



Mono County Housing Needs Assessment and Residential Survey



FINAL REPORT

Final Report

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Mono County Housing Needs Assessment and Resident Survey

Prepared for

County of Mono

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SECTION I.

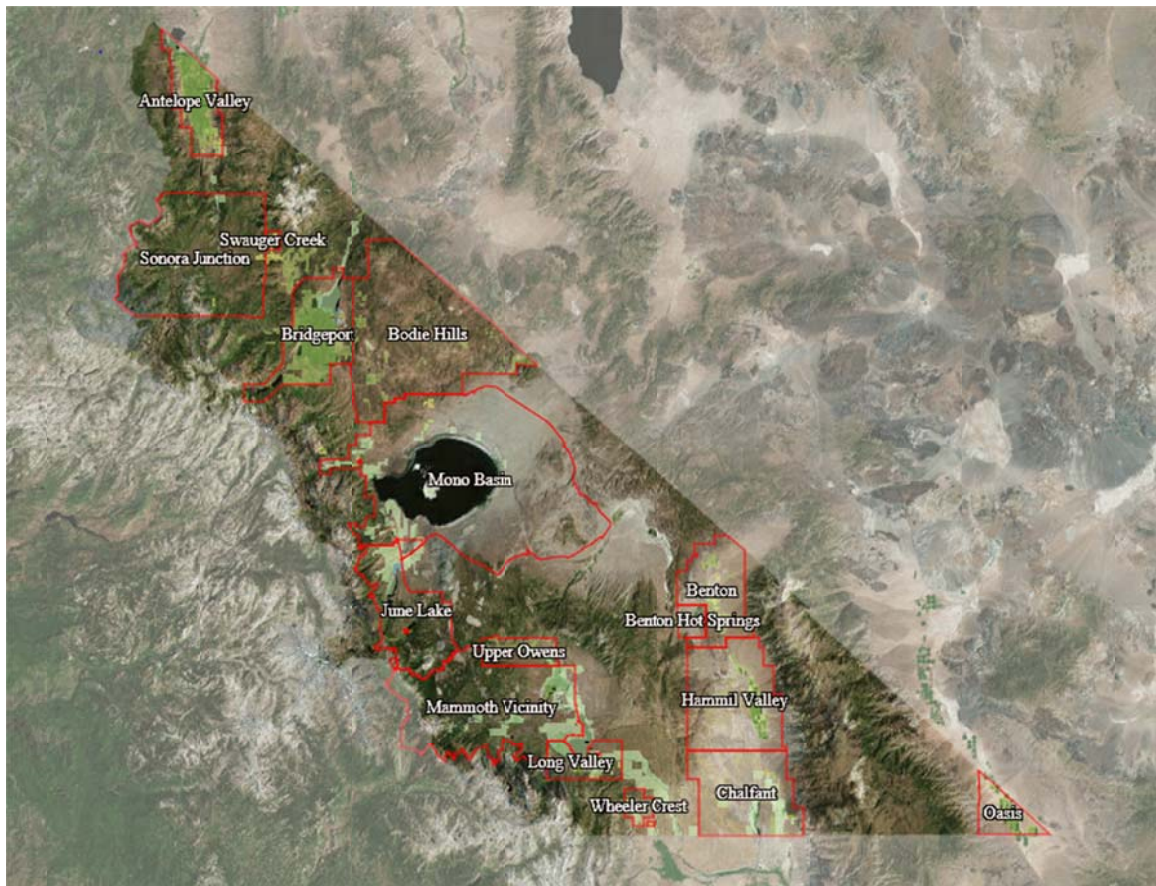
Executive Summary

SECTION I.

Executive Summary

This Executive Summary discusses key findings from the Mono County Housing Needs Assessment. This Needs Assessment presents findings for the unincorporated portions of the County, as well as the County as a whole, and compares housing conditions to those in the Town of Mammoth Lakes. A survey of residents was conducted to inform this Needs Assessment, which allows data to be presented by planning area. That analysis is presented in Section III, and utilizes easy-to-digest infographics. A map of planning areas appears below.

Figure I-1.
Mono County Planning Areas



Source: Mono County.

Background on study. Mono County commissioned BBC Research & Consulting to identify the current housing needs in Mono County. The last comprehensive study on Housing Needs in Mono County was done in 2005. The research and data collected will serve as the basis for updating the Mono County Housing Element and Housing Mitigation Ordinance. Additionally, the Mono County Need Assessment will inform related planning goals and objectives evaluating and regulating short-term rentals to support vibrant self-sustaining communities. The original scope

of work for the Mono County Needs Assessment was funded by a Community Development Block Grant (CDBG) and was expanded by contributing funds from the Town of Mammoth Lakes. Because the CDBG funds must meet the National Objective of benefiting low- and moderate-income individuals, there were limitations on the data collection effort and scope of work. The Town of Mammoth Lakes and Mono County see value in a regional approach to improve the housing shortage in the area. The financial contribution from the Town of Mammoth Lakes allows us to look at data for both the Town and County for solutions to a regional problem.

Geographic level of analysis. This study reports findings at several geographic levels: Unincorporated County, County overall, unincorporated town, and planning area. Data that were collected through the survey are available at the unincorporated town and planning level except when sample sizes are too small for reliable data. The only incorporated part of the County is the Town of Mammoth Lakes. The balance of the County is called the “unincorporated county” in this report.

Demographic Changes

Mono County is home to 13,713 residents. Of these residents, 42 percent (about 5,800 residents) live in the unincorporated county; 58 percent live in the town. Population growth in the County overall has fluctuated during the past 17 years, consistent with economic conditions in the State of California and the nation as a whole. Growth was strongest and most steady during the 1990s, somewhat erratic between 2000 and 2015—and has recently been positive.

On average, Mono County overall added 145 people per year between 1990 and 2017. Most of this gain occurred in the 1990s. Between 2000 and 2017, this average was closer to 50 people per year.

Growth patterns differed considerably by geographic area, with Mammoth Lakes absorbing the lion’s share of County growth. This has led to a shift in the proportion of County residents residing in Mammoth Lakes, from 48 percent in 1990 to 58 percent today.

Mono County’s growth has long been driven by tourism and, more recently, second homeownership. In the past two decades, technological advancements have made it possible for residents to live in resort areas and work remotely, increasing the potential for permanent resident-driven, as well as employment-driven growth. The entrance of Millennials into the workforce—an age cohort that has unprecedented comfort with technology—has contributed to the expansion of work at home options. That said, Mono County workers are less likely to work from home than workers nationally due to the limits on wireless/broadband access. For now, the County’s economy remains tourist and second home driven. Residents surveyed for this study express a strong interest in staying and working in the County. Yet future technological advances enabling remote work could change the character of the County and put even more pressure on the housing market.

The State Department of Finance estimates that the County’s population will increase until 2041, after which it will begin to decline. Growth during the next 10 years (2018-2027) will average 70 people per year—about 20 more people per year than the 2000-2017 average annual growth.

In sum, the County's population growth—both unincorporated areas and the Town's—during the past 25 years has been determined by several factors, all of which are difficult to predict in the future:

- 1) Strong growth in the 1990s associated with migration patterns to the Western U.S. and resident preferences to live in lifestyle communities;
- 2) Dramatic swings in the U.S. economy, influencing tourism, second home acquisition, and private investment; and
- 3) Entrance of the large cohort of Millennials into the workforce and housing market.

Although the proportion of county residents living in Mammoth Lakes increased significantly between 1990 and 2017, this could change due to the mismatch between the salaries of workers who will be in demand and housing prices. If housing prices continue to rise as rapidly as they have in recent years, it is likely that permanent residents, particularly those who desire to purchase a home and have lower incomes, will reside in the unincorporated area. This will put increased pressure on the County to create housing opportunities to accommodate that demand.

Housing Market Conditions

As discussed above, after many years of stagnant growth, the County's population began to increase in the past year. This, along with improvement in the national economy and ability to support second homeownership, has created a new demand for housing—and increase in housing prices.

Although much of the County's overall growth has occurred within the boundaries of the Town of Mammoth Lakes, housing shortages within Town are shifting demand into the unincorporated County. Historically modest development in the County has made it difficult to accommodate this new demand, leading to increased housing prices.

Much of the County's recent housing growth has been driven by second homeownership and, more recently, vacation rentals. At 35 percent, Mono County has one of the lowest permanent resident occupancy rates—and, conversely, highest seasonal occupancy rates—of peer counties.

The unincorporated County remains very much a single family detached home market, with typical rural development patterns. Overall in the County, fewer than 10 percent of units single family attached or duplex/triplex/fourplex products.

The attached products that do exist tend to be luxury units and are in the Town of Mammoth Lakes. Currently, all attached products for sale are located in Mammoth Lakes and are expensive, priced at more than \$550,000. Affordable attached products are a significant need for workforce and families—in the unincorporated county, as well as in the town.

When homes do come up for sale in the unincorporated County they are out of reach for the typical worker. As of August 2017, there were just nine single family homes in the unincorporated County for sale under \$350,000. Another nine were priced between \$350,000 and \$450,000.

Renters who could have moved into ownership in the 1990s cannot find affordable homes to buy—yet the vast majority of them (90%) would like to buy in the next five years. To become homeowners, renters in the County who want to buy would need a home priced at around \$200,000—or \$400,000 for a two-earner renter household. In the unincorporated County, there were fewer than 10 single family homes priced under \$450,000 available for sale in August 2017, and no condominiums.

Renters surveyed for this study recognize that deed-restricted products may be the best opportunity to own and express interest in this possibility: 41 percent of renters surveyed said they would be “very interested” in buying deed-restricted products. Interest was stronger for renters living in Mammoth Lakes: 44 percent said they were “very interested” in such products, compared to 31 percent for Mono County renters living elsewhere in the County.

According to the resident surveys conducted for this study, low income residents—and residents with larger household sizes, e.g., families with children—are more likely to live outside of Mammoth Lakes. Crowley and Bridgeport, for example, have some of the largest proportions of 4-person households in the County. This is likely to continue as housing prices in Mammoth Lakes rise.

Residents who can find housing report that the units have repair needs; this is especially true of renters. Nine percent of renters surveyed for this study say their units are in “poor” condition, 32 percent described them as “fair” condition. For owners, one percent reported the condition of their home as “poor” and nine percent reported the condition as “fair.”

The County has very little housing inventory to absorb future job growth. The jobs most likely to grow in the future are in tourist-related industries: food services and preparation, housekeeping, retail, and services. These jobs typically pay around \$10 per hour—or \$20,000 per year. Most workers in the County hold more than one job, putting their annual earnings closer to \$35,000 per year. This is enough to afford the median rent, particularly with a roommate who works.

A housing model that was developed for this study estimates a range of current and future housing needs. The modeling exercise found a current need of between 175 and 450 rental units in the County overall. The low end of this range captures units that are needed to accommodate unfilled jobs, help workers who will leave the County due to housing conditions, and alleviate some of the needs of renters living in overcrowded conditions. The high end of the range includes providing rental units for in-commuters who want to live in the County. **The model suggests that 50 to 100 units are needed in the unincorporated County.**

The model also estimates significant demand for affordable ownership based on interest of current renters, including strong interest for deed-restricted products. This is true for both renters living in the unincorporated County as well as those living in Mammoth Lakes.

Future housing needs are largely determined by employment growth, and estimates of job growth differ widely due to variance in economic conditions. The housing needs projections for 2022 use three job growth scenarios: one based on last year’s growth, one incorporating the more aggressive state growth estimates, and one based on input from employers who were surveyed for this study.

The most conservative estimate shows a need for 184 additional housing units by 2022. The accelerated growth estimate suggests a need for as many as 664 units. The reality will likely be somewhere in the middle and, for the unincorporated county, require approximately 70 housing units to accommodate new housing demand from employment growth. This is in addition to the 50 to 100 units that are needed to address renters' needs currently. **Altogether, the unincorporated County has a need for between 120 and 170 units to accommodate current needs and future employment growth.**

To avoid facilitating an economy with "worker churn" and a loss in middle income families and residents, it will be imperative that the County and Town facilitate the creation of permanently affordable housing units that accommodate a variety of households. This should be paired with grants and low interest loans that address condition needs, particularly weatherization.

**Figure I-2.
Current and Future Housing Needs**

Current Housing Needs	County Overall	Mammoth Lakes	Unincorporated County
Renter Demand			
<i>Rental units needed to house workers for unfilled jobs</i>	40-55	40-55	5-10
<i>Commuters who would like to live in Mammoth Lakes</i>	220	220	0
<i>Worker households who plan to leave the County due to lack of housing</i>	31	25	7
<i>Year round worker households that are overcrowded</i>	247	116	131
<i>Seasonal worker households that are overcrowded</i>	44	44	0
<i>Units needed to alleviate overcrowding (1-1.5 unit per overcrowded household)</i>	100-125	55-70	45-55
<i>Renters who had to move because they can't afford housing or their units converted to seasonal (for comparison)</i>	299	199	100
Range of Unmet Demand for Rental Units	175-450	125-350	50-100
Ownership Demand by Renters			
<i>Households who currently rent and want to be owners in the next 5 years</i>	1,009	640	369
<i>Current owners who plan to sell in next five years</i>	363	176	187
<i>Seasonal owners who plan to sell in the next five years</i>	405	359	47
<i>Total units that could be available to new owners</i>	768	534	234
Range of Demand for Ownership	235-625	100-375	135-250
Repair Needs			
Occupied units			
<i>Owners who need repairs (units in "fair" or "poor" condition)</i>	332	176	156
<i>Owners who need significant repairs (units in "poor" condition)</i>	33	18	16
<i>Renters who need repairs (units in "fair" or "poor" condition)</i>	1291	846	445
<i>Renters who need significant repairs (units in "poor" condition)</i>	283	186	98
Future Needs			
From Employer Survey (Lower Bound Estimates)			
FTE equivalent worker housing needed	83		
FTE seasonal workers housing needed	102		
New housing units needed, 2022	184	144	40
Continued Employment Growth Scenario (Middle Estimates)			
Current employment, excluding self employed	7,430		
Growth 2016-2017	2%		
Projected employment, 2022	8,163		
New jobs by 2022 if future growth is similar to 2016-2017	733	608	125
New housing units needed, 2022	339	269	70
State Projections of New Jobs plus Replacement (Upper Bound Estimates)			
New jobs, regional growth by industry applied to Mono County	444		
Replacement jobs	991		
New jobs by 2022 based on state projections	1,435	1,135	300
Employees needed	1,196		
New housing units needed, 2022	664	524	140
Self Employed Workers, Estimated Range of Growth			
Job growth, self-employed workers	240		
New units for self-employed workers	133		

Note: Model assumes that there are 1.8 workers per household, except for seasonal (2.5), and workers hold 1.2 jobs.

Source: BBC Research & Consulting.

SECTION II.

Housing Market Conditions

SECTION II.

Housing Market Conditions

This section describes the housing conditions in Mono County. It focuses on housing unit growth, product type, affordability of housing stock, and future needs for housing. The section begins with an overview of demographic changes in the County.

Demographic Overview

The State of California's Department of Finance, which maintains population estimates and projections, puts the County's 2017 resident population at 13,713. Of these, about 5,800 live in unincorporated areas of the County. About 58 percent of the County's residents, approximately 8,000 people, live in the Town of Mammoth Lakes ("Mammoth Lakes").

Population growth and change. The County's population growth was strongest in the 1990s. After years of steady growth, the County's resident population reached 12,853 in 2000 and peaked at 14,219 in 2011 before it began a steady decline. In 2016-2017, Mono County reported positive population growth for the first time in five years.

Much of the growth was driven by population gains in Mammoth Lakes. Compared to Mammoth Lakes, growth patterns in the rest of the County have been more modest. Between 1990 and 2017, the County added a total of 3,757 people overall. The unincorporated County growth was 540 people. Most of the growth (3,217 or 86%) occurred in Mammoth Lakes.

Between 1990 and 2000, the County added an *average* of 289 people per year. This compares to 54 between 2000 and 2017. For the unincorporated County only, average annual growth was 59 people between 1990 and 2000, and negative 3 between 2000 and 2017.

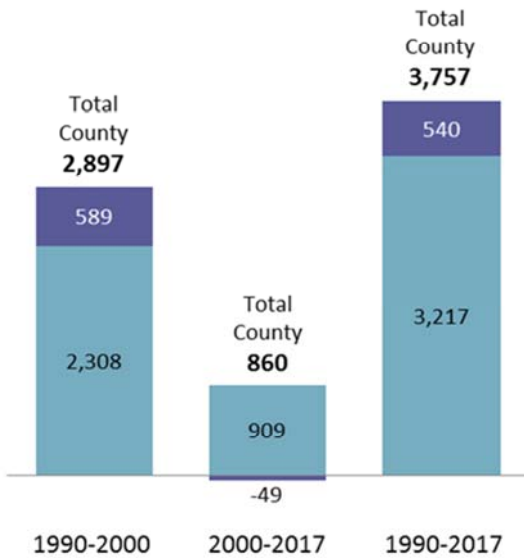
The infographic below summarizes key elements of County and Town growth between 1990 and 2017. Of note is the shift in the proportion of County residents residing in Mammoth Lakes.



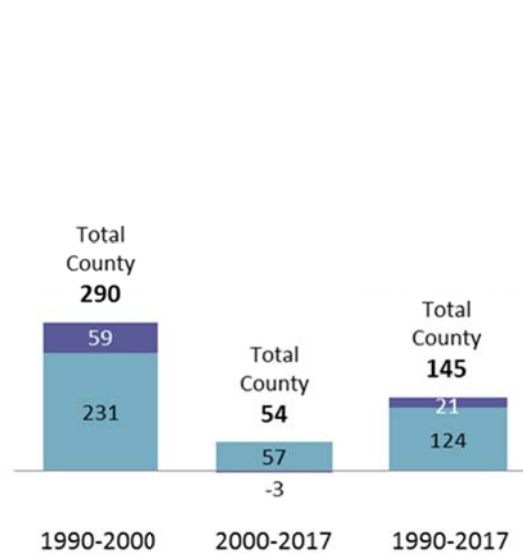
UNINCORPORATED MONO COUNTY AND TOWN OF MAMMOTH LAKES POPULATION TRENDS

- Mammoth Lakes
- Unincorporated County

POPULATION CHANGE



AVERAGE ANNUAL GROWTH



SHARE OF OVERALL COUNTY POPULATION

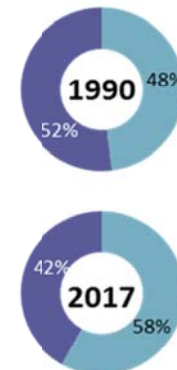
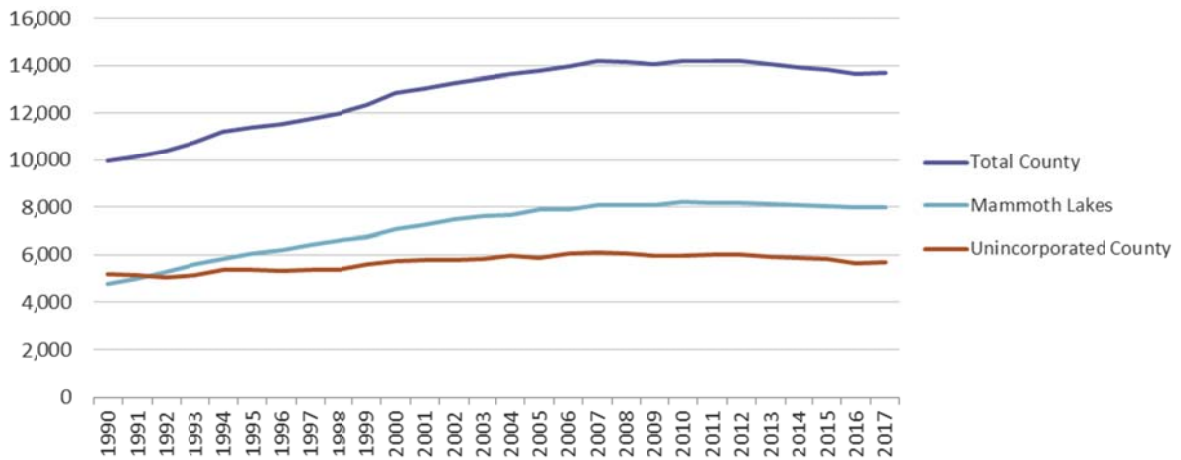


Figure II-1a shows resident population trends between 1990 and 2017 based on State estimates; Figure II-1b shows population estimates from the U.S. Census. The Census estimate is higher than the State's 2017 estimate because the Census estimate is based on a five-year average that includes the population peak in 2011.¹

Figure II-1a.
Resident Population Trends, Unincorporated Mono County, Town of Mammoth Lakes, County Overall 1990-2017

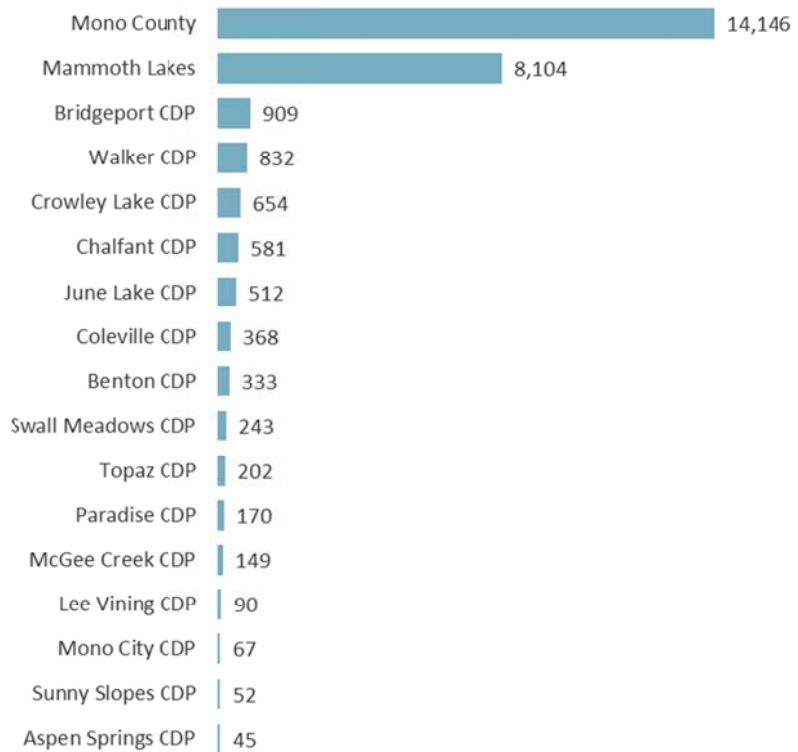


Source: State of California, Department of Finance.

