
District Zoning Amendments (DZA)	1	0	0	1
Zoning Code Amendments (ZCA)	0	1	0	0
Use Permit Applications (UPA)	4	4	0	1
Tentative Tract Maps (TTM)	4	5	0	1
Tentative Parcel Maps (TPM)	0	0	0	0
Variances (VAR)	4	4	0	1
Design Reviews (DR)	7	9	0	3
Administrative Design Review (ADR)	5	4	0	2
Lot Line Adjustments (LLA)	0	2	0	0
Concept Reviews (CR)	0	NA	NA	0
Adjustments (ADJ)	9	6	0	3
Administrative Permits (AP)	4	4	0	0
Time Extension Requests (TER)	0	1	0	0
Land Donations	0	0	0	0
Building Permits (BP)	832	795	NA	NA
Code Compliance Cases (CC)	160	NA	NA	NA
TOT Compliance Cases	73	NA	NA	NA
Sign Permits (SP)	15	15	0	0
Master Sign Plans (MSP)	1	1	0	0
Tree Removal Permits (TRP)	51	51	0	0
Outdoor Sales Permit (OS)	0	0	0	0
Business Tax Certificates (BTC)	325	323	NA	NA
Film Permits (FP)	5	5	0	0

<sup>4</sup> Approved list includes projects from previous years approved in 2022 by the Director, PEDC, or Town Council

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**LOOK AHEAD - MAJOR PROJECTS IN 2023**

The Town of Mammoth Lakes anticipates a busy 2023 completing significant work programs and projects that will further implement the 2007 General Plan and anticipated projects include:

- Continued work on the Multi-Use Facility and Ice Rink (aka Community Recreation Center) with an expected completion in 2023.
- Process entitlements and the environmental review for the Main Lodge redevelopment project. This multi-year effort will continue in 2023.
- Various hotel entitlement projects within the Commercial zones and North Village Specific Plan (NVSP) area.
- Complete the Parcel Phase 1, which will include 81 units (80 affordable, 1 manager) of housing, childcare space for up to 34 children, community space, and a 0.8-acre park, and begin development of the Parcel Phase II, which will include up to 148 units (*funding dependent*).
- Continue planning the Mammoth Lakes Foundation (MLF) site. Potential uses on the site include a snow pit, child-care facility, dog park, housing, a performing arts center, and parking.
- Continue to pursue the purchase of market-rate units through the Bridge program that will then be resold as affordable deed-restricted units.
- Begin construction on the four-unit residential project on the Town-owned 60 Joaquin Road site. These units will be sold at an affordable deed-restricted price.
- Completion of a Housing Nexus Study and DIF Fee Study update.
- Continued administration of existing housing grants (CDBG, HOME, and BEGIN) in conjunction with MLH. The Town and MLH will continue to review and consider additional housing grant opportunities as funding becomes available.
- Continued TOT Enforcement.
- Continued implementation of the Quality-of-Life Ordinance.
- Code Compliance.
- Permit Processing.
- Implementation of grant funded sidewalk and trails projects.