Figure II-1b.
Estimated Population for Mono County, Town of Mammoth Lakes, and Census Designated Places, 2015

Note:
 Population estimate is a 5-year average and includes the population peak of 2011.

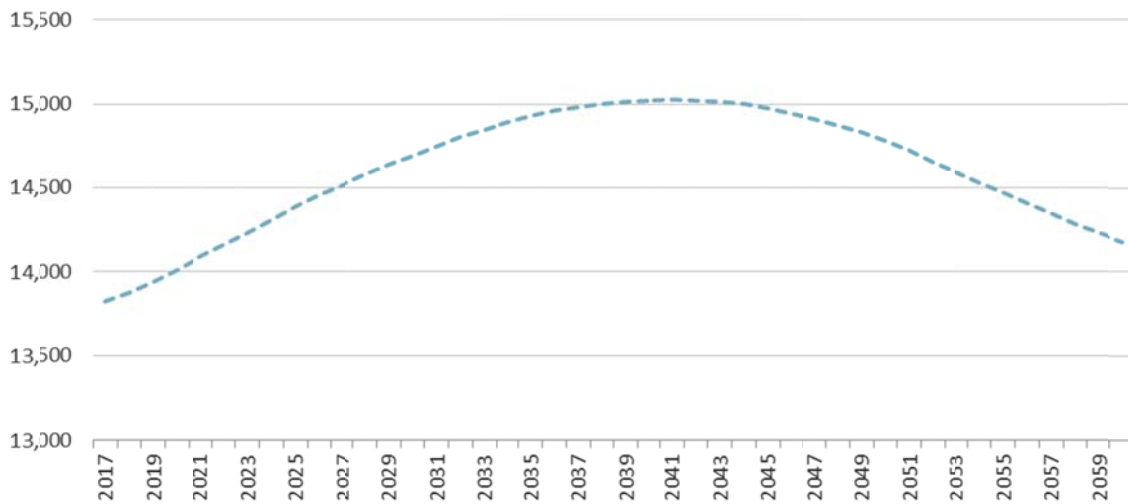
Source:
 U.S. Census 5-year American Community Survey.



¹ The state demographer does not provide estimates by CDP.

Projected growth. The State Department of Finance estimates that the County’s population will increase until 2041, after which it will begin to decline. Growth during the next 10 years (2018-2027) will average 70 people per year—about 20 more people per year than the 2000-2017 average annual growth. These projections are only available for the County overall (not separately for the unincorporated area and the Town).

**Figure II-2.
Resident Population Projections, Mono County, 2017-2060**



Source: State of California, Department of Finance.

Mono County’s growth has long been driven by tourism and, more recently, second homeownership. In the past two decades, technological advancements have made it possible for residents to live in areas like Mono County and work remotely, increasing the potential for permanent resident-driven, as well as employment-driven growth. These opportunities grew during the 2000s, stalled with the Great Recession, and are underway again in many areas of the country. The entrance of Millennials into the workforce—an age cohort that has unprecedented comfort with technology—has contributed to the expansion of work at home options.

The Bureau of Labor Statistics recently reported that the share of U.S. employees working from home rose from 19 percent in 2003 to 24 percent in 2015.² In the County, this proportion was 4 percent in 2017, with the majority of residents working from home in Mammoth Lakes. A lack of access is a likely cause of this disparity. Mono County is one of the 10 California counties with the least access to broadband Internet services (at least 25 mbps download speed). Only 16 percent of Mono County residents have broadband coverage with at least 25 mbps download speed, compared to 94 percent statewide.³ Most of the county’s communities have access to wireless Internet with 3 mbps speed (Aspen Springs, Benton, Bridgeport, Hammil Valley, Hilton Creek, McGee Creek, Mono City, Swall Meadows, and Tom’s Place/Sunny Slopes). Coleville, Crowley Lake, Topaz and Walker have access to 6 mbps DSL/HSI service. The fastest Internet speed in the

² <https://www.bls.gov/opub/ted/2016/24-percent-of-employed-people-did-some-or-all-of-their-work-at-home-in-2015.htm>

³ <https://broadbandnow.com/California>

County (1 gbps) is found in Chalfant Valley, June Lake, Lee Vining and Mammoth Lakes with either fiber-to-the-premise or cable service.⁴ This service is currently in design, awaiting service or under construction for Aspen Springs, Benton, Bridgeport, Crowley Lake, Mono City, Tom's Place/Sunny Slopes and Walker.

In sum, the County's population growth during the past 25 years has been determined by several factors, all of which are difficult to predict in the future:

- 1) Strong growth in the 1990s associated with migration patterns to the Western U.S. and resident preferences to live in lifestyle communities;
- 2) Dramatic swings in the U.S. economy, influencing tourism, second home acquisition, and private investment; and
- 3) Entrance of the large cohort of Millennials into the workforce and housing market.

Technological advances that have facilitated remote working and relocation of workers to lifestyle communities have not yet been a major factor in growth in Mono County outside of Mammoth Lakes—but could be in the future as construction of 1 gbps fiber-to-the-premise is completed.

Where residents live. In 2005, when the last countywide housing needs assessment (2005 HNA) was conducted, a little more than half of residents surveyed reported living in Mammoth Lakes. Figure II-3 shows where residents reside in the County according to the surveys conducted for this study.

The Residents sample is drawn from the online survey which was available for all residents to take; the Low Income Sample was conducted by telephone and, as suggested by the name, represents low income households. In order to qualify to respond to that survey, the resident had to either live in a low income Census tract or meet the household size and income guidelines designating low income household. Thus, the Low Income Sample includes both low income areas and low income residents.

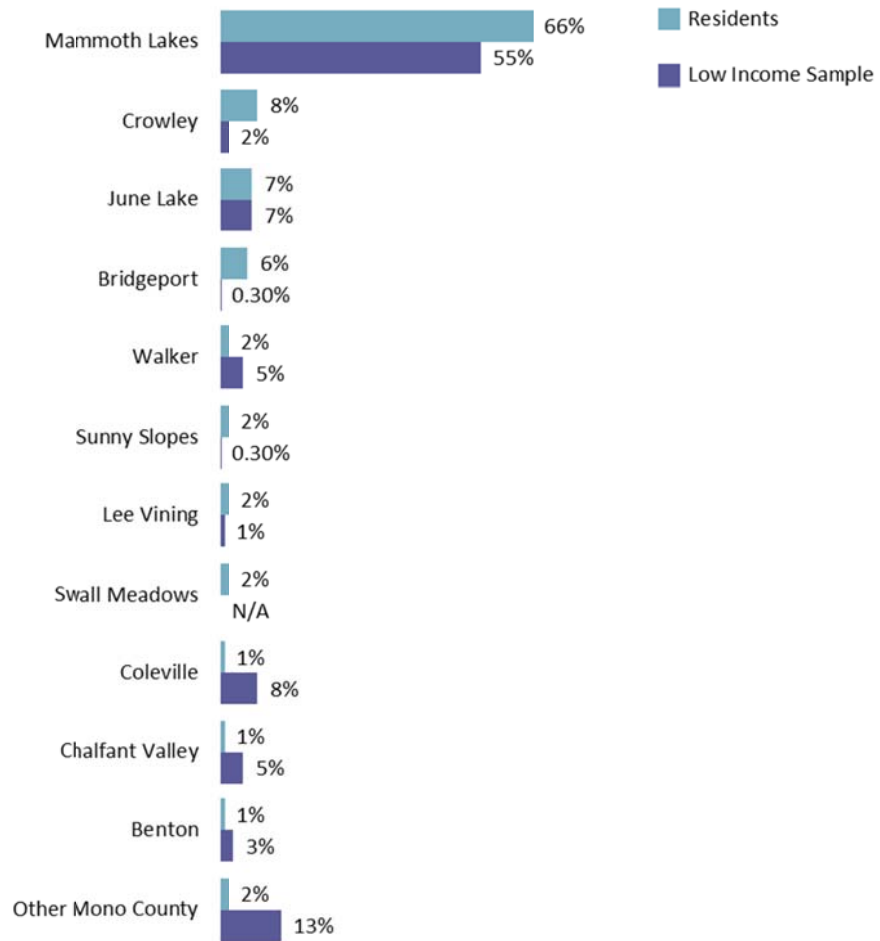
As demonstrated by the figure, fewer low income residents live in Mammoth Lakes and more live in surrounding areas in the County.

⁴ <https://gis.mono.ca.gov/apps/broadband/>

**Figure II-3.
Resident Survey
Respondent Place
of Residence**

Note:
n=860 Resident sample
respondents and n=301 Low
Income Survey respondents.

Source:
2017 Housing Choice and
Needs Survey, Resident
Sample and Low Income
Survey.



According to Census data on where workers live, the Town of Mammoth Lakes has a higher proportion of workers than its share of residents (63% workers v. 58% residents), consistent with the figure above, which suggests that low income residents live outside of Mammoth Lakes and commute into the town for jobs. Bridgeport and June Lake, in contrast, have a lower proportion of workers when compared to residents.

Household composition. Between 2000 and 2010, the County’s proportion of households with families increased slightly. The proportion of married couples without children declined by 6 percentage points between 2000 and 2010. In 2010, about one-third of households consisted of families with children. Another 23 percent were married couples without children.

The largest proportion of households was people living alone, with roommates, and other arrangements (e.g., living with relatives other than a spouse). Figure II-4 presents household composition for Mono County for 2000, 2010 and 2017.

Figure II-4.
Household Composition, 2000, 2010, 2017

	2000		2010		2017	
	Number	Percent	Number	Percent	Number	Percent
Families with children	1,464	28%	1,719	33%	1,472	30%
<i>Married couples</i>	1,079	21%	1,227	23%	1,227	25%
<i>Single parents</i>	385	7%	492	9%	245	5%
Married couples, no children	1,505	29%	1,201	23%	2,159	44%
Households living alone and with roommates or other relatives	2,168	42%	2,363	45%	1,325	27%
Total households	5,137		5,283		4,906	

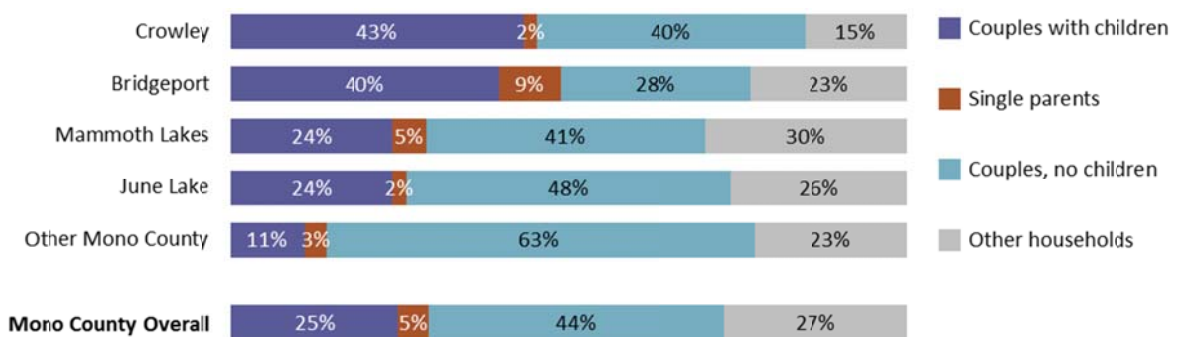
Note: Household data from the Housing Choice survey (2017 data) includes unmarried couples; this explains much of the variation between the Census proportion for married couples, no children and households living alone and with roommates or other adult family members.

Source: U.S. Census 2000, 2006-2010 American Community Survey (ACS), 2011-2015 ACS, 2017 Housing Choice and Needs Survey, Resident Sample.

Figure II-5 shows household composition according to the Housing Choice survey. The survey results found slightly fewer households with children than the Census reported in 2010 (30% in 2017 v. 33% in 2010) and a greater proportion of couples living without children (44% in 2017 v. 23% in 2010). This suggests a shift in household composition since 2010 toward couples without children.

Households in Crowley and Bridgeport are more likely than households in Mammoth Lakes, June Lakes, or the remainder of the County to be couples with children. Nearly two-thirds of households living in Mono County but not in Crowley, Bridgeport, Mammoth Lakes, or June Lake are couples without children in the home, as shown in Figure II-5. Note that the 2017 survey data is not directly comparable to Census data reported in Figure II-4 because the survey does not distinguish between married and unmarried couples. However, the survey data provide an indication of general trends in household composition.

Figure II-5.
Household Composition by Community, 2017



Note: n=681 respondents. Communities shown had at least 40 respondents; all others are included in the "other Mono County" category.

Source: 2017 Housing Choice and Needs Survey, Resident Sample.

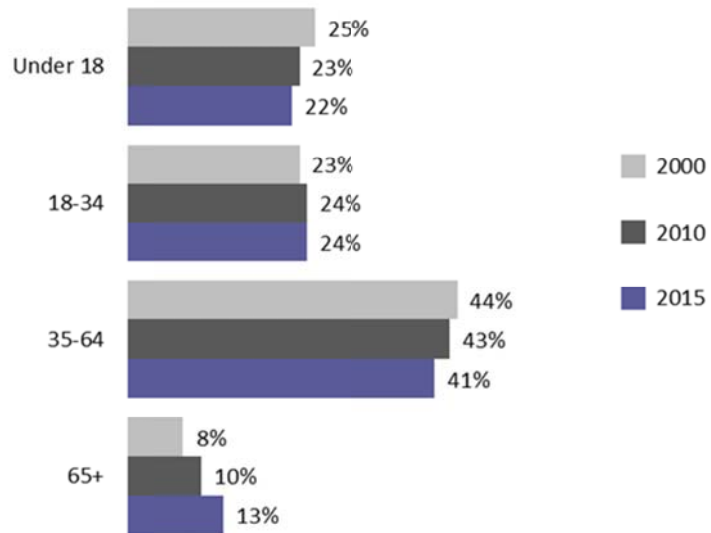
Age. The County experienced a shift in resident age, with growth in the proportion of seniors and decline in the proportion of younger residents and residents in their prime working years.



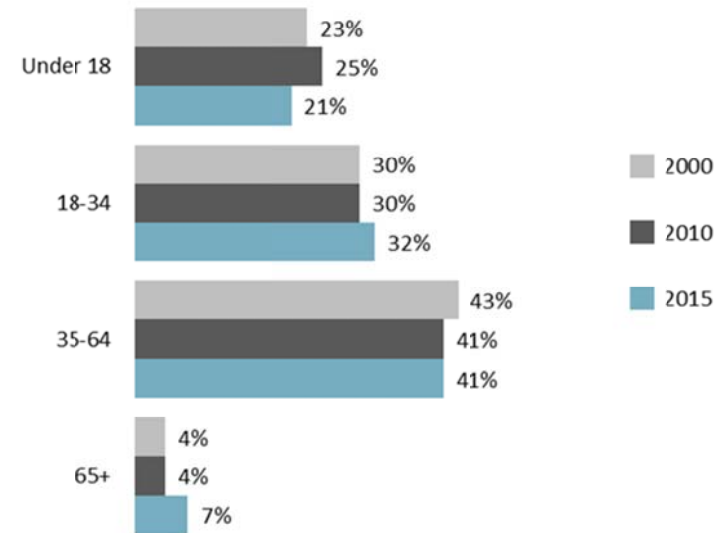
MONO COUNTY AND TOWN OF MAMMOTH LAKES TRENDS IN AGE DISTRIBUTION

Between 2000 and 2015, population proportions shifted toward seniors and away from younger residents.

MONO COUNTY

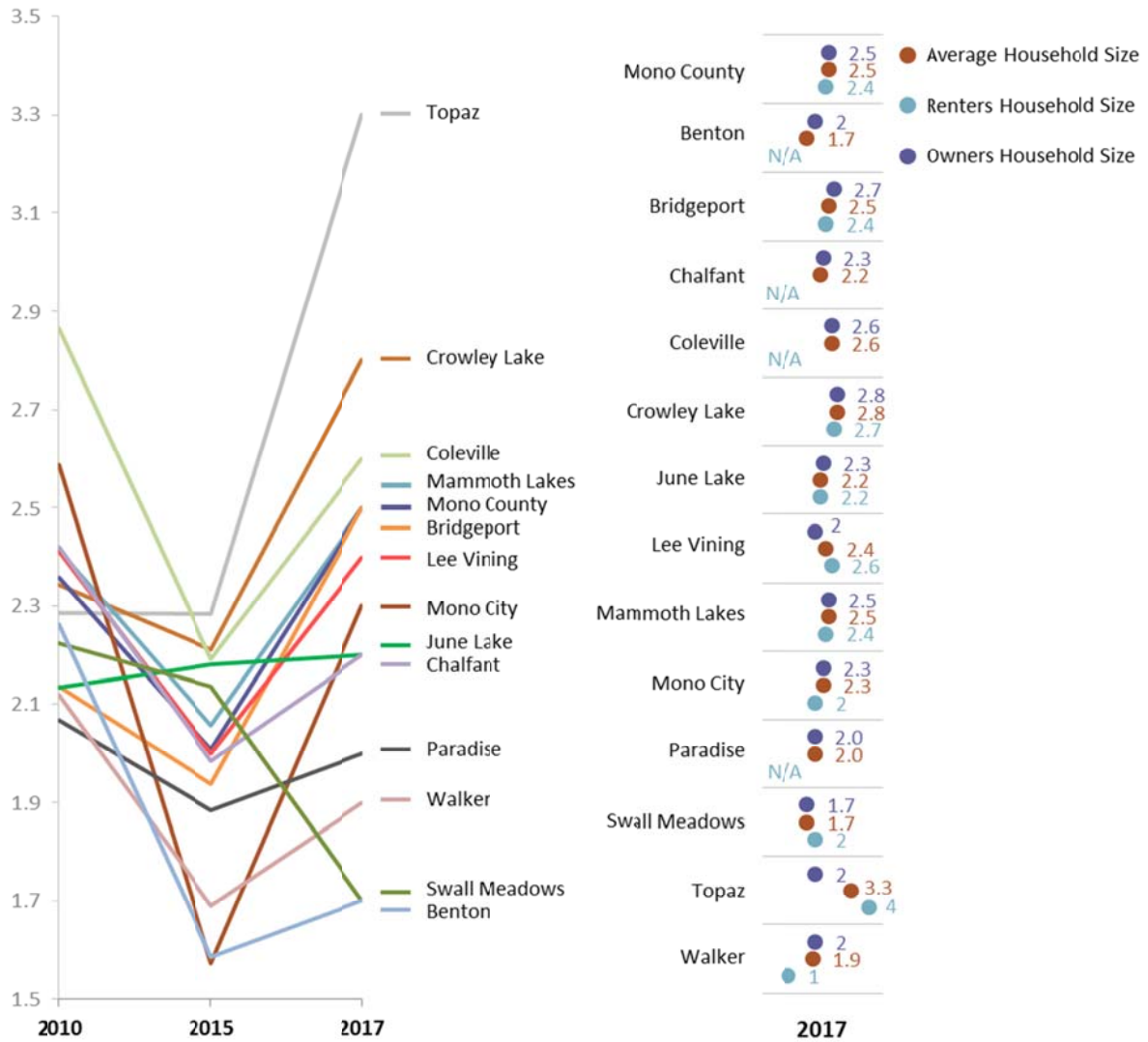


MAMMOTH LAKES



Household size. The average household size in the County is 2.5. Renters average 2.4 people per housing unit; owners average 2.5. Household size varies considerably by community, as shown below. Most communities show an increase in household size since 2010.

Figure II-6.
Average Household Size by Community, 2010, 2015, and 2017

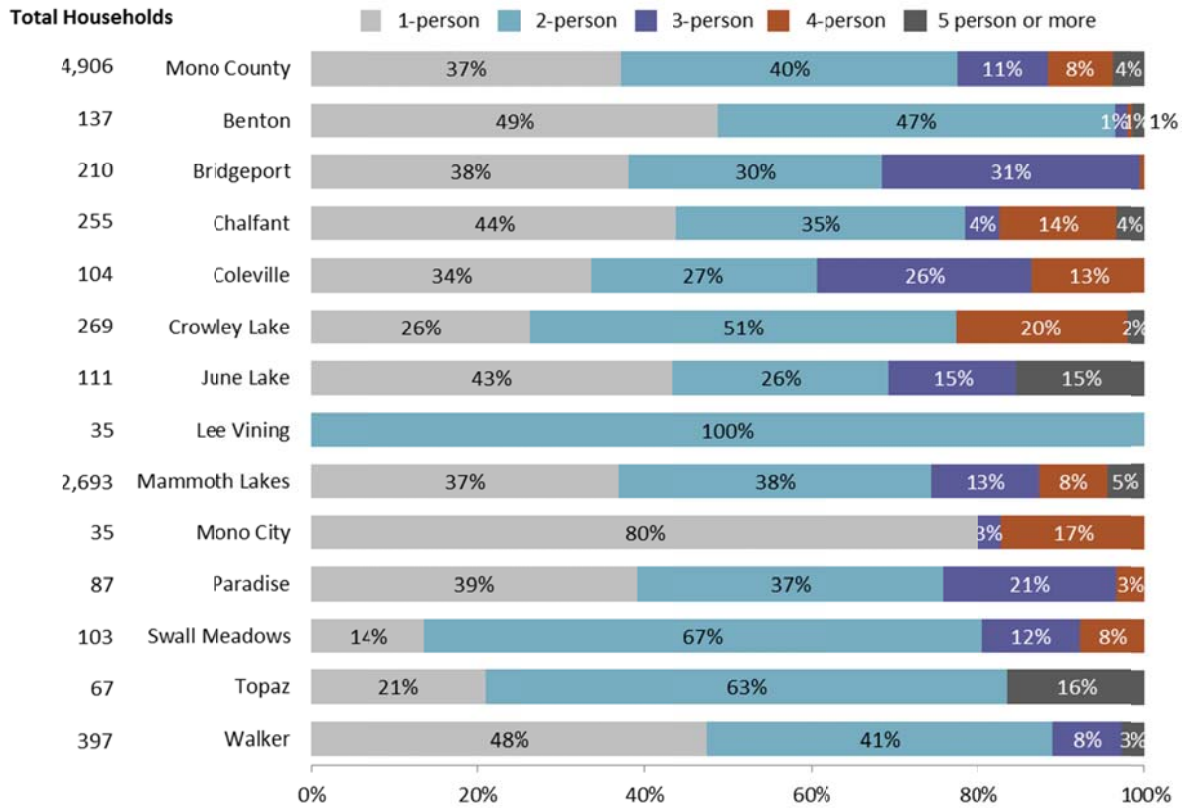


Note: N/A indicates insufficient survey data.
 Source: 2010 Census, 2011-2015 ACS, 2017 Housing Choice and Needs Survey.

The majority of households are made up of one or two people (about 65%). This is consistent with 2010. Large households (5 or more people) make up a small proportion of households.

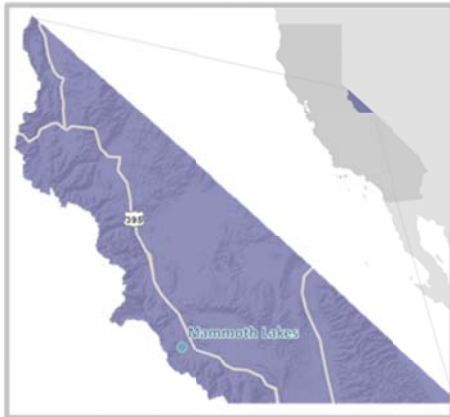
Figure II-7 shows the distribution of number of people in households by community. The proportion of one- and two-person households is higher for Benton, Lee Vining, and Walker. Nearly 40 percent of Coleville and one-third of Bridgeport households include three or more people. Large households (5 or more members) are most common in June Lake and Topaz.

**Figure II-7.
Household Characteristics by Community, 2015**



Source: 2011-2015 ACS.

As shown below, average household size has been on an increasing trend since 2010 for Mammoth Lakes residents and for County renters. Between 2000 and 2010, owner-households grew smaller while renter households grew larger. The net effect was no change in overall household size.

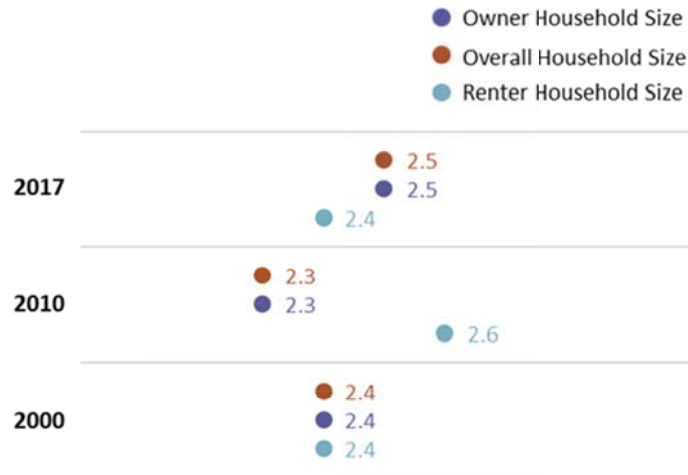


MONO COUNTY AND TOWN OF MAMMOTH LAKES

TRENDS IN HOUSEHOLD SIZE

Average household size has shifted slightly since 2000.

MONO COUNTY



MAMMOTH LAKES



Household income. As shown below, the median household income in 2000 was about \$45,000—a 41 percent increase from the 1990 median of \$32,000. Income varies considerably by tenure, although the gap may be closing, as renters’ incomes have become closer to owners’. Median renter household income in 2015 is about \$15,000 less than that of homeowners for the County overall. It also varies by community, as shown in Figure II-8 on the following page. The difference in renter and owner income is the largest in Bridgeport and the smallest in Mammoth Lakes. The median income also increased between 2000 and 2010, but at about half that rate. In 2015, County median household income (\$56,944) was slightly higher than that of Mammoth Lakes (\$55,799).



MONO COUNTY TRENDS IN MEDIAN INCOME

Since 2000, homeowners have earned a higher median household income than renters, although the gap appears to be closing.



**Figure II-8.
Median Household Income by Community, 2015**



Note: N/A indicates data omitted due to small sample sizes. Missing data are due to too small of a sample of respondents to calculate the median.

Source: 2011-2015 ACS.

Figure II-9 compares the income distribution of owner and renter households between 2000 and 2015. As shown, more than one-third of renters in 2000 had household incomes less than \$25,000; this share fell to 14 percent of all renters in 2015, consistent with the narrowing of the median income by tenure discussed above. This dynamic may be explained by several factors: renters living in larger households with more wage earners; higher wages overall; and growth in renters with higher incomes who can no longer afford to buy a home.

**Figure II-9.
Shifts in Income Distribution, Mono County, 2000 and 2015**

Income distribution	2000				2015			
	Owners		Renters		Owners		Renters	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Less than \$25,000	543	18%	731	36%	327	11%	276	14%
\$25,000 to \$35,000	333	11%	445	22%	301	10%	260	13%
\$35,000 to \$50,000	559	18%	303	15%	464	16%	381	19%
\$50,000 to \$75,000	732	24%	442	22%	592	20%	472	24%
\$75,000 to \$100,000	414	13%	47	2%	520	18%	300	15%
\$100,000 to \$150,000	270	9%	83	4%	548	19%	181	9%
\$150,000+	235	8%	0	0%	167	6%	117	6%
Total	3,086	100%	2,051	100%	2,919	100%	1,987	100%

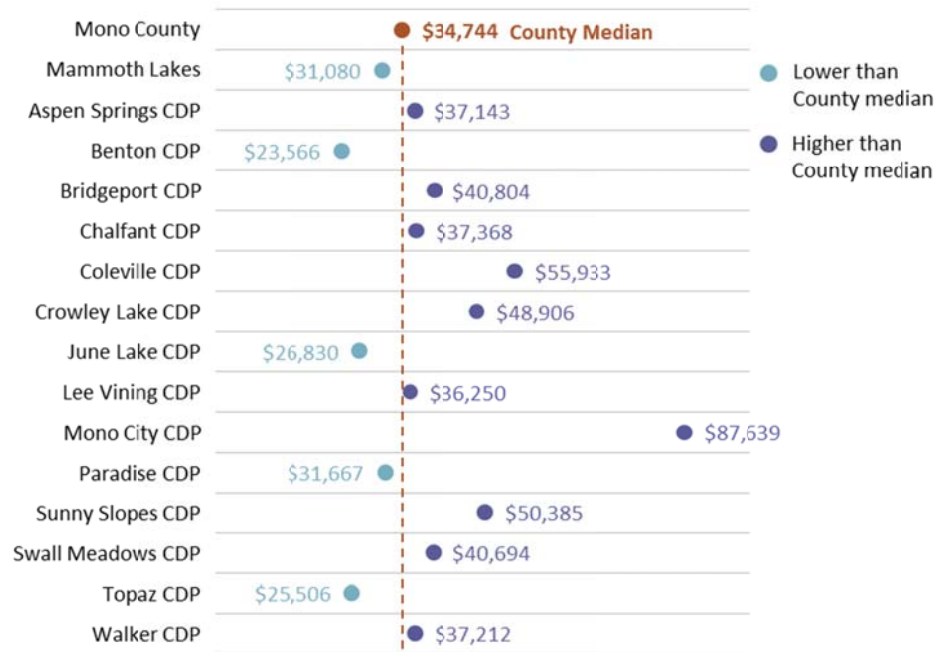
Source: Eastern Sierra Housing Needs Assessment and 2011-2015 ACS.

Figure II-10 shows median earnings of workers (thus excluding investment income) by community, estimated for 2015. Consistent with the median incomes in Figure II-8, median earnings of workers vary considerably by community. Workers living in Mono City report the highest median earnings. In contrast, workers in Benton report the lowest median earnings, followed by workers living in Topaz and June Lake. It is important to note that these data cover a five year period and can vary depending on fluctuations in economic conditions.

**Figure II-10.
Median
Earnings of
Workers by
Community,
2015**

Note:
Only includes workers
age 16 and older.

Source:
2011-2015 ACS.



Employment. The latest (July 2017) unemployment estimate for Mono County from the California Economic Development Department (EDD) was 5.1 percent, close to California’s rate (5.4%) and slightly higher than the U.S. overall (4.6%). It is important to note that the rate is higher in July than in other periods (particularly winter months) due to seasonal fluctuations in employment needs of the tourism industry. An unemployment rate of 5 percent—not high by most standards—is higher than average for Mono County.

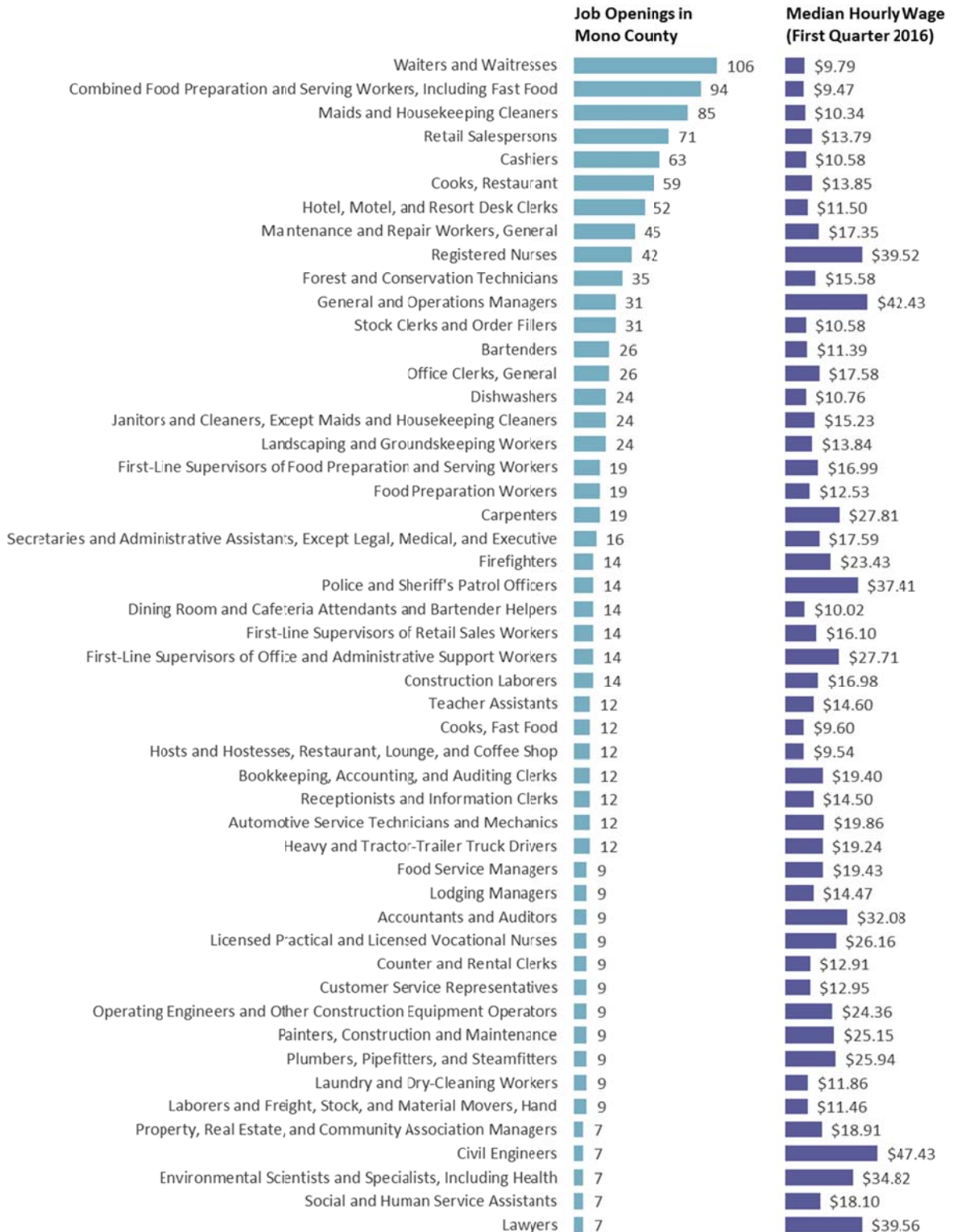
EDD estimated about 7,500 wage and salary jobs in the County as of July 2017, excluding self-employed persons, unpaid family and domestic workers, and volunteer labor. About two-thirds of these jobs are located in the Town of Mammoth Lakes.

The Bureau of Economic Analysis (BEA) includes self-employed persons in its employment estimates and places total jobs (as of 2015) in Mono County at closer to 9,680. This includes more than 2,400 sole proprietors. The difference between the EDD and BEA estimates is mostly due to how self-employed persons are identified and included in the estimates.

Figure II-11 shows projected employment growth through 2022 by occupational category, along with average wage rates, based on EDD estimates of regional job and replacement worker growth, and the rents and home prices needed for these workers. The projections assume that Mono County’s regional share of jobs (47%) stays the same and that 50 percent of replacement

workers are filled by existing residents who age into their workforce years, enter the labor force, or pick up additional shifts/jobs.

Figure II-11.
Job Openings and Median Hourly Wages by Job Category, Mono County, 2017-2022



Source: California Employment Development Department, May 2017.

It is important to note that this list does not represent all of the industries in which Mono County residents are employed, as residents may commute outside of the County or work from home. However, it does capture the jobs that are offered in the County and is an indicator of housing demand. As the figure demonstrates, the vast majority of jobs (70%) are in the lower paying industry category of leisure and hospitality. Workers in these positions need rents of around \$1,200/month for a two-worker household (\$600/month per worker).

The Town of Mammoth Lakes Needs Assessment from July 2017 estimates that there are 730 seasonal summer jobs and 2,180 seasonal winter jobs. Of these, an estimated 55-65 percent is filled by seasonal residents. Seasonal workers hold an average of 1.4 jobs, according to the survey conducted for this study.

In-commuting into Mammoth Lakes has increased since 2011, according to the July 2017 Mammoth Lakes Housing Needs Assessment Update (2017 Update). An estimated 2,100 employees commute into the Town from surrounding areas, including Mammoth Lakes. This is 5 percentage points higher than in 2011 (37%).

Housing Market Conditions

The County had an estimated 10,664 units in 1990. In 2000, the number of housing units in the County was 11,757. Of these, 5,137 were occupied by households who were permanent residents of the County. That is, 44 percent of units were occupied by residents. The balance, 56 percent, was used as seasonal or vacation homes. The U.S. Census reports a total of 13,982 housing units in the County as of 2015, based on the 5-year American Community Survey, which covers the years 2011 through 2015.

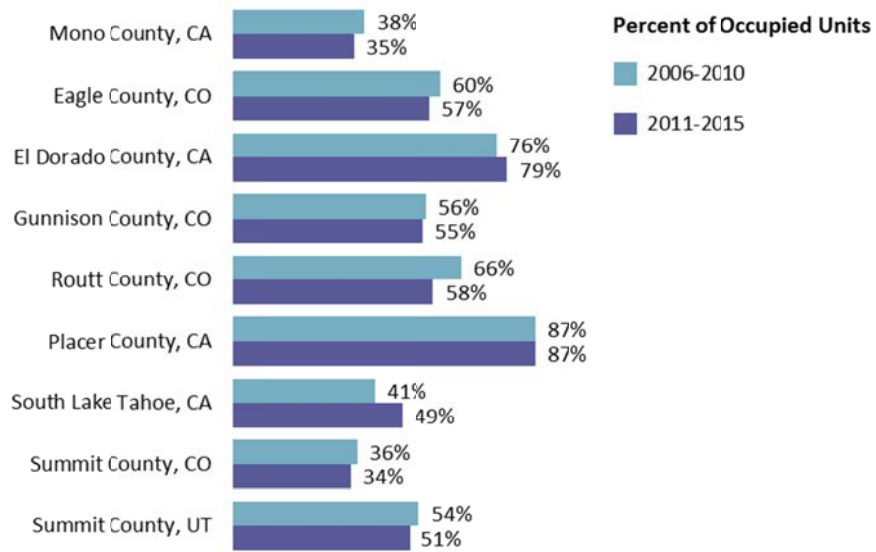
Occupancy of housing units The Census estimates that just 35 percent of Mono County housing units are occupied. This is down from the last Census 5-year estimate (2006-2010) of 38 percent. There is some variance in the estimates of the Census data on occupancy—yet they are consistent in that the proportion of occupied units is low, and has been declining.

Of the County's housing units, approximately 70 percent are located in Mammoth Lakes. In the Town, 33 percent of the 9,722 units are occupied by residents.

Figure II-12 compares the occupancy proportions of Mono County with similar communities. Mono County, along with Summit County, Colorado, has a relatively low proportion of occupied units. El Dorado and Placer Counties have exceptionally high occupancy rates.

Figure II-12.
Occupied Units,
Mono County and
Peer Counties,
2010 and 2015

Source:
 2006-2010 and 2011-2015
 ACS.



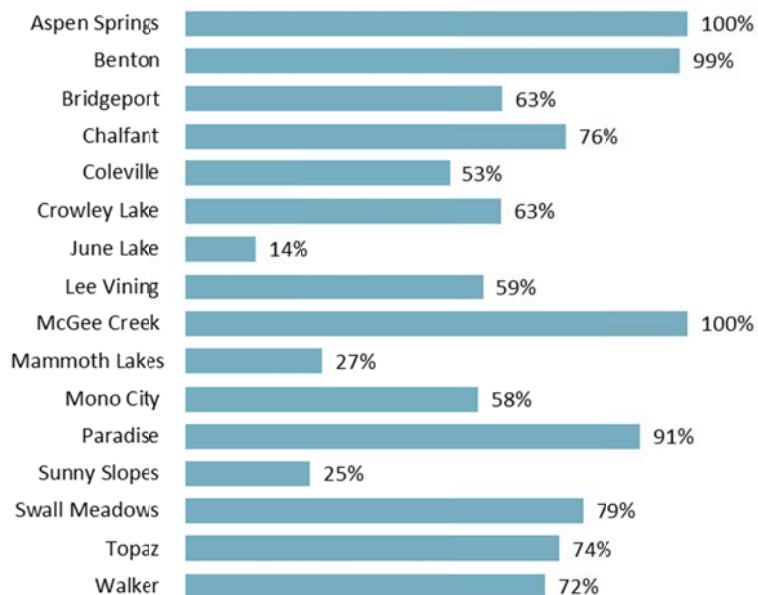
All counties except Placer County show a decline in permanent resident occupancy in the past 10 years, with Routt County, Colorado showing the largest decline. During the 2006-2010 period (the Great Recession), some second homeowners made their units available for rent to supplement their household incomes. Improvement in the national economy provides less of an incentive to do so.

Of Mono County’s unoccupied units tracked by the Census, the vast majority (about 85%), are unoccupied due to seasonal or vacation use. The peer counties have similar proportions.

Figure II-13 shows the occupancy by Mono County community, based on Census data from 2011 through 2015.

Figure II-13.
Occupied Units, Mono
County Communities, 2015

Source:
 2011-2015 ACS.



Homeownership rate. In 1990, the Census reported a homeownership rate in Mono County of 52 percent. Homeownership rose to 60 percent in 2000, dropped to 56 percent in 2010 and rose to 59 percent in 2015. Homeownership varies by age, length of time in the County, and by community.

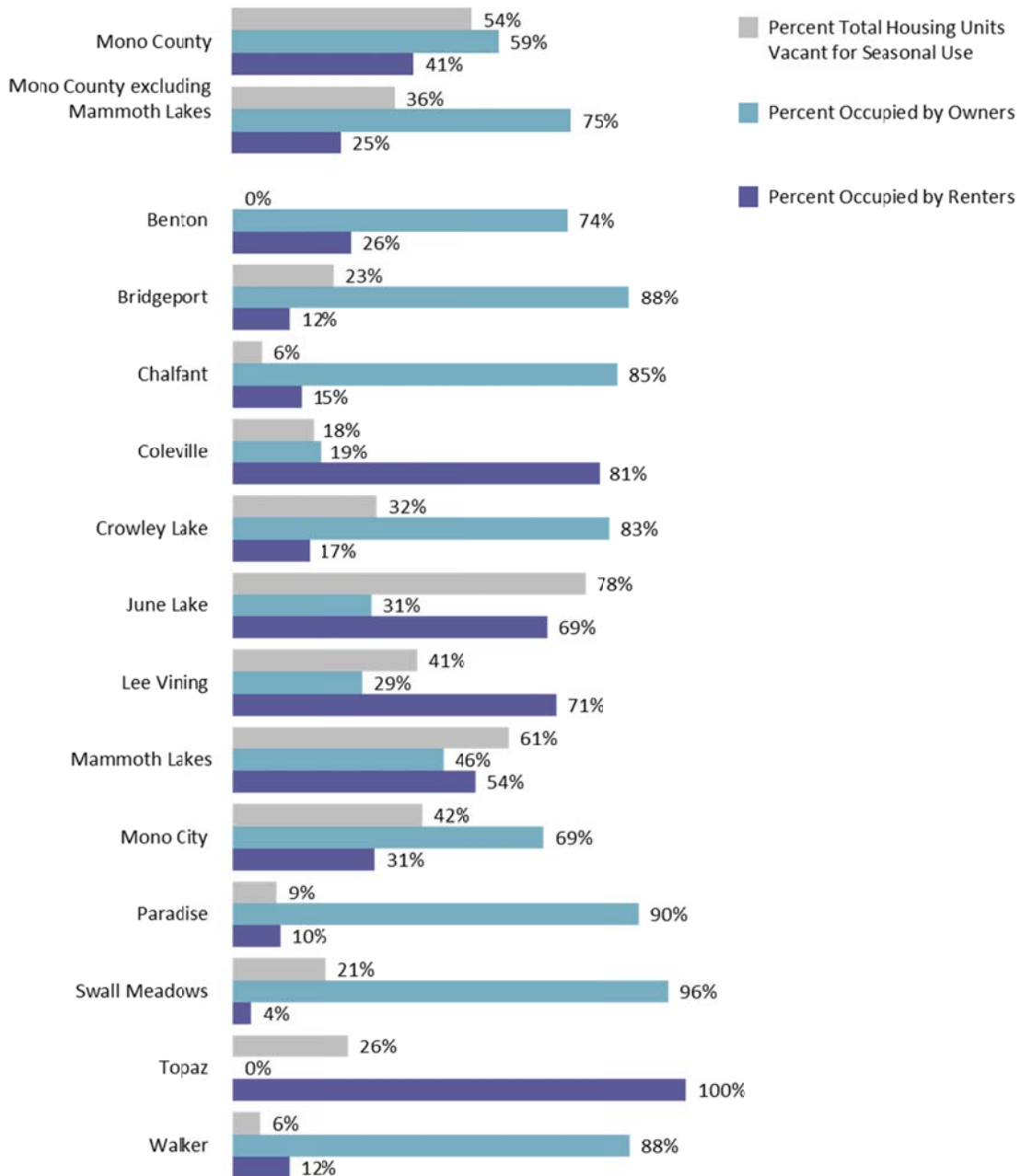
Overall, half of the Housing Choice resident survey respondents are homeowners. Nearly 70 percent of residents in the Low Income sample are homeowners, reflecting the increased likelihood of homeownership by age (70% of Low Income sample respondents are age 45 or older and 1 in 10 are 75 or older); length of time in the community (one-quarter have lived in their home for 20 years or more); and by community.

Figure II-14 presents the tenure of occupied units by tenure (renter or owner) for 2015⁵. Among the occupied units, 59 percent are occupied by homeowners; this share increases to 75 percent when Town of Mammoth Lakes units are excluded. That is, three in four Mono County households outside of the Town of Mammoth Lakes are homeowner households.

As shown, the share of seasonal units, as well as homeownership rates, vary significantly by community. The majority of housing units in June Lake (78%) and Town of Mammoth Lakes (61%) are for seasonal use, and these shares have increased compared to 2010 levels—59 percent for June Lake and 52 percent for Town of Mammoth Lakes. Coleville, June Lake, and Lee Vining have the greatest proportion of renters living in occupied housing units.

⁵ The Census defines persons living in occupied housing units as those who “consider [the unit] their usual place of residence or have no usual place of residence elsewhere. The count of occupied housing units is the same as the count of households.” Homeowner units are occupied by the homeowner; similarly, renter units are occupied by the long-term (non-seasonal) renter. <https://www.census.gov/housing/hvs/definitions.pdf>

Figure II-14.
Tenure of Occupied and Vacant Units

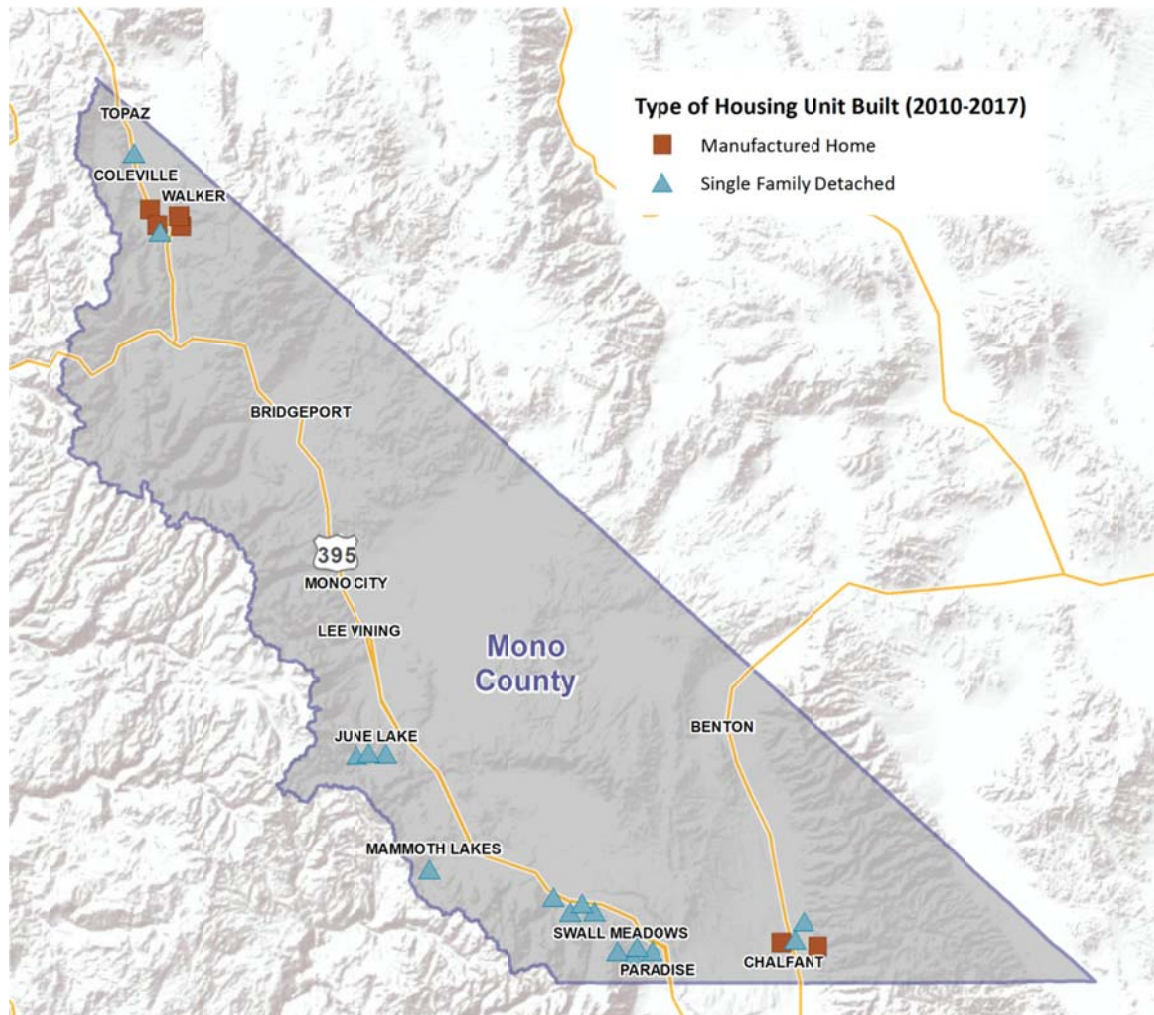


Source: 2011-2015 ACS.

Housing unit growth. In 2017, 24 building permits were issued. Sixteen were for single family homes; eight were for manufactured homes.

The following map shows the location of the units built, by type. Manufactured homes, which typically offer affordability for a single family product, are most common in the Walker and Coleville area. Note that the units constructed in Swall Meadows are fire rebuilds and are not indicative of additions to the market.

Figure II-15.
Location of Units Built, 2010-2017



Source: Mono County.

Between 2007 and 2013, most of the units constructed or approved in the County have been affordable to moderate to above-moderate households, as shown below.

Units Constructed or Approved, Unincorporated Mono County, 2007-2013

Income Group	# of Units Constructed	# of Units Approved
Extremely Low	0	0
Very Low	1	0
Low	12	36
Moderate	30	0
Above Moderate	83	0
Total	126	36

Source: Mono County Community Development Department.

Since 2011, 96 units have been added to Mammoth Lakes. Seventy-four units were new construction, the vast majority being single family homes. Three were condos. The balance of units added to the market was actually a conversion of a vacant rental complex into an affordable rental development (16 units), as part of the housing mitigation plan for Sierra Star Golf Course. Building permit trends in Mammoth Lakes, similar to the County, have been largely single family detached homes, followed by manufactured homes.

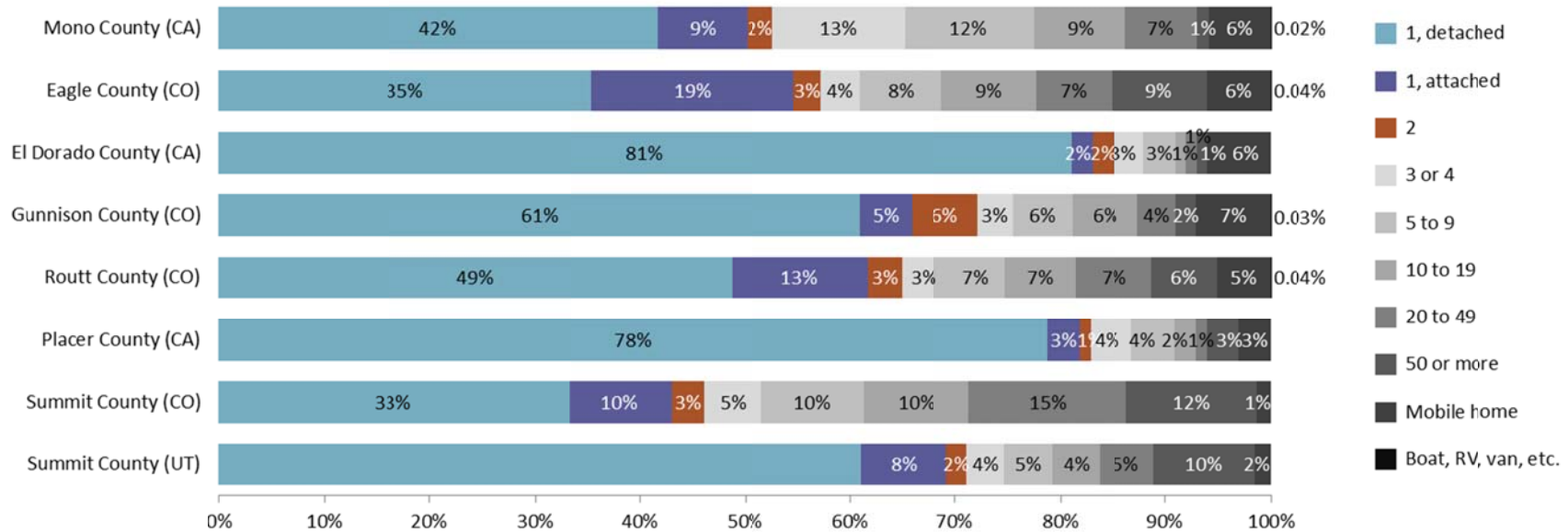
Housing type. Of the residential units in the County, an estimated 79 percent are single family detached homes, 2 percent are attached (e.g., carriage house, ADU), 4 percent are duplexes/triplexes/fourplexes, 3 percent are multifamily (apartment or condo) developments, and 13 percent are mobile homes.

These are based on Census data and show a shift away from attached and mobile homes to single family detached homes, and may be driven by growth in seasonal uses and second home ownership. For example, although 79 percent of units in the County are single family detached, 49 percent of Housing Choice survey resident sample respondents and 54 percent of the Low Income Sample survey respondents live in single family homes.

The distribution of housing types in Mammoth Lakes differs from the County's in that there are far more condominiums (58% of total housing units) and far fewer single family homes (22%).

Figure II-16 compares the distribution of housing units by type to similar mountain communities. It is important to note that these estimates include all parts of the counties, not only unincorporated areas.

**Figure II-16.
Housing Units by Type, Peer Counties, 2015**



Note: "1, detached" is a single family home on a property, "1, attached" is a carriage home/ADU, "2" is a duplex, "3 or 4" is a triplex or fourplex, "5 to 9", "10 to 19", "20 to 49" and "50 or more" refer to the number of units in a multifamily building/complex.

Source: 2011-2015 ACS.

As demonstrated by Figure II-16, Mono County is on the low end of the proportion of attached units and large multifamily complexes. This is offset by the County having a higher proportion of 3 to 10 unit complexes. El Dorado, Gunnison, Placer, and Summit County (Utah) stand out for their high proportions of detached single family homes. These counties differ from Mono, Eagle, Routt, and Summit County (Colorado) in that they are either close to a metropolitan area (Sacramento, Salt Lake City) or, in Gunnison's case, have an employment sector that is not purely tourist related. The Town of Gunnison is home to a university.

Age of housing. One very unique aspect of the County is the age of its housing stock. According to the County, approximately 39 percent of all housing units in the unincorporated area were built more than 30 years ago, with 21 percent built more than 40 years ago, and 13 percent built more than 50 years ago.

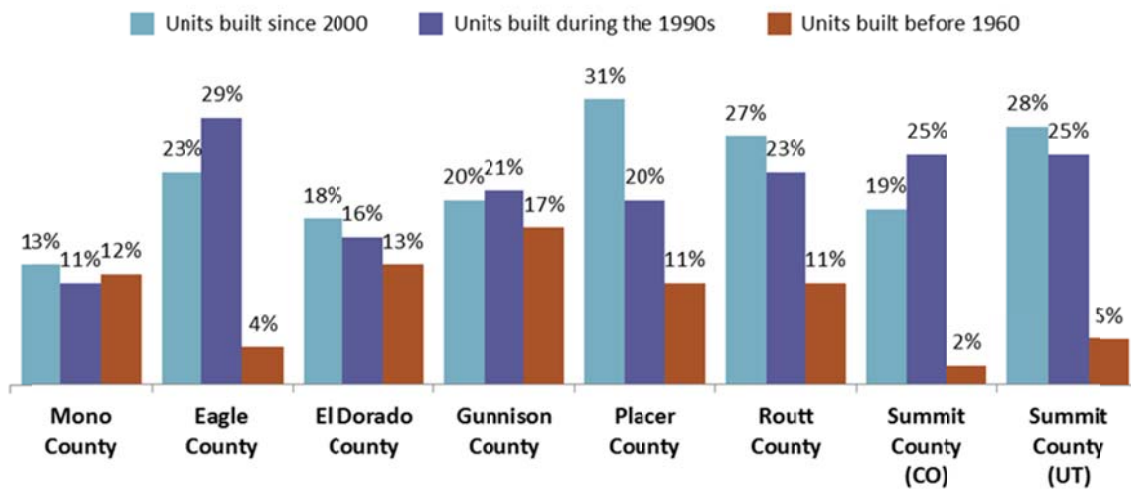
Bridgeport Valley (65%) and Mono Basin (47%) have the highest percentage of housing units built more than 30 years ago, although over a third of the housing units in all planning areas except June Lake were built more than 30 years ago. Bridgeport Valley (33%), Mono Basin (22%), and Long Valley (22%) have the highest percentage of housing units built more than 40 years ago. Bridgeport Valley (22%), June Lake (14%), and Long Valley (14%) have the highest percentage of housing units built more than 50 years ago.

In Long Valley and June Lake many of the housing units built more than 40 years ago were originally constructed as seasonal cabins.

As shown below, the County's housing stock is older than many resort areas and the County did not experience as much growth in the 1990s and 2000s. More than one-third of Mono County's housing stock was built in the 1970s (46% of Mammoth Lakes' housing stock).

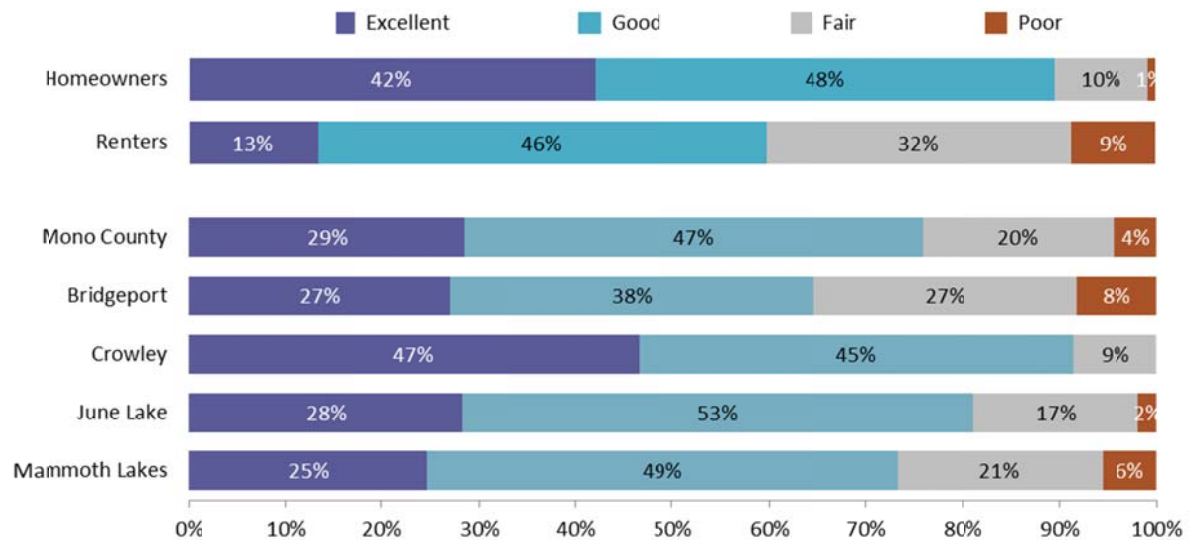


MONO COUNTY TRENDS IN AGE OF HOUSING STOCK



Housing unit condition. For the purposes of this study, housing condition was measured using survey data that asked about condition of owner- and renter-occupied units. As shown in the figure below, about 75 percent of Mono County residents rate their home’s condition as either excellent or good. Homeowners are much more likely to report excellent condition than renters (42% versus 13%). Among communities with sufficient data for analysis, Crowley residents are most likely to rate their home in excellent condition (47%). Bridgeport residents are most likely to rate their home’s condition as fair (27%) or poor (8%).

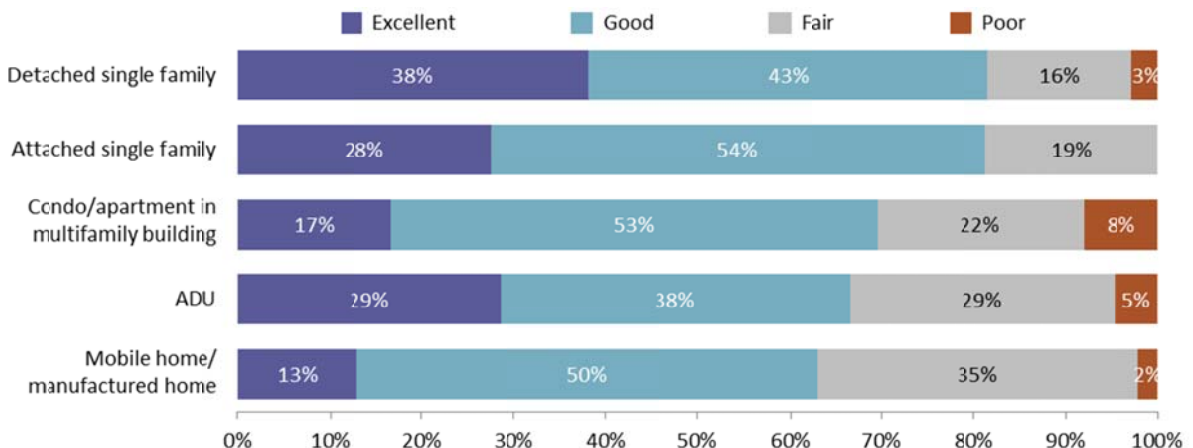
Figure II-17.
How would you rate the condition in your home? Tenure and Location.



Note: Data shown for places with at least 40 survey responses.
 Source: 2017 Housing Choice and Needs Survey, Resident Sample.

Residents’ assessment of their home’s condition varies by housing type. Mobile home and condo dwellers are less likely to rate their home’s condition as excellent. Nearly one in 10 residents living in condominium/apartment homes consider their housing to be in poor condition.

Figure II-18.
How would you rate the condition of your home? Housing Type.



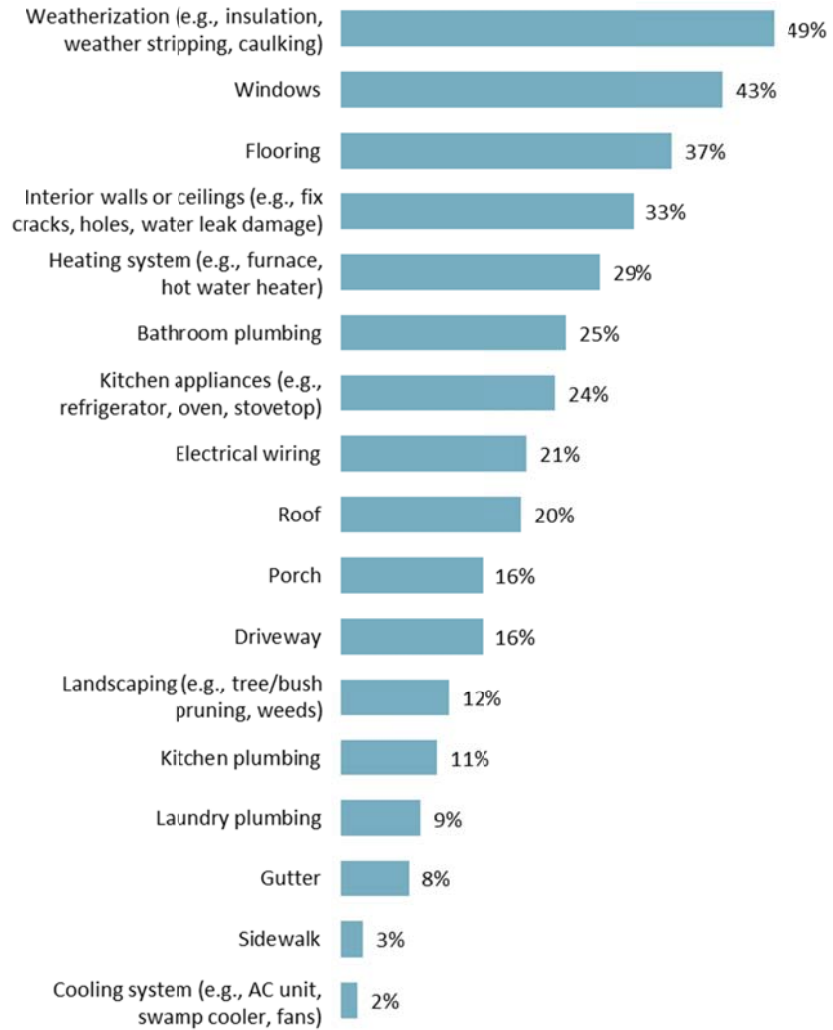
Source: 2017 Housing Choice and Needs Survey, Resident Sample.

Of those with homes in fair or poor condition, 88 percent report the need for repairs that they, or their landlord, have not yet made. Figure II-19 presents the most important needed repairs; as shown, nearly half of those with homes in poor or fair condition need weatherization and two in five need window repairs/replacement. Heating, plumbing, electrical and appliances are all top repairs needed by at least one in five of these residents.

Figure II-19.
What are the most important repairs you need to have made?
Residents with homes in fair or poor condition.

Note:
 n=158 residents whose homes need repair.

Source:
 2017 Housing Choice and Needs Survey, Resident Sample.



The Mono County Community Development Department completed a comprehensive Housing Condition Survey for the unincorporated area of the County in the summer of 2009. The results of that survey are shown in Table 15; results are shown for conventional single family residences (SFR) as well as mobile homes (MH). The results have been aggregated by planning area. Data for smaller community areas within the planning areas is available from the Community Development Department.

Housing units determined to be in Good Condition were in overall good condition with no repair needed. Units determined to be in Fair Condition were structurally sound but needed some minimal repair and/or paint. Units determined to be in Poor Condition were not structurally sound and needed repairs and/or paint.

Table 15. Housing Stock Conditions by Planning Area, 2009

Planning Area	Unit Type	Number of Housing Units				% of Total		
		Good	Fair	Poor	Total	Good	Fair	Poor
Antelope Valley	SFR	116	128	29	273	42.5%	46.9%	10.6%
	MH	64	58	24	146	43.8%	39.7%	16.4%
	Total	180	186	53	419	43.0%	44.4%	12.6%
Bridgeport Valley	SFR	101	87	15	203	49.8%	42.9%	7.4%
	MH	19	17	7	43	44.2%	39.5%	16.3%
	Total	120	94	22	236	50.8%	39.8%	9.3%
Mono Basin	SFR	78	33	6	117	66.7%	28.2%	5.1%
	MH	13	2	0	15	86.7%	13.3%	0.0%
	Total	91	35	6	132	68.9%	26.5%	4.5%
June Lake	SFR	261	140	18	419	62.3%	33.4%	4.3%
	MH	4	1	1	6	66.7%	16.7%	16.7%
	Total	265	141	19	425	62.4%	33.2%	4.5%
Long Valley	SFR	495	102	5	602	82.2%	16.9%	0.8%
	MH	2	1	0	3	66.7%	33.3%	0.0%
	Total	497	103	5	605	82.1%	17.0%	0.8%
Tri-Valley	SFR	90	63	14	167	53.9%	37.7%	8.4%
	MH	143	70	32	245	58.4%	28.6%	13.1%
	Total	233	133	46	412	56.6%	32.3%	11.2%
Total	SFR	1141	553	87	1781	64.1%	31.0%	4.9%
	MH	245	149	64	458	53.5%	32.5%	14.0%

Source: Mono County Community Development Department, Housing Conditions Survey.

The 2017 Update assessed the condition of housing units in Mammoth Lakes. It found that rental units are not often in good condition due to the aging stock and, in some cases, damage done during the past winter. This is partially due to owners have difficulty keeping up units during the Great Recession. Now that the market is healthy and rents are high, owners have very little incentive to make improvements: Improvements are disruptive for tenants, can result in rental loss if tenants need to vacate units, and are not a reason a tenant would turn away a unit in this market.

Housing Affordability

This section discusses pricing in the market and housing affordability in Mono County. It includes a housing demand model projecting current and future housing needs. It ends with a discussion of the vacation rental by owner market and implications on housing needs.

For sale market. The Mammoth Lakes Board of Realtors tracks residential sales of single family homes and condominiums in the County. The latest report, which captures trends through second quarter 2017 (YTD17), shows a decline in inventory in single family homes (but not condos) and increase in prices in 2017. The data also show a large gap between the price of homes listed and those sold, suggesting purchases by more price-sensitive buyers.

These inventory and pricing trends are summarized below.



MONO COUNTY

TRENDS IN THE FOR SALE MARKET

- Single Family Units
- Condominiums

Active Listings



Sold Units



Median List Price



Median Sold Price



Median Price Per Square Foot



Condos, although they have lower sales prices and, thus, appear to be less expensive than a single family home, generally require homeowner association fees which can be quite high and reduce the apparent affordability of these units. Many condos are priced for second homeowners who rent the units during peak travel weeks and pass on the cost of the mortgage payment and fees. To wit: the Mammoth Lakes 2017 Update estimates that as many as 80-90 percent of active buyers on the market today are second homeowners.

Figure II-20 shows the types of homes that were for sale in late summer 2017, along with the location and the types of workers who could afford them. Condos and townhomes are shown with and without adjustments for monthly fees. Monthly fees average \$500 to \$1,000 depending on the type of unit and amenities offered. A \$500 month fee—about half of the affordable monthly payment for the average administrative or maintenance worker—reduces the affordable home price by around \$100,000.

The more affordable condos are in older buildings, are relatively small (less than 1,000 square feet), and need cosmetic improvements. The least affordable units in the condo/townhome category mostly consist of higher end townhomes or duplexes to fourplexes with high-level finishes and onsite amenities (e.g., swimming pool, hot tub).

**Figure II-20.
Homes for Sale by Type and Workforce Affordability, Mono County, August 2017**

Price	No. of units listed	Primary Locations	Workers who could afford (of job categories projected to grow)
Single Family Homes			
\$0-\$150,000	4	Mammoth Lakes (1 cabin), Bridgeport, Coleville	Service, retail, food and beverage
\$150,000-\$250,000	1	Bridgeport	Maintenance, office workers, teachers, food service supervisors
\$250,000-\$350,000	5	Bridgeport, Coleville, June Lake	Carpenters, office workers, nurses, police officers
\$350,000-\$450,000	10	Bridgeport, June Lake, Bishop, Mammoth Lakes (1)	Professional services, lawyers, civil engineers
\$550,000+	98	Mostly Mammoth Lakes	No significant projected jobs
Total	118		
Condos and Townhomes			
\$0-\$150,000	0		Service, retail, food and beverage
\$150,000-\$250,000	7	Mammoth Lakes	Maintenance, office workers, teachers, food service supervisors
\$250,000-\$350,000	24	Mammoth Lakes	Carpenters, office workers, nurses, police officers
\$350,000-\$450,000	32	Mammoth Lakes	Professional services, lawyers, civil engineers
\$550,000+	56	Mammoth Lakes	No significant projected jobs
Total	119		
Condos and Townhomes (adjusted for monthly fees)			
\$0-\$150,000	0		Service, retail, food and beverage
\$150,000-\$250,000	0	Mammoth Lakes	Maintenance, office workers, teachers, food service supervisors
\$250,000-\$350,000	7	Mammoth Lakes	Carpenters, office workers, nurses, police officers
\$350,000-\$450,000	24	near	Professional services, lawyers, civil engineers
\$550,000+	32	Mammoth Lakes	No significant projected jobs
Total	63		
Mobile Homes			
\$0-\$150,000	1	Mammoth Lakes	Service, retail, food and beverage
\$150,000-\$250,000	0	N/A	N/A
\$250,000-\$350,000	0	N/A	N/A
\$350,000-\$450,000	0	N/A	N/A
\$550,000+	0	N/A	N/A
Total	1	N/A	N/A

Source: BBC Research & Consulting and MLS.

Figure II-21 shows what current owners in Mono County pay to service their mortgage, as well as homeowner association (HOA) dues and costs of utilities. As demonstrated by the figure, HOA dues for attached products, condos, and especially manufactured homes, add a significant amount to the costs of ownership. Total condo and mobile homes costs approach \$1,500 per month when HOA dues are considered. This is just \$500 less than the average costs of a single family detached home.

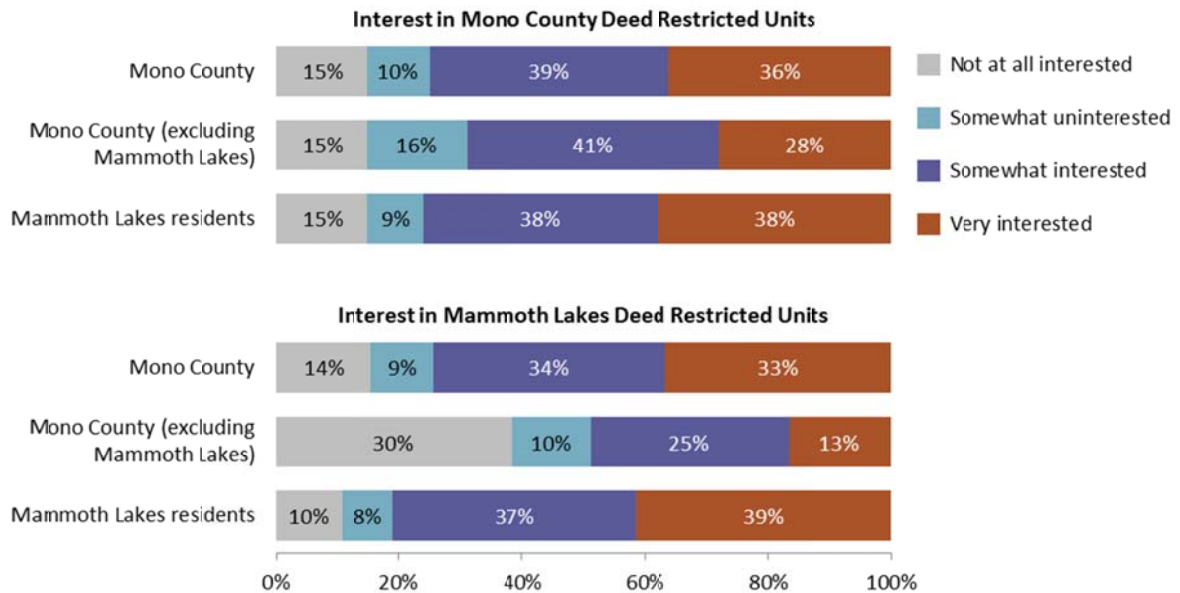
Figure II-21.
Homeowner Housing Costs, Mono County, 2017

	Mortgage		HOA		Utilities	
	Median	Average	Median	Average	Median	Average
Single family home	\$2,000	\$1,984	\$10	\$109	\$300	\$362
Townhome, duplex	\$1,300	\$1,374	\$400	\$399	\$200	\$263
Condo/apartment building	\$1,085	\$1,270	\$356	\$427	\$200	\$221
ADU	-	-	-	-	-	-
Mobile home/manufactured home	\$670	\$773	\$800	\$775	\$200	\$304
All rents, regardless of type	\$1,515	\$1,708	\$375	\$407	\$300	\$330

Source: 2017 Housing Choice and Needs Survey, Resident Sample.

Demand for deed restricted products. Overall, renter interest in deed restricted units located in either Mono County or Mammoth Lakes is high; more than one in three renters are very interested in a deed restricted unit in Mono County. As shown in Figure II-22, Mammoth Lakes renters are more likely than renters elsewhere in the County to be very interested in purchasing a deed restricted unit.

Figure II-22.
Renter Interest in Deed Restricted Units Located in Mono County and Mammoth Lakes



Source: 2017 Housing Choice and Needs Survey, Resident Sample.

Realtors in the area confirm this interest; they are reporting a stabilized market for deed-restricted ownership products, according to the Mammoth Lakes 2017 Update. Units that become available are quickly purchased. Since 2011, there have been nine resales of deed restricted products, or about two resales per year. These units are offered at a considerable discount—about half of the market sales price of similar units. Prices range from between \$100,000 and \$300,000, depending on the unit. As demonstrated by the figure above, units in

this price range are nearly impossible to find in Mammoth Lakes and very scarce in other parts of the County.

Rental market. The median contract rent (excluding utilities) was reported at \$574 in 2000. It rose considerably in the following years, to a median of \$862 in 2004. Rents fell during the Great Recession by an estimated 20 to 25 percent—but in recent years, have increased steadily, around 2 to 3 percent annually.

The Zillow Rent Index places the average rent in the County at nearly \$2,000 per month. Survey respondents report a lower rent, of \$1,309, yet more than twice the rent in 2000. On average, utilities add \$290 per month. Figure II-23 presents the median and average rent and monthly utilities by housing type as reported by Housing Choice survey respondents. The infographic that follows shows rental trends.

These costs are very close to the costs of homeownership.

Figure II-23.
Monthly Rent and Utilities by Housing Type

Source:
2017 Housing Choice and Needs Survey,
Resident Sample.

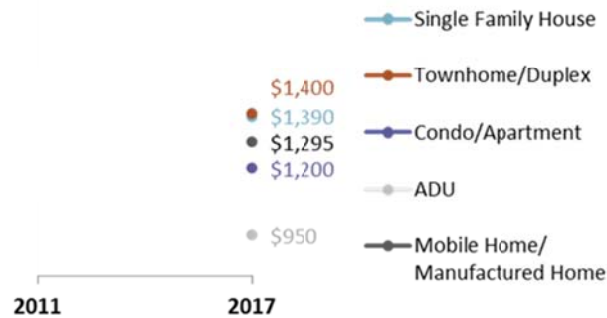
	Monthly Rent		Monthly Utilities	
	Median	Average	Median	Average
Single family home	\$1,390	\$1,484	\$300	\$388
Townhome, duplex	\$1,400	\$1,400	\$230	\$289
Condo/apartment building	\$1,200	\$1,222	\$200	\$242
ADU	\$950	\$943	\$100	\$150
Mobile home/manufactured home	\$1,295	\$1,133	\$250	\$290
All, regardless of type	\$1,200	\$1,309	\$250	\$290



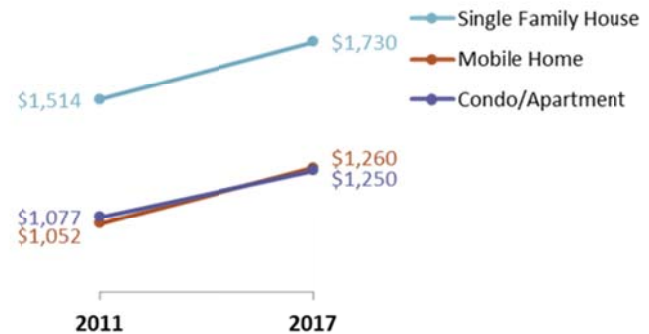
MONO COUNTY AND TOWN OF MAMMOTH LAKES TRENDS IN THE RENTAL MARKET

MONO COUNTY

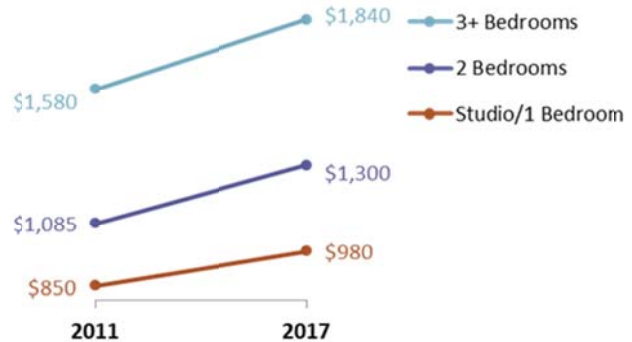
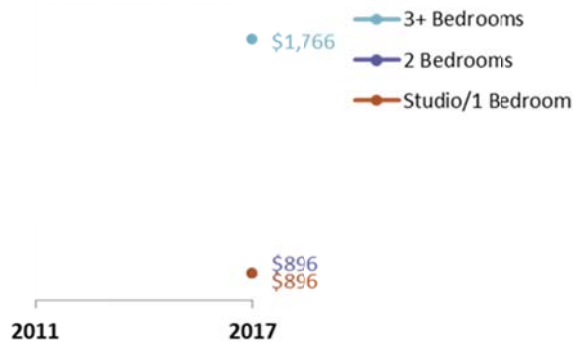
AVERAGE RENTS BY UNIT TYPE



MAMMOTH LAKES



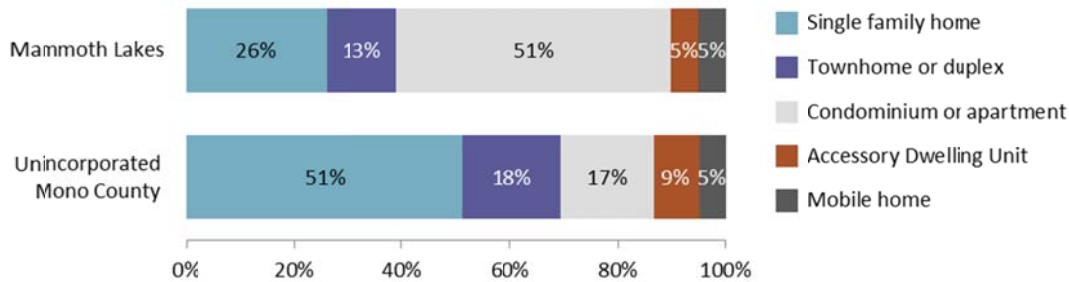
AVERAGE RENTS BY BEDROOM SIZE



Overall rental vacancies are very low, below 2 percent. As discussed previously, renters live throughout Mono County, but the proportion of renters compared to homeowners varied widely by community. Renters comprise disproportionate shares of housing units (i.e., greater than County average of 41%) in: Coleville (81% of occupied units are renters), Lee Vining (71%), June Lake (69%) and Mammoth Lakes (54%) and ACS data report all occupied housing units in Topaz are renter households.

Figure II-24 compares the types of units renters occupy in the unincorporated County and Mammoth Lakes. As shown, renters living in Mammoth Lakes are much more likely than those living elsewhere in the County to live in condominiums or apartments. County renters are more likely to live in single family homes and Accessory Dwelling Units (ADUs) than renters in Mammoth Lakes.

Figure II-24.
Types of Units Occupied by Renters, Unincorporated County and Mammoth Lakes and County, 2017



Source: 2017 Mono County/Mammoth Lakes Live and Work Survey.

The Mammoth Lakes 2017 Update reports an inventory of around 200 deed-restricted rental units located in Mammoth Lakes. Similar to deed-restricted for sale products, these units rent for between half and 75 percent of market rents. Around 20 percent (40 units) are seasonal rentals available to mountain seasonal employees. Most of the units were created in the late 1990s or early 2000s; only 20 were produced after 2010 (all during 2012).

Housing Needs Today

A model was developed, similar to that used in the 2017 Update for Mammoth Lakes, to estimate housing needs in Mono County. The results of this modeling effort are shown in the figure below. Housing needs are estimated for the unincorporated County, Mono County overall, and for Mammoth Lakes (using a methodology similar to the town study).

Current needs were calculated as follows:

- The model assumes that between 40 and 55 housing units are needed to accommodate workers who would take unfilled jobs if housing were available. These numbers are based on employers' estimates of unfulfilled jobs. About 10 percent of these jobs are placed in the unincorporated County for the purposes of this model.

- The 2017 Update estimates that 220 in-commuters would like to live in Mammoth Lakes if they could. These housing needs are added to the range of units needed for Mammoth Lakes only.
- Based on responses to the survey, an estimated 31 worker households plan to leave the county annually due to the housing shortage.
- Overcrowded units were based on housing occupancy reported by year around and seasonal workers. Units that contain more than 2 people per bedroom are counted as overcrowded. It is also assumed that overcrowding is alleviated by creating one to 1.5 additional units for each three overcrowded units.
- The need estimates are compared against reports of renters who responded to the survey and said they had been displaced in the past three years. Some of these renters are living in overcrowding conditions.
- The needs also take into account how units that owners plan to sell and conversion of units into long-term or vacation rentals will affect demand:
 - About 10 percent of current owners plan to sell in the next five years. This is consistent for the unincorporated County, the County overall, and Mammoth Lakes.
 - An additional 5 percent of seasonal owners plan to sell; the values of their homes are in the \$200,000 to \$750,000 range. Some may be suitable for workers who rent and want to buy.
 - Overall, 5 percent of year-round resident homeowners who responded to the survey plan to convert their property to short term or vacation rentals in the next five years—approximately 146 units. Most (82%) live in Mammoth Lakes. The remainder lives in June Lake (13%) and Bridgeport (5%).
 - Among seasonal homeowners, most owners of seasonal properties do not lease or offer their unit to other vacationers; they use the units for their use only. Of those planning to convert to short term or vacation rental in the next five years (8%), half live in June Lake and half in Mammoth Lakes.

Considering all of these indicators, the model results in a range of needs for the unincorporated County, the County overall, and for Mammoth Lakes. It is important to note that housing needs shift constantly as households change composition, jobs are created (or eliminated), workers move jobs, and households' preferences change. As such, housing planners should always manage to a range of need—and not be overly concerned about developing an exact number.

Ownership needs are estimated based on the number of renters who want to be owners. These numbers are large, as the vast majority of renters said they hoped to own in Mono County at some point. The primary takeaway from the Ownership Demand numbers are that renters are very interested in buying and would accept deed-restricted products as an opportunity to own a home. To the extent that affordable homeownership could be created, it would alleviate some of the demand for new rental units.

Finally, the model estimates the range of rehabilitation needs for renters and owners. This is based on the proportion of survey respondents who said their units were in “poor” or “fair” condition.

Future housing needs are largely determined by employment growth. Estimates of job growth differ widely due to variance in economic conditions. The housing needs projections for 2022 use three job growth scenarios: one based on last year’s growth, one incorporating the more aggressive state growth estimates, and one based on input from employers who were surveyed for this study. The most conservative estimate shows a need for 184 housing units by 2022. The accelerated growth estimate suggests a need for as many as 664 units.

The reality will likely be somewhere in the middle and, in the unincorporated County, require approximately 70 housing units to accommodate housing demand. This is in addition to the 50 to 100 units that are needed to address renters’ needs currently.

If broadband access is improved and more remote workers are attracted to the County, an additional 133 units may be needed to accommodate these workers moving into the County.

Current and Future Housing Needs

Current Housing Needs	County Overall	Mammoth Lakes	Unincorporated County
Renter Demand			
<i>Rental units needed to house workers for unfilled jobs</i>	40-55	40-55	5-10
<i>Commuters who would like to live in Mammoth Lakes</i>	220	220	0
<i>Worker households who plan to leave the County due to lack of housing</i>	31	25	7
<i>Year round worker households that are overcrowded</i>	247	116	131
<i>Seasonal worker households that are overcrowded</i>	44	44	0
<i>Units needed to alleviate overcrowding (1-1.5 unit per overcrowded household)</i>	100-125	55-70	45-55
<i>Renters who had to move because they can't afford housing or their units converted to seasonal (for comparison)</i>	299	199	100
Range of Unmet Demand for Rental Units	175-450	125-350	50-100
Ownership Demand by Renters			
<i>Households who currently rent and want to be owners in the next 5 years</i>	1,009	640	369
<i>Current owners who plan to sell in next five years</i>	363	176	187
<i>Seasonal owners who plan to sell in the next five years</i>	405	359	47
<i>Total units that could be available to new owners</i>	768	534	234
Range of Demand for Ownership	235-625	100-375	135-250
Repair Needs			
Occupied units			
<i>Owners who need repairs (units in "fair" or "poor" condition)</i>	332	176	156
<i>Owners who need significant repairs (units in "poor" condition)</i>	33	18	16
<i>Renters who need repairs (units in "fair" or "poor" condition)</i>	1291	846	445
<i>Renters who need significant repairs (units in "poor" condition)</i>	283	186	98
Future Needs			
From Employer Survey (Lower Bound Estimates)			
FTE equivalent worker housing needed	83		
FTE seasonal workers housing needed	102		
New housing units needed, 2022	184	144	40
Continued Employment Growth Scenario (Middle Estimates)			
Current employment, excluding self employed	7,430		
Growth 2016-2017	2%		
Projected employment, 2022	8,163		
New jobs by 2022 if future growth is similar to 2016-2017	733	608	125
New housing units needed, 2022	339	269	70
State Projections of New Jobs plus Replacement (Upper Bound Estimates)			
New jobs, regional growth by industry applied to Mono County	444		
Replacement jobs	991		
New jobs by 2022 based on state projections	1,435	1,135	300
Employees needed	1,196		
New housing units needed, 2022	664	524	140
Self Employed Workers, Estimated Range of Growth			
Job growth, self-employed workers	240		
New units for self-employed workers	133		

Note: Model assumes that there are 1.8 workers per household, except for seasonal (2.5), and workers hold 1.2 jobs.

Source: BBC Research & Consulting.

More information on needs appears in Section III of this report, which details the findings from the resident surveys.

The primary housing needs in Mammoth Lakes, as documented in the Mammoth Lakes 2017 Update are consistent with the needs identified above and include:

- Seasonal housing with rooms priced under \$600 per room (monthly rent);
- Year round rentals, with studios and 1-bedrooms renting for less than \$1,000 per month and 2 bedroom apartments at \$1,200 to \$1,500 per month;
- Ownership options:
 - Townhomes priced around \$200,000 for entry-level workers (1 to 2 bedrooms or lofts),
 - \$300,000 2- and 3-bedroom unit products for young professionals,
 - Larger, 3-bedroom+ townhomes, duplexes, single family homes if possible with access to a private or shared yard at \$400,000 and less.
 - All should have manageable HOA dues.
- All product types should be pet friendly.

The 2017 Update estimates a need for 595 housing units before 2022, requiring an average creation of 120 units per year. This includes housing in-commuters who want to move to Mammoth Lakes, workers need for unfulfilled jobs, housing units to address overcrowding, and workers filling new jobs created through 2022. Those needs are summarized in the table below.

Summary of Housing Needs	
Catch up Needs	330 housing units
Overcrowded Households	55
In-commuters	220
Unfilled Jobs	55
Keep up Needs	275 housing units
Retiring employees	45
New Jobs	220
Total through 2022	595 housing units

The Regional Housing Need allocated to unincorporated Mono County for the period January 1, 2014 through June 30, 2019 is shown below. At that time, the market was in a recessionary period and demand was much lower than it is now. The Regional Need was 46 total units.

Regional Housing Needs, Unincorporated Mono County, 2014-2019

Income Group	Number	Percent
Extremely Low	5 units	11 %
Very Low	6 units	13%
Low	7 units	15%
Moderate	9 units	20%
Above Moderate	19 units	41%
Total	46 units	100.0%

Source: Mono County HCD.

Vacation Homes and the Housing Market

According to the Mammoth Lakes 2017 Update, similar to many highly desirable tourist destinations, the vacation rental by owner market has ballooned in Mammoth Lakes. Five years ago—in 2012—Airbnb listings totaled 12. In 2016, there were an estimated 1,100 Airbnb listings in the Town of Mammoth Lakes alone. An analysis of the location of those units shows that most are in areas where the town allows them and illegal units are uncommon. The vast majority of these units are condominiums or PUDs, which is a function of where vacation rentals are allowed by the Town.

The study also reports that, thus far, loss of or conversion of year round leases to short term rentals has been uncommon. More common is an owner selling their home and the new owners converting their units to short-term/vacation rentals.

A review of the nightly rents for vacation homes shows that they can produce significant income, an average of \$250 per night. Yet few current owners plan to convert their units to short-term or vacation rentals, according to the survey conducted for this study. This may indicate that the market for such properties is only likely to grow with new ownership of these units. Specifically,

- Overall, just one in 20 year-round resident homeowners who responded to the survey plan to convert their property to short term or vacation rentals in the next five years. Most (82%) live in Mammoth Lakes. The remainder lives in June Lake (13%) and Bridgeport (5%).
- Among seasonal homeowners, 67 percent are the only household that uses the property (unit is for the owner's use only). Of those planning to convert to short term or vacation rental in the next five years (just 8%), half live in June Lake and half in Mammoth Lakes.

A recent analysis of the socioeconomic impacts of vacation home rentals in South Lake Tahoe, completed by Michael Baker International's Housing and Community Development team in California concluded that growth in the vacation rental market had both positive and negative impacts on the community. In sum:

- Growth in the vacation rental by owner market has significantly increased TOT revenues for the City;
- Costs related to servicing the presence of these units (e.g., code enforcement costs) have increased; and
- Vacation rentals had a negative overall effect on home values.

SECTION III.

Resident Survey Analysis

SECTION III.

Survey Analysis

This section presents findings from the Mono County Housing Choice and Needs survey and includes profiles of homeowners, renters, seasonal residents and Mono County Planning Areas. Local employers participated in a survey about future job growth and the extent to which the County's housing market impacts employee recruiting and retention. Responses to the Housing Choice and Needs Survey and Employer Survey formed the basis for much of the housing model presented in Section II. This section focuses on respondents' choices, needs and preferences.

Methodology

The 2017 Housing Choice and Needs Survey has two components, an online survey open to all Mono County residents and workers and a telephone survey of year-round County residents living in low income areas or whose household size and income meet State CDBG low income guidelines. The Low Income Survey (telephone survey) was fielded in February 2017 and the online survey (Resident Sample, Seasonal Residents, In-Commuters) was open from March 2017 through the end of May 2017. Overall, more than 1,000 residents and in-commuters responded to the Housing Choice and Needs Survey:

- Low Income Survey—301 participants;
- Resident Sample—868 participants;
- Seasonal Residents—118 participants; and
- In-Commuters—79.

A total of 41 employers participated in the Employer Survey.

Mono County Residents

This section explores the characteristics, housing needs and preferences of Mono County's year-round residents who rent or own their home.

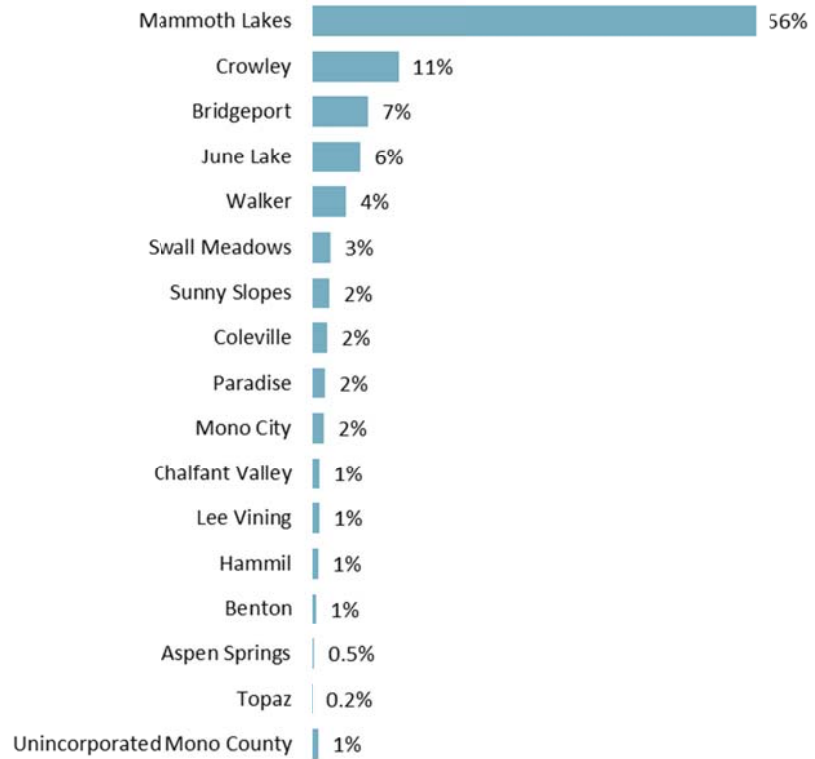
Who are Mono County homeowners?

Where do participating homeowners live? Mono County residents participating in the Housing Choice survey live throughout the county, as shown in Figure III-1. The distribution of homeowner survey respondents by place of residence is very similar to the county's population distribution overall.

**Figure III-1.
Place of Residence—
Homeowners**

Note:
n=438 resident homeowners.

Source:
2017 Housing Choice and Needs Survey,
Resident Sample.

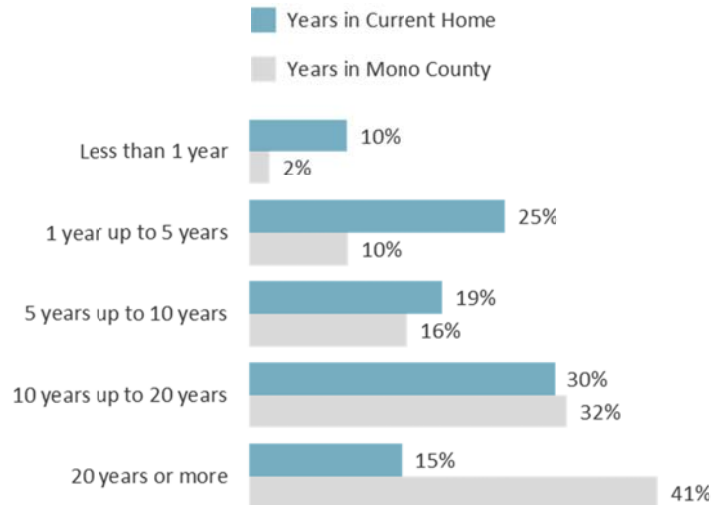


How long have they lived in Mono County? In their home? Two in five homeowners (41%) have lived in Mono County for 20 years or more, although only 15 percent have lived in their current home for 20 years or more. Figure III-2 shows the length of time homeowners have lived in their current home as well as in Mono County.

**Figure III-2.
Years Lived in Current Home
and Years Lived in Mono
County—Homeowners**

Note:
n=421 resident homeowners.

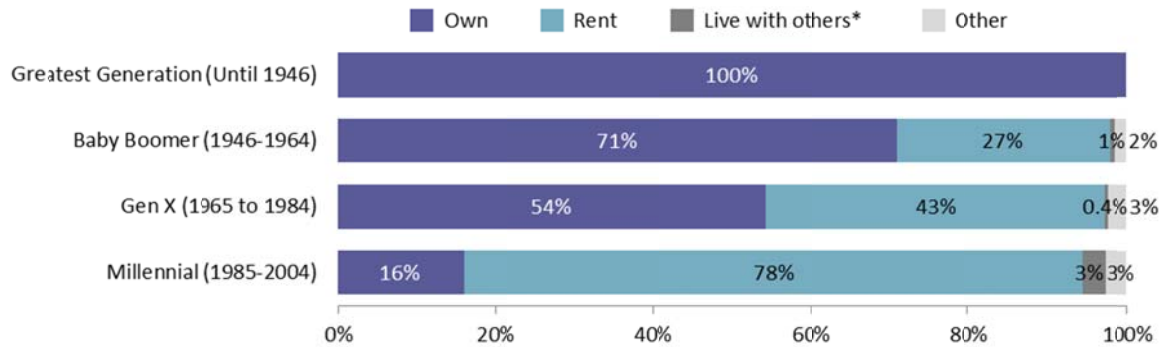
Source:
2017 Housing Choice and Needs Survey, Resident
Sample.



Homeowners responding to the Low Income survey are twice as likely as homeowners overall to have lived in their home for 20 years or more (30% compared to 15%).

Do homeownership rates vary by generation? Yes. Seven in 10 Baby Boomers (71%) responding to the survey are homeowners, compared to half of Gen X (54%) and 16 percent of Millennials, as shown in Figure III-3.

Figure III-3.
Do you own or rent your current residence in Mono County—Generation



Note: n=26 Greatest Generation, 182 Baby Boomers, 280 Gen X and 143 Millennials. *Full response option: “Live with others and offer services in exchange for rent.” Other responses include homeless, camping and owning an RV but not the location where it is parked.

Source: 2017 Housing Choice and Needs Survey, Resident Sample.

What are homeowners’ workforce characteristics? Four in five adults in homeowner households (83%) work full or part time; 14 percent are retired. On average, there are 1.8 working adults per homeowner household working 41 hours per week. Slightly more than one in 10 (14%) adults in homeowner households works more than one job. On average 1.35 jobs are held by working homeowner household adults. Similar to the County’s overall employment profile, government, ski industry and education are the primary industries of employment of homeowner household working adults.

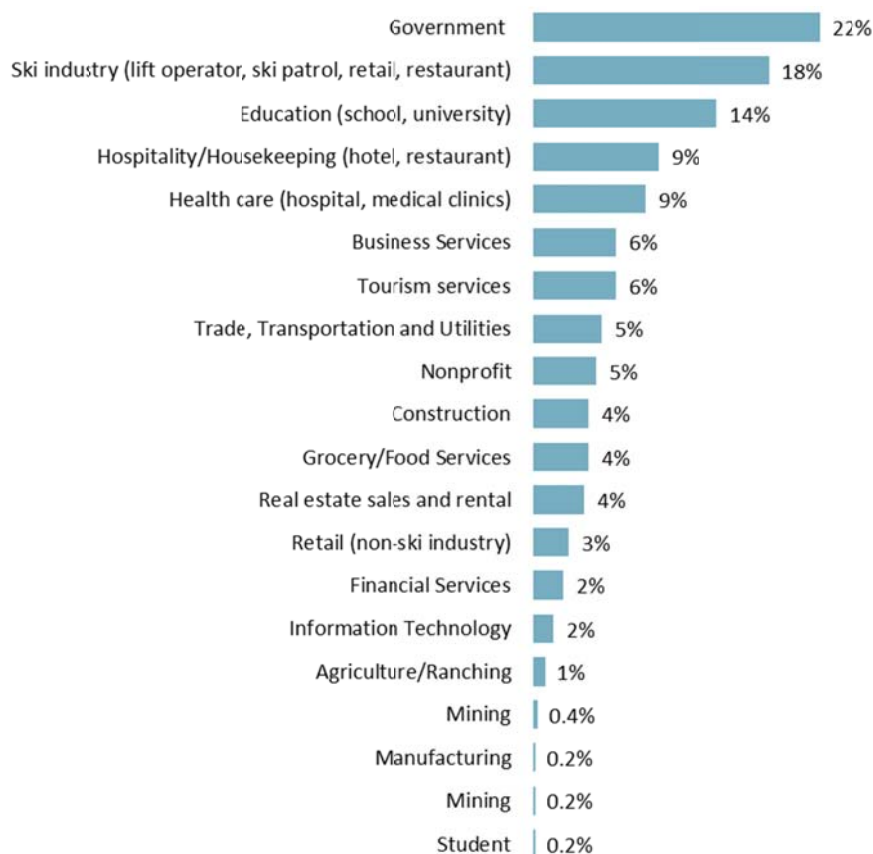
**Figure III-4.
Industry of
Employment—
Working Adults in
Homeowner
Households**

Note:

n=538 employed adults in homeowner households. Numbers add to greater than 100 percent due to multiple jobs.

Source:

2017 Housing Choice and Needs Survey, Resident Sample.



What is the condition of homeowners' housing? Most homeowners live in single family homes (68%). Single family homeowners are more likely than those living in attached products, condos or mobile homes to rate their housing condition "excellent" (50% compared to 29% of attached, 31% condos and 18% mobile homes). Overall, about one in 10 homeowners (10%) responding to both the online and telephone surveys rate their home's condition as "fair" or "poor". Among these homeowners, windows, weatherization and interior repairs are most needed. The Homeowners Housing Characteristics and Condition graphic identifies the most needed repairs of homeowners whose housing is in fair or poor condition by housing type.

What were the most important factors in choosing their current home? Homeowners rated the importance of a number of factors they may have considered important when selecting their current residence. On average, the highest rated factors were homeownership, price, high speed Internet, a garage/covered parking and private outdoor space had the highest average importance ratings. But, when homeowners had to choose the three most important factors in their decision, "owning instead of renting" (56%), price (46%) and having a garage or covered parking space (34%) were most important to the greatest proportion of homeowners. Having direct access to a ski area (6%), and being able to rent a room in their home for workforce (4%) or being able to rent their home for short term use (4%) were the three least important factors (out of 16 factors).

Infographic data sources: In the following graphic, the number of owner-occupied units comes from the 2015 ACS; all other data are drawn from the Housing Choice Survey results.



MONO COUNTY HOMEOWNERS

HOUSING CHARACTERISTICS & CONDITION

4,906
OWNER-OCCUPIED
HOUSING UNITS

ICON GUIDE

Detached single family home



Attached single family home



Condo/apartment



Accessory dwelling unit



Mobile/manufactured home



HOUSING TYPE



MOST IMPORTANT FACTORS IN CHOOSING CURRENT HOME

- 1 Owning instead of renting
- 2 Price/affordability/cost
- 3 Having a garage/covered parking
- 4 Having a lot of space outside the home (e.g., large yard/property, close to open space)
- 5 Living in a more resident-focused area rather than a tourist-focused area



HOUSING CONDITION



Low Income Sample

MOST NEEDED REPAIRS OF FAIR/POOR UNITS

#1	#2	#3
Porch	Weatherization	Windows
Flooring	Windows	Weatherization
Weatherization	Windows	Flooring
N/A	N/A	N/A
Windows	Bathroom Plumbing	Interior Walls
Roof	Flooring	Interior Walls

The Homeowner Housing Needs and Preferences graphic presents homeowners' monthly housing costs, strategies homeowners employed in the past year to pay for housing costs, the reasons why some homeowners have friends or family living with them, the type of assistance needed to make living in the County more affordable and their future plans for their residence.

Housing costs and affordability. The median monthly mortgage for year-round Mono County homeowners (including taxes and insurance) is \$1,515 and \$1,100 for Low Income Survey respondents. Utilities add \$250 to \$300 to monthly housing costs. Nearly two in five Resident Sample (37%) and one-third of Low Income Survey (33%) homeowners pay \$375 in monthly HOA fees. In the past year, one in five homeowners (23%) sought additional employment to afford their housing costs and one in 10 rented out a room in their home to a local worker (12%). About 5 percent of homeowners applied for public assistance and 5 percent rented their home as a short term rental to supplement their income.

One in 10 Mono County homeowners (9%) has a friend or family member living in their home due to a lack of housing. Homeowners characterize this lack of housing as a combination of affordability (not able to afford available units) and supply (insufficient number of units available). The majority (60%) report that their friend or family member lives with them because they "cannot afford the monthly rent of places that are available in Mono County." More than two in five (44%) state that their friend or family member "cannot find a place to rent regardless of price—there are no/too few units available." One in five report that their friend or family member cannot find a place to live because landlords prefer leasing to seasonal/vacation renters (18%).

Who lives in deed-restricted units? Overall, 3 percent of Resident Sample homeowners and 5 percent of Low Income Survey homeowners own deed-restricted units. All of these units are located in Mammoth Lakes. Most of these units are condos or attached single family units with three bedrooms and two baths. Compared to the typical Mono County homeowner, deed-restricted homeowners are more likely to be living with a spouse/partner and children (53% compared to 27%).

What would be most beneficial to their household to make living in Mono County more affordable? One in four homeowners identified weatherization as the most beneficial action to make living in the County more affordable for their household (24%), and one in five would benefit from a minor home repair program (18%). More than two in five (44%) do not need anything. Slightly more than one in four Low Income Survey respondents (28%) identified needs for building more affordable housing (deed restricted, subsidized) or other type of low income housing.

What are homeowners' future plans? Most homeowners (89%) plan to remain in their current home over the next five or more years. One in 10 plan to sell (11%) and 5 percent plan to convert their home into a rental in the next five years. Among those planning to convert half (52%) plan to rent their home on a long-term lease (6 months or more), one-quarter envision seasonal leasing (24%) and one in four plan short term (less than a month) rentals (24%). Those preferring long-term leases desire the simplicity of long-term leases, prefer to rent to locals or short-term rentals are not allowed.

- *“More reliable, steady income compared to variable vacation rental. We own a nice home and would want trustworthy, reliable renters.”*
- *“I plan on buying a new place for me and rent out my current condo. The CC&Rs dictate that I can only rent long term.”*
- *“Vacation rentals are a nuisance to neighbors so long term rental only or I will sell.”*

Plans for seasonal leasing are based on expectations for higher rental income and the ability to use the property when not seasonally leased.

- *“People from LA are willing to give me 1 years rent to use for 6 months. Why would I rent locally?”*

Those who prefer a short term arrangement do so for flexibility, so that they may continue to use the property for their own vacations and higher nightly income. If they were not able to rent their home on a short term basis, most would prefer to sell.

- *“I can make 2-4 times as much renting to vacationers.”*
- *“Regular maintenance, I get to live in the property also, neighbors don't have to put up with a bad long term renter.”*

One in four homeowners would build an ADU on their land if they had the resources. Others would be interested but zoning or lot size/terrain issues render ADU development unrealistic.

- *“100% yes, but my land/neighborhood is not zoned for multifamily dwellings. I continue to say if I could provide housing for locals, I would. A place someone like myself struggled to find before ultimately purchasing.”*
- *“I definitely would do this for in-laws or to rent to a local. Unfortunately most lots in June Lake are too small or they have the giant PG&E high voltage power lines that run through the backyard (which we have). There is a 30 foot easement in our backyard that prevents us from ever being able to build.”*

Homeowners who own other Mono County residential properties. About one in seven homeowners (16%) own one or more other residential properties in Mono County. Nearly two-thirds (63%) of homeowners lease these properties on a long-term (more than 6 month) basis. One in five (23%) lease the property on a short term basis. About 10 percent of these units are the homeowners’ second home within the County for their households’ personal use only. Those who rent on a short-term basis do so for income purposes and to have the flexibility to continue to use the unit:

- *“I've discovered I can make more money renting via Airbnb.”*
- *“Village condo purchased in 2005 as an investment for nightly rentals.”*

- *“If I were to rent my condo on a long term lease I would lose money every month. I rent my condo short term because it is profitable and an investment. If I were not able to rent short term I would sell the property.”*
- *“We can have the property available for family and friends when needed.”*



MONO COUNTY HOMEOWNERS

HOUSING NEEDS AND PREFERENCES

1 in 4
would build an ADU
if they had the
resources



MEDIAN MONTHLY HOUSING COSTS

	Year-Round Residents	Low Income
Mortgage	\$1,515	\$1,100
Utilities	\$300	\$250
HOA Fees	\$375	\$375
% Paying HOA	37%	33%



Which of the following would be most beneficial to your household to make living in Mono County more affordable?

TOP 3 RESPONSES FROM RESIDENTS

- 1 My household does not need these programs **44%**
- 2 Weatherization and energy efficiency programs **24%**
- 3 Minor home repair program **18%**



IN ORDER TO AFFORD HOUSING COSTS IN THE PAST YEAR...

- 1 in 5** sought additional employment
- 1 in 10** rented out a room in their home
- 1 in 20** rented their home as a vacation rental
- 1 in 20** applied for public assistance



1 IN 10 HAVE FRIENDS/FAMILY LIVE WITH THEM BECAUSE THEY...

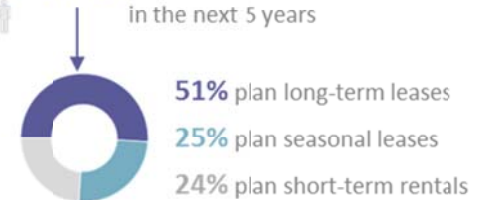
- Cannot afford the monthly rent of the places that are available to rent in Mono County **60%**
- Cannot find a place to rent, regardless of price—there are no/too few units available **44%**
- Cannot afford to buy one of the residences that are for sale in Mono County **26%**
- Cannot find a long term rental—landlords only want seasonal/vacation renters **18%**
- Cannot afford the down payment to buy a home **8%**



FUTURE PLANS

1 in 10 plan to sell in the next 5 years

1 in 20 plan to convert their home to a rental in the next 5 years



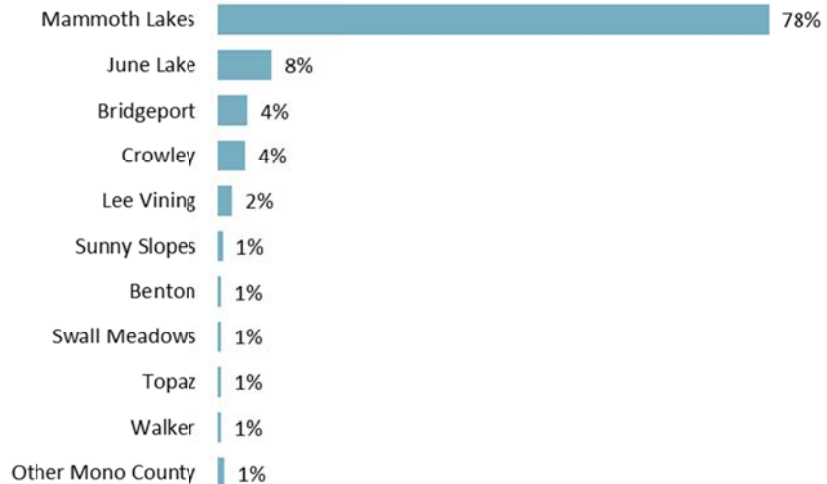
Who are Mono County renters?

Where do participating renters live? Most of the renters participating in the resident survey rent in Mammoth Lakes (78%), followed by renters in June Lake (8%), Bridgeport (4%) and Crowley (4%).

Figure III-5.
Place of Residence—
Renters

Note:
n=382 resident renters.

Source:
2017 Housing Choice and Needs
Survey, Resident Sample.

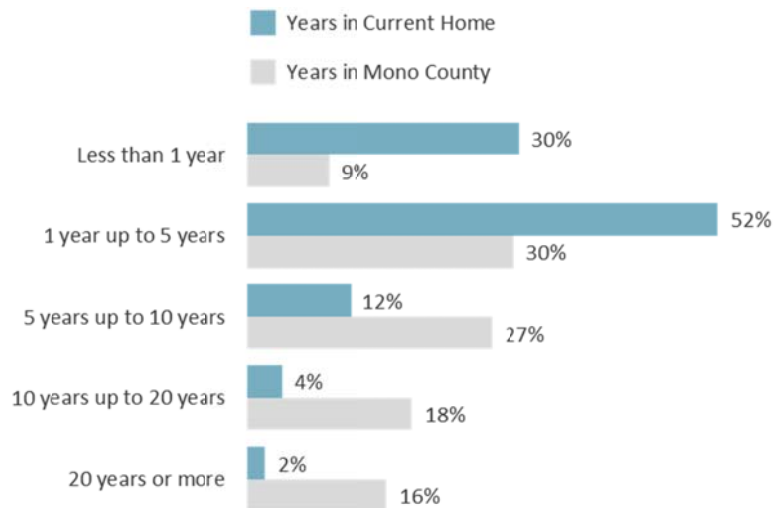


How long have they lived in Mono County? In their home? Nearly two in five renters (16%) have lived in Mono County for 20 years or more and one in 10 are new arrivals (9%), moving to the county in the past year. Four in five Mono County renters (82%) have lived in their current home for less than five years.

Figure III-6.
Years Lived in Current
Home and Years Lived
in Mono County—
Renters

Note:
n=388 resident homeowners.

Source:
2017 Housing Choice and Needs
Survey, Resident Sample.



What are renters' workforce characteristics? One in four working renters (26%) is employed by the ski industry and nearly one in five (17%) work in hospitality or housekeeping. Nearly all adults in renter households work full or part time (95%). On average, there are 2.0 working adults per homeowner household working 45 hours per week. One in seven adults (15%) in renter households works more than one job. On average 1.2 jobs are held by renter household adults.

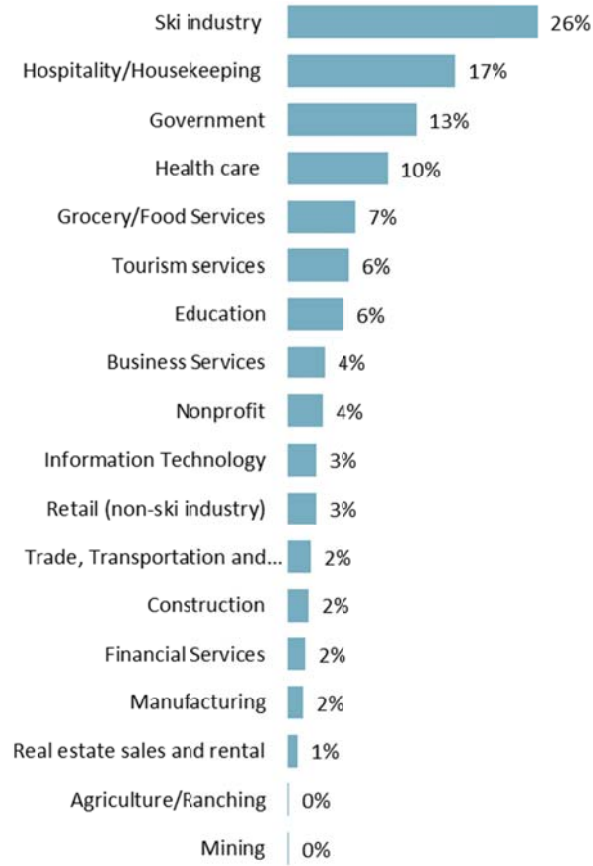
**Figure III-7.
Industry of Employment—
Working Adults in Renter
Households**

Note:

n=538 employed adults in homeowner households.
Numbers add to greater than 100 percent due to
multiple jobs.

Source:

2017 Housing Choice and Needs Survey, Resident
Sample.



Are renters living in overcrowded conditions? Among survey respondents, only 2 percent of renters live with more than two people per bedroom.

What is the condition of renters' housing? Overall, two in five renters (41%) consider their housing to be in "fair" or "poor" condition, a much higher share than observed for homeowners. One in 10 renters of single family homes (10%) and one in 10 condo/apartment renters (11%) live in "poor" condition units. Weatherization is most needed in fair or poor condition single family units (52%), condos (45%) and mobile homes (29%). Attached single family units most need new windows (60%). Among Low Income Survey renters, windows (35%), electrical wiring (12%) and interior walls (12%) are the most needed repairs. Most renters (64%) report that their landlord quickly responds to repair requests.

What were the most important factors in choosing their current home? When choosing their current home, price was the most important determining factor for Mono County renters (60%), followed by a short commute (21%) and a garage/covered parking (19%). Being able to rent a room for additional income (3%), accessibility (1%) and the ability to sub-lease the unit short-term (1%) were the least important factors.

Infographic data sources: In the following graphic, the number of renter-occupied units comes from the 2015 ACS; all other data are drawn from the Housing Choice Survey results.



MONO COUNTY RENTERS

HOUSING CHARACTERISTICS & CONDITION

1,987
RENTER-OCCUPIED
HOUSING UNITS

ICON GUIDE

Detached single family home



Attached single family home



Condo/apartment



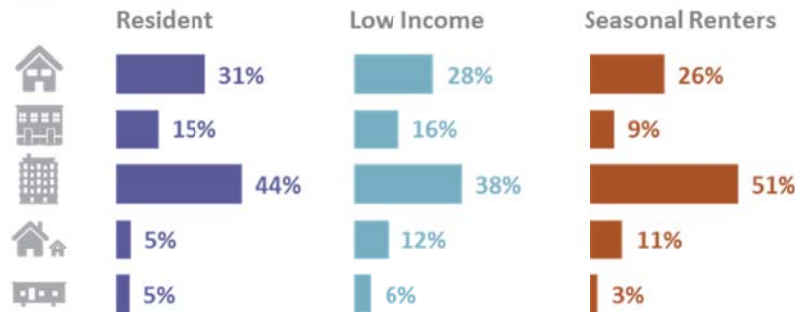
Accessory dwelling unit



Mobile/manufactured home



HOUSING TYPE

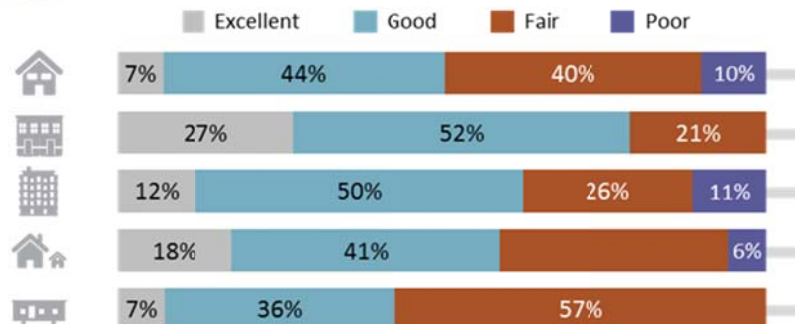


MOST IMPORTANT FACTORS IN CHOOSING CURRENT HOME

- 1 Price/affordability/cost
- 2 Having a short (less than 15 minutes) commute
- 3 Having a garage/covered parking
- 4 Having a lot of space inside the home (e.g., number of bedrooms, play room, etc.)
- 5 Being able to easily walk, bike, or take transit or an employer shuttle to work



HOUSING CONDITION



MOST NEEDED REPAIRS OF FAIR/POOR UNITS

#1	#2	#3
Weatherization	Windows	Flooring
Windows	Weatherization	Interior Walls
Weatherization	Interior Walls	Flooring
Bathroom Plumbing	Flooring	Weatherization
Weatherization	Windows	Heating System

Low Income Sample

Windows	Electrical Wiring	Interior Walls
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The Renter Housing Needs and Preferences graphic presents renters' monthly housing costs, strategies renters employed in the past year to pay for housing costs, the reasons why some renters live with friends or family, the type of assistance needed to make living in Mono County more affordable and their future housing plans.

Housing costs and affordability. On average, renter households spend \$1,200 per month on rent; Low Income Survey renters spend \$1,050. Utilities for renters average \$250. Half of renter households (50%) sought additional employment in the last year in order to pay their housing costs. Overall, 41 percent of Mono County renters received financial support from family or friends to pay for housing in the past year. Although not important when they chose their current home, 19 percent rented out a room in their home in order to afford housing costs; this is not surprising since 25 percent of renters live with roommates.

One in five Mono County renters (19%) lives with friends or family due to a lack of housing. Among these, 73 percent live with others because they cannot afford the places available to rent in Mono County and more than half (60%) cannot find a place to rent regardless of price. Nearly two in five (37%) report that they live with others because they cannot find a landlord willing to sign a long term lease, that landlords prefer seasonal and short-term rentals.

Who lives in affordable (publicly supported) rental units? Nearly one in 20 renters (4%) lives in affordable rental housing (provided by Mammoth Lakes Housing, Inyo Mono Advocates for Community Action/IMACA, or housing with income qualifications). Among these, nearly all (80%) live in condos or multifamily buildings. Two in five (40%) of the affordable rental units are one bedroom units. Affordable housing renters have a similar household composition to Mono County renter households overall—about one-third (33%) live with a spouse/partner; one in four (25%) live alone (slightly higher than the typical renter household of 18%); and 17 percent live with a spouse/partner and children.

Who lives in employer-provided housing? Overall, one in 20 renters (7%) live in employer-provided housing. Most of these live in Mammoth Lakes (78%), followed by Bridgeport (14%) and Lee Vining (8%). The majority of employer-provided housing units are condos (68%) and 16 percent are detached single family homes. Two in five renters (40%) living in employer housing are Millennials. Compared to other renters, those living in employer housing are less likely to live with a spouse/partner and children (14% versus 25%) and most live with roommates (45%).

Do renters want to own? Yes. Nine out of 10 renters (91%) express a desire to own a home, and one-third (33%) want to buy a home in the next five years. A significant proportion (33%) are “very interested” in buying a deed restricted unit in Mono County.

What would be most beneficial to their household to make living in Mono County more affordable? Mono County renters highly value homeownership. When asked what would be most beneficial to their household to make living in Mono County more affordable, 45 percent identified a first-time homebuyer downpayment assistance program followed by rent subsidies (25%) and discounted utilities (23%) based on financial need.

Have renters experienced displacement? In the past three years, 30 percent of renters have had to move out of a Mono County housing unit when they did not want to move. Personal reasons (17%), landlord selling the unit (16%) and the landlord converting the unit to a seasonal or short-term rental (15%) are reasons identified for having to move by at least nearly one in five renters.

What are renters' future plans? More than half (53%) of Mono County renters plan to move in the next five years. Of those who plan to move, becoming a homeowner is the most frequently cited reason (53%), followed by finding a more affordable home to rent (28%) and wanting a larger home (27%). Three percent will move because their landlord plans to turn their unit into a seasonal or short-term rental. Other reasons for planned moves are moving to units with a garage, the poor housing condition, starting a family and the owner planning to sell the home.

- *“The cost to live here is too much to 'settle down' permanently.”*
- *“Landlord considering selling our unit in the next 6 months.”*
- *“My landlord is a slumlord and won't fix anything.”*
- *“I need a garage.”*
- *“I do not earn enough income to reside in Mammoth. The cost of living exceeds my income.”*

Infographic data source: In the following graphic, all other data are drawn from the Housing Choice Survey results.



MONO COUNTY RENTERS

HOUSING NEEDS AND PREFERENCES

1 in 3
are very interested
in buying a deed
restricted unit in
Mono County



MEDIAN MONTHLY HOUSING COSTS

	Year-Round Residents	Low Income
Rent	\$1,200	\$1,050
Utilities	\$250	\$250



Which of the following would be most beneficial to your household to make living in Mono County more affordable?

TOP 3 RESPONSES FROM RESIDENTS

- 1 Downpayment assistance program 45%
- 2 Rent subsidies based on financial need 25%
- 3 Discounted utility costs based on financial need 23%
- 4 Weatherization and energy efficiency programs 21%



IN ORDER TO AFFORD HOUSING COSTS IN THE PAST YEAR...

- 1 in 2** sought additional employment
- 2 in 5** receive financial support from family/friends
- 1 in 5** rented out a room in their home
- 1 in 10** applied for public assistance
- 1 in 20** have been at risk of eviction due to inability to pay rent



1 IN 5 LIVE WITH FRIENDS/RELATIVE DUE TO THE LACK OF HOUSING

- Cannot afford the monthly rent of the places that are available to rent in Mono County 72%
- Cannot find a place to rent, regardless of price—there are no/too few units available 60%
- Cannot afford the downpayment to buy a home 50%
- Cannot afford to buy one of the residences that are for sale in Mono County 47%
- Cannot find a long-term rental—landlords only want seasonal/vacation renters 37%



REASONS FOR MOVING

3 in 10 renters have had to move when they did not want to in the past 3 years

WHY?

- Personal reasons 21%
- Owner sold my rental unit 19%
- Owner converted to seasonal/short lease 18%
- Rent increased; could no longer afford 14%
- Change in household size 10%

Seasonal

Who are Mono County's seasonal residents?

When not in Mono County, seasonal residents are most likely to live elsewhere in California, and many are from the Los Angeles area.

Where do participating seasonal residents live when in Mono County? Seasonal vacationers are most likely to live in Mammoth Lakes (38%) or June Lake (35%) while 76 percent of seasonal workers live in Mammoth Lakes.

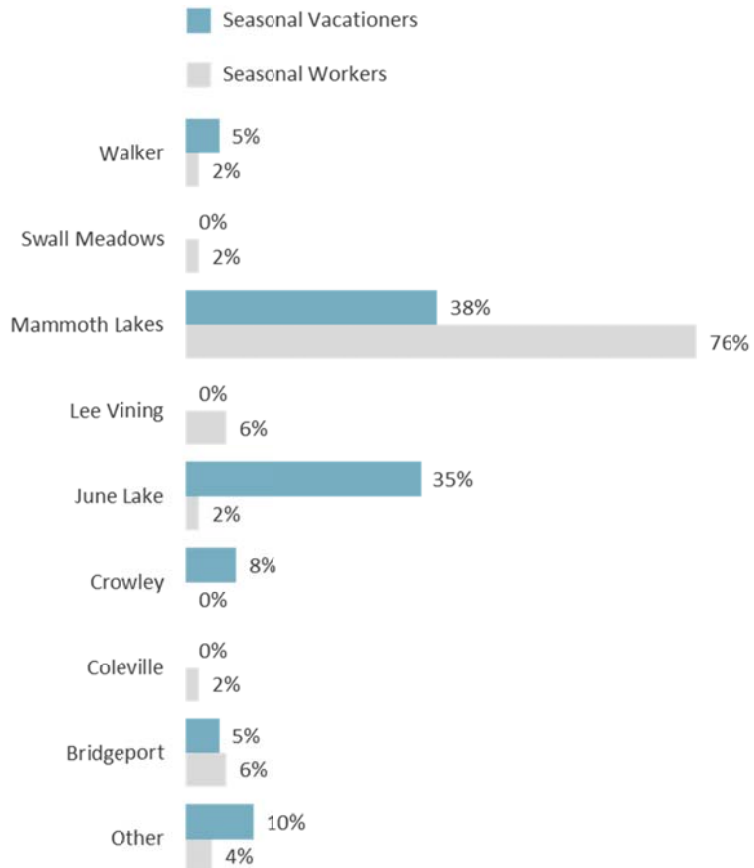
Figure III-8.
Place of Residence—
Seasonal Vacationers
and Workers

Note:

n=50 seasonal workers and 40 seasonal vacationers.

Source:

2017 Housing Choice and Needs Survey, Resident Sample.



What are seasonal workers' employment characteristics? Seasonal workers are employed in a number of industries, but the greatest proportion work for the ski industry (30%) and most have jobs located in Mammoth Lakes (75%). Nearly all (91%) are employed in Mono County for the winter season (November-February). About 10 percent work in education and live in Mono County during the school year.

Do seasonal residents own or rent? Not surprisingly, nearly all (93%) of the seasonal vacationers participating in the survey own their unit. However, one in four seasonal workers (28%) own their Mono County home, a greater share than anticipated.

Are seasonal renters living in overcrowded conditions? No. None of the seasonal workers participating in the survey reported living in crowded conditions (i.e., more than two people per bedroom).

What is the condition of seasonal residents' housing? Compared to year-round residents, Mono County seasonal workers are more likely to report living in housing in "fair" (26%) or "poor" (14%) condition and seasonal vacationers are more likely to live in housing in "excellent" condition (67%). Among seasonal workers living in fair or poor condition housing the greatest repair need of more than half is weatherization and one-third (33%) need windows.

Who lives in employer-provided housing? Among seasonal workers, 16 percent live in employer-provided housing. Most of those living in employer-provided housing consider the housing to be in "good" condition.

What were the most important factors in choosing their seasonal home? Price is the most important factor for seasonal workers (60%) followed by owning instead of renting (40%). Owning instead of renting (85%) and having lots of outdoor space (38%) were the top two most important factors to seasonal vacationers.

Seasonal resident housing costs and affordability. Seasonal worker median rent is \$1,150 and the median mortgage is \$1,400. Seasonal vacationers' monthly median mortgage is \$700. Three in four (75%) seasonal residents pay a monthly HOA fee and the median HOA is \$500.

Seasonal workers employed a number of strategies to afford housing costs in Mono County in the past year:

- Two in five (45%) sought additional employment;
- One in four (27%) received financial help from family or friends;
- One in five (22%) rented out a room in their home;
- One in 10 (11%) were at risk of eviction or foreclosure due to inability to pay rent or mortgage;
- One in 10 (11%) applied for public assistance.

Overall, one in four (24%) seasonal workers live with friends or family due to a lack of housing, a slightly higher proportion than Mono County renters. *Of these seasonal workers, 90 percent live with friends or family because they cannot find a place to rent in Mono County regardless of price.*

What would be most beneficial to their household to make living in Mono County more affordable? Among seasonal workers, two in five (40%) would most benefit from discounted utility costs based on financial need followed by rent subsidies based on need (33%) and a first-time homebuyer downpayment assistance program (33%).

How do seasonal vacationers use their property? Slightly more than half of seasonal vacationers (56%) are the sole household using the home throughout the year. One in five (22%) offer their

property for use by friends, family or business associates and one in five (20%) rent their property to other seasonal vacationers or for short term vacationers. Most of those who sublease their properties make them available for a period of time in each season. AirBnB, VRBO and property management companies are the most common methods for marketing a unit's availability.

None of the seasonal homeowners plan to sell their home in the next five years. One in ten seasonal residents (9%) plan to convert their Mono County property to a rental, and most plan for seasonal (13%) or short term leases (47%).

If they had the resources, 10 percent of seasonal homeowners would consider building an ADU on their property for lease to members of the local workforce. Those who are not interested in an ADU cited zoning or HOA restrictions or were simply not interested.

- *"This is our getaway place, we don't want people close to us or having to worry about a rental or rental problems."*
- *"Not allowed for properties on inholdings in the USFS Mono Basin Scenic Area."*
- *"Another unit is not consistent with the neighborhood character or to our desires while in June Lake. Too much upkeep."*

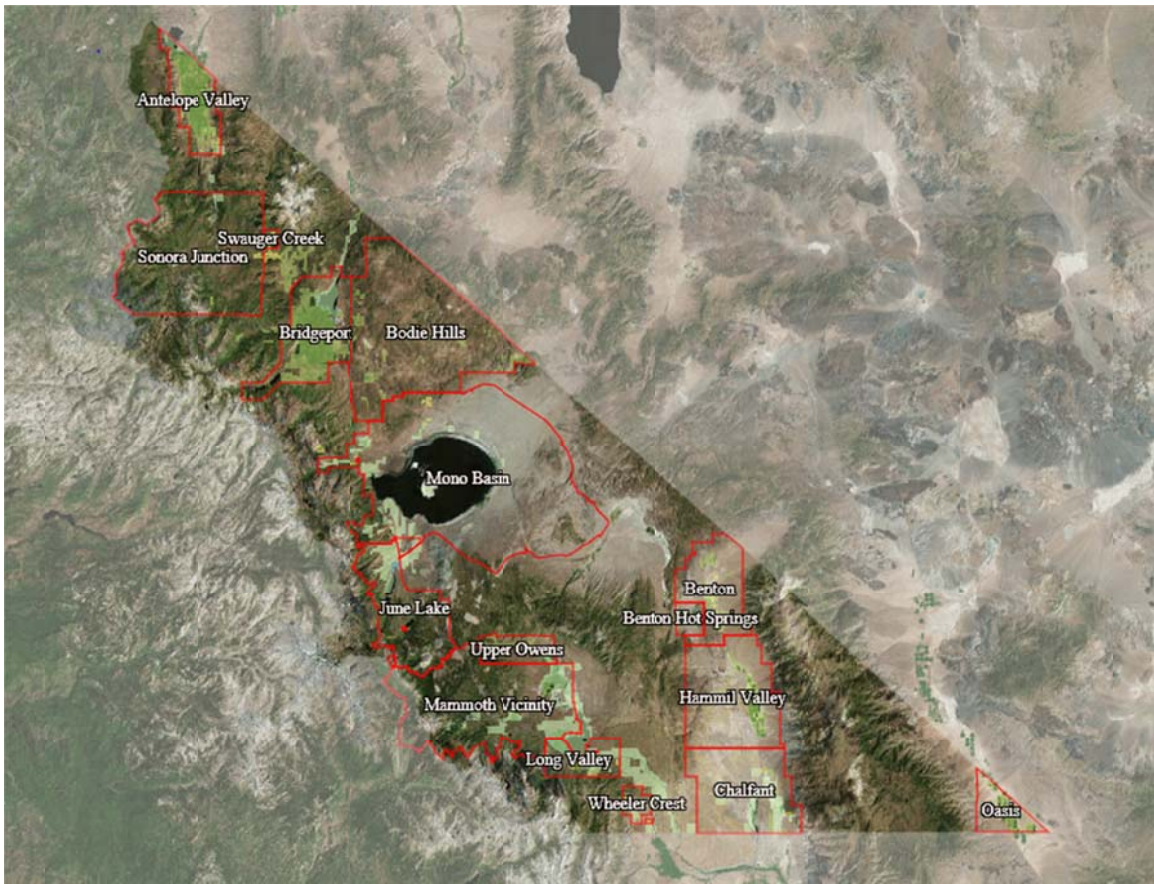
Planning Area Residents

This section describes residents of six Mono County Planning Areas: Antelope Valley, County Seat, June Lake, Mammoth Lakes and Mono Basin. Too few Tri Valley residents participated in the survey to facilitate a standalone analysis.

Data for the Planning Area analyses are drawn from two sources:

- 2015 American Community Survey (Census)—total housing units, owner-occupied units, renter-occupied units, seasonal units, household composition, age of residents, and housing tenure (own/rent); and
- 2017 Housing Choice Survey, Resident Sample and Low Income Sample—all other data reported.

Figure III-9.
Mono County Planning Areas



Source: Mono County.

Who are Antelope Valley's residents?

Nearly two-thirds (65%) of the Antelope Valley respondents to the Housing Choice survey live with their spouse or partner and no children in the home. More than half (58%) are age 55 or older. Three in four (73%) are homeowners. One in 10 (9%) Antelope Valley residents report living in overcrowded conditions (more than two people per bedroom).

What is the condition of Antelope Valley residents' housing? Nine in 10 Antelope Valley residents (90%) rate the condition of their home excellent or good. One in 10 (10%) considers their home to be in fair condition. Among the few with a home in fair condition, the heating system and windows are the most needed repairs.

What were the most important factors in choosing their current home? When choosing their current home, the three most important factors to Antelope Valley residents are: having a lot of space outside the home (e.g., large yard/property, close to open space, 61%), price/affordability (55%), and having private outdoor space outside the home (42%).

Antelope Valley resident housing costs and affordability. Antelope Valley median rent is \$750 and the median monthly mortgage is \$1,250. None of the survey respondents report paying HOA fees. The median monthly cost of utilities is \$250.

Antelope Valley residents employed a number of strategies to afford housing costs in Mono County in the past year:

- One in five (20%) sought additional employment;
- Nearly half used retirement, pension or trust fund income to pay housing costs (48%); given the median age of residents, a large share using retirement funds to pay for housing costs is not unexpected.
- Compared to other Planning Areas, Antelope Valley residents were among the least likely to have received outside help (e.g., financial assistance from family or friends or public assistance) to help with housing costs (10%). However, one in 20 (5%) was at risk of foreclosure or eviction in the past year, higher than all Planning Areas other than Mammoth Lakes.

What would be most beneficial to their household to make living in Mono County more affordable? Slightly more than half of Antelope Valley residents (55%) report their household does not need any assistance to make living in Mono County more affordable. One in five (18%) would benefit from a first time homebuyer downpayment assistance program and more than one in 10 (12%) need weatherization. Rent subsidies and employer-provided housing would be most beneficial to one in 10 respondents from the Antelope Valley (9% and 9% respectively).

What Antelope Valley residents' future plans? One in four (24%) Antelope Valley residents responding to the survey plan to move in the next five years. Among those planning to move, the top reasons motivating the change relate to homeownership—seeking a more affordable home to buy (43%) and becoming a homeowner (29%). Unique to Antelope Valley is the desire by 28

percent of planned movers for a smaller lot/less property; no other residents of Mono County planning to move expressed this desire.

One in five homeowners (22%) plan to sell in the next five years. None plan to convert their home into a rental property.

Overall, 15 percent of Antelope Valley homeowners would build an ADU if they had the resources. One homeowner who was not interested wrote, "*There is no demand in my community.*"

Antelope Valley homeowners who own other Mono County residential properties. One in four Antelope Valley homeowners own additional property in Mono County. Among these 70 percent lease property on a long-term basis (6 months or more).

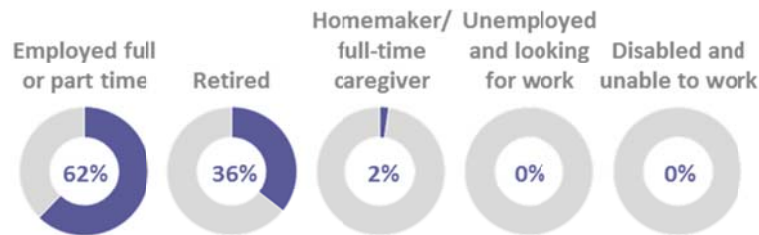


ANTELOPE VALLEY PLANNING AREA

RESIDENT CHARACTERISTICS



LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)

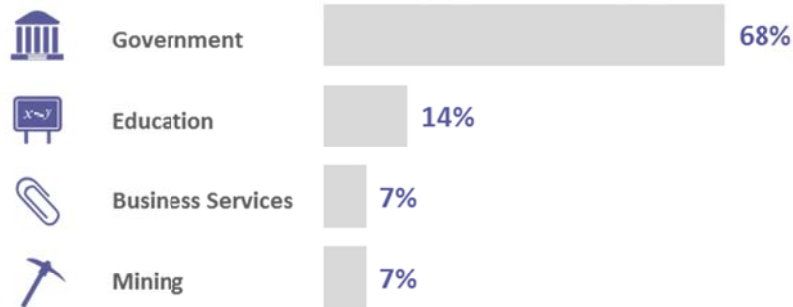


MEDIAN MONTHLY HOUSING COSTS

Mortgage	HOA fees
\$1,250	N/A
Rent	Utilities
\$750	\$250

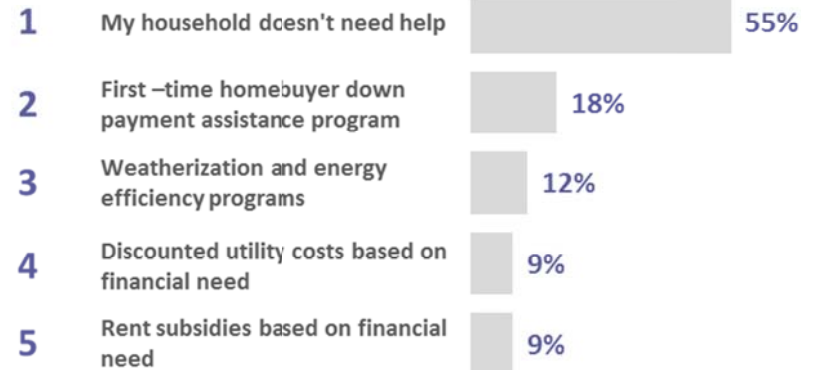


TOP INDUSTRIES OF WORKING ADULTS



Which of the following would be most beneficial to your household to make living in Antelope Valley more affordable?

TOP 5 RESPONSES FROM RESIDENTS





ANTELOPE VALLEY PLANNING AREA

HOUSING TYPES AND USES

ICON GUIDE

Detached single family home



Attached single family home



Condo/apartment



Accessory dwelling unit



Mobile/manufactured home



842 TOTAL HOUSING UNITS

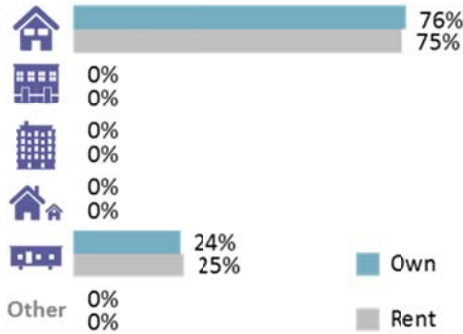


368 OWNER-OCCUPIED

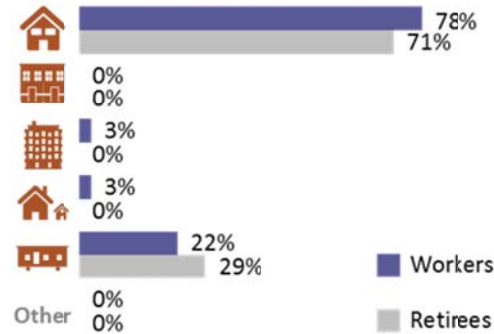
200 RENTER-OCCUPIED

91 SEASONAL UNITS

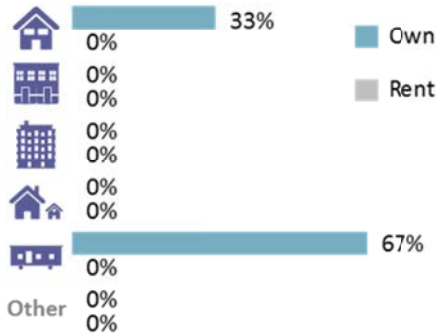
YEAR-ROUND RESIDENTS



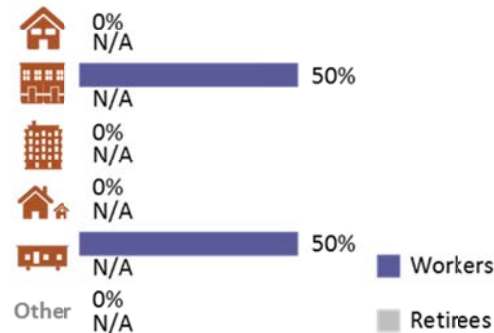
WORKERS V. RETIREES



SEASONAL RESIDENTS



WORKERS V. RETIREES



1 IN 4 ANTELOPE VALLEY HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES

Other Property Uses

- 10% Second home/vacation residence, for personal use only
- 70% Income property for rent to tenants with long term leases (6 months or more)
- 0% Income property for rent to tenants on seasonal basis (2-3 months or season)
- 10% Income property for rent to short term tenants (less than 1 month stays)
- 10% Undeveloped land with future plans for personal use dwelling
- 0% Undeveloped land with future plans for income-generating dwelling(s)

Note: Additional property is not necessarily located in Antelope Valley

Who are Bridgeport's residents?

About two in five Bridgeport residents (40%) who responded to the survey live with their spouse/partner and children. More than half (60%) are between the ages of 35 and 54. One-third (34%) are renters. One in 20 (5%) Bridgeport residents report living in overcrowded conditions (more than two people per bedroom).

What is the condition of Bridgeport residents' housing? Slightly more than one in four Bridgeport residents (27%) rate their housing condition as "fair" and 8 percent consider their home's condition to be poor. Bridgeport residents were more likely than any others to rate their housing condition as poor. More than half (53%) with homes in fair or poor condition report windows as their most important repair need followed by bathroom plumbing (41%) and flooring (41%). About one-third need heating system (35%) and weatherization (35%) repairs.

What were the most important factors in choosing their current home? Price is the most important factor to more than half of Bridgeport residents (52%), followed by having a lot of space outside the home (40%) and having a short commute (less than 15 minutes, 33%).

Bridgeport resident housing costs and affordability. The median rent among Bridgeport renters is \$695 and the median mortgage is \$1,125. Median monthly utilities are \$275.

Bridgeport residents employed a number of strategies to afford housing costs in Mono County in the past year:

- Nearly three in 10 residents (28%) sought additional employment;
- Nearly three in 10 (28%) receive financial support from family or friends;
- One in five (22%) used a retirement, pension or trust fund;
- Nearly one in 10 (9%) rented out a room in their home;
- Fewer than one in 20 (3%) rented their home as a vacation rental; and
- Fewer than one in 20 (3%) was at risk of eviction or foreclosure.

About one in 16 (7%) has friends/relatives live with them due to a lack of housing. These households report friends/family live with them because they cannot afford the housing that is available for rent in Mono County.

What would be most beneficial to their household to make living in Mono County more affordable? Most households (70%) identified one or more programs or policies that would benefit their household and make living in Mono County more affordable. Weatherization and energy efficiency (26%), a first-time homebuyer downpayment assistance program (22%) and a minor home repair program (20%) were the top factors identified.

What Bridgeport residents' future plans? One in five Bridgeport residents (22%) plan to move in the next five years. Among those planning to move, homeownership is the most common motivator, either becoming a homeowner (36%) or to find a more affordable home to buy

(36%). One Bridgeport resident plans to move and convert their home into an income property for long term lease by a local resident.

About one in 10 Bridgeport homeowners (10%) plan to sell in the next five years. Of those planning to sell, the main reason is to move to a different town or neighborhood.

If they had the resources, about one in three Bridgeport homeowners (32%) would build an ADU. With respect to ADUs, residents offered their perspectives on why they would or would not build an ADU:

- *“I would, but do not have a big enough lot.”*
- *“Shortage of rentals and employees in Bridgeport.”*
- *“Not a business friendly county.”*

Bridgeport homeowners who own other Mono County residential properties. Slightly more than one in 10 Bridgeport residents (13%) own other Mono County residential properties. Of these, half of the properties are second homes for personal use and half are undeveloped land with future plans for personal use. Of the income properties, half are leased long term and half are available for short term use.

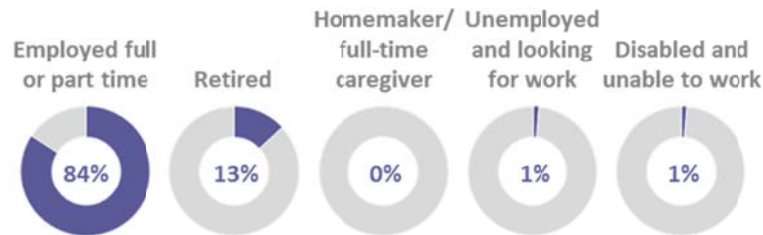


BRIDGEPORT PLANNING AREA

RESIDENT CHARACTERISTICS



LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)

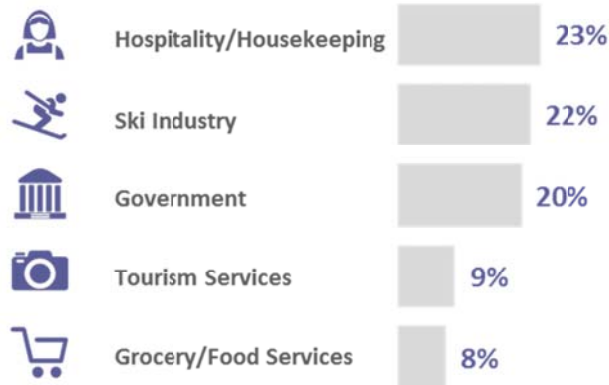


MEDIAN MONTHLY HOUSING COSTS

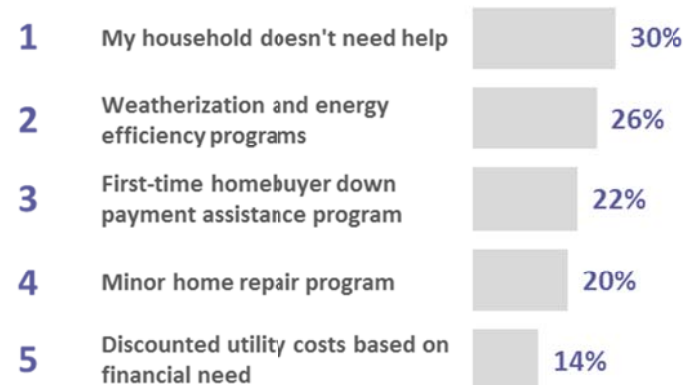
Mortgage	HOA fees
\$1,125	N/A
Rent	Utilities
\$695	\$275



TOP INDUSTRIES OF WORKING ADULTS



Which of the following would be most beneficial to your household to make living in Bridgeport more affordable? TOP 5 RESPONSES FROM RESIDENTS





BRIDGEPORT PLANNING AREA

HOUSING TYPES AND USES

ICON GUIDE

Detached single family home



Attached single family home



Condo/apartment



Accessory dwelling unit



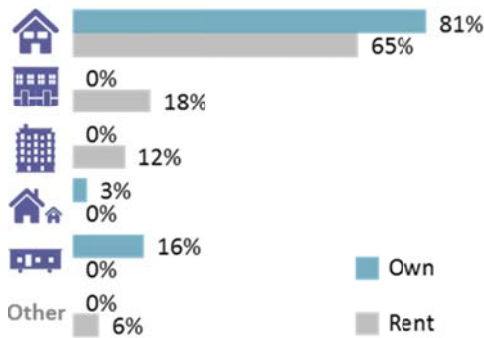
Mobile/manufactured home



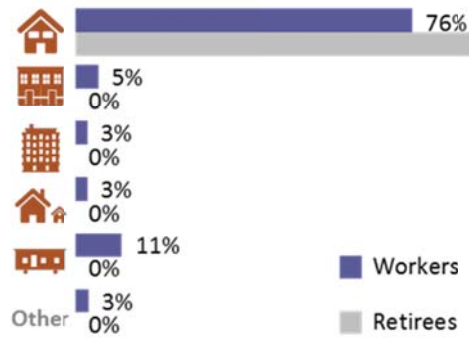
333 TOTAL HOUSING UNITS { **184** OWNER-OCCUPIED **26** RENTER-OCCUPIED

75 SEASONAL UNITS

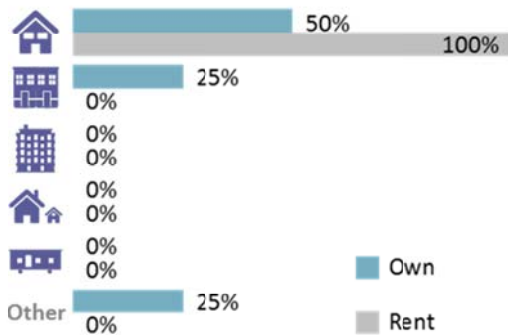
YEAR-ROUND RESIDENTS



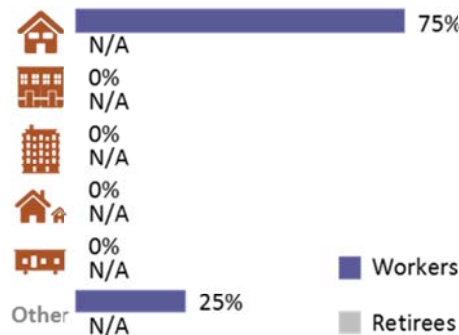
WORKERS V. RETIREES



SEASONAL RESIDENTS



WORKERS V. RETIREES



13% OF BRIDGEPORT HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES

Other Property Uses

- 31%** Second home/vacation residence, for personal use only
- 15%** Income property for rent to tenants with long term leases (6 months or more)
- 0%** Income property for rent to tenants on seasonal basis (2-3 months or season)
- 15%** Income property for rent to short term tenants (less than 1 month stays)
- 31%** Undeveloped land with future plans for personal use dwelling
- 8%** Undeveloped land with future plans for income-generating dwelling(s)

Note: Additional property is not necessarily located in Bridgeport

Who are June Lake’s residents?

One-quarter of the June Lake residents responding to the survey live with their spouse/partner and children (24%) and half are couples with no children (48%). More than two in five (44%) are between the ages of 18 and 44 and 27 percent are ages 65 or older. Half (50%) are renters, the second highest share of renter respondents among the Planning Areas examined—Mammoth Lakes was the highest at 52 percent renters.

One in 20 June Lake respondents (5%) report living in overcrowded conditions.

What is the condition of June Lake residents’ housing? Most June Lake residents consider their home to be in excellent (28%) or good condition (53%); one in five rate their housing condition fair (17%) or poor (2%). Windows (40%), weatherization (40%) and heating system (40%) repairs are most needed among those with homes in fair or poor condition.

What were the most important factors in choosing their current home? Price (59%) and owning instead of renting (31%) were the top two most important factors to June Lake residents, followed by having a lot of outdoor space outside the home (29%) and having private outdoor space (24%). About one in five (21%) considered a garage or covered parking most important.

June Lake resident housing costs and affordability. Median monthly rent among June Lake residents is \$1,050 and the median monthly mortgage is \$1,750. Median utilities are \$250.

June Lake residents employed a number of strategies to afford housing costs in Mono County in the past year:

- Three in 10 (29%) sought additional employment;
- Three in 10 (30%) receive financial support from family or friends;
- One in five (18%) rented out a room in their home;
- One in 7 (15%) used a retirement, pension or trust fund (lowest share among Planning Areas);
- One in 10 (8%) applied for public assistance;
- Fewer than one in 20 (3%) were at risk of eviction or foreclosure; and
- Fewer than one in 20 (3%) rented their home out as a vacation rental.

Overall, 10 percent of June Lake respondents report that they live with family or friends due to a lack of housing in Mono County. Of these, a lack of places to rent or buy, regardless of price, as well as being unable to afford the rent or mortgage on places available to buy or rent are both top reasons why these June Lake residents live with others. Further, 17 percent of June Lake respondents have friends or family living with them due to a lack of housing. These residents offered the same reasoning as those staying with family or friends: overall lack of housing to buy or rent and that housing which is available is not affordable.

What would be most beneficial to their household to make living in Mono County more affordable? Overall, 60 percent of June Lake residents would benefit from some programs or policies to make living in the County more affordable. First-time homebuyer downpayment assistance (24%), discounted utility costs based on financial need (14%), and weatherization and energy efficiency (14%) are the programs residents' considered most beneficial.

What June Lake residents' future plans? About one in five June Lake residents (22%) plan to move in the next five years. Of those planning to move the top reasons are seeking a more affordable home to rent (42%) and wanting to become a homeowner (33%). About 10 percent of June Lake residents (11%) plan to convert their home to a rental property in the next five years. Of these, most plan to rent their property to vacationers on less than a one month lease.

Slightly more than one-third of June Lake homeowners (35%) would build an ADU if they had the resources. Residents' perspectives on their interest in ADUs (or lack thereof) include:

- *"I definitely would do this for in-laws or to rent to a local. Unfortunately most lots in June Lake are too small or they have the giant PG&E high voltage power lines that run through the backyard (which we have). There is a 30 foot easement in our backyard that prevents us from ever being able to build."*
- *"We don't have the land on our property for this."*
- *"Want privacy."*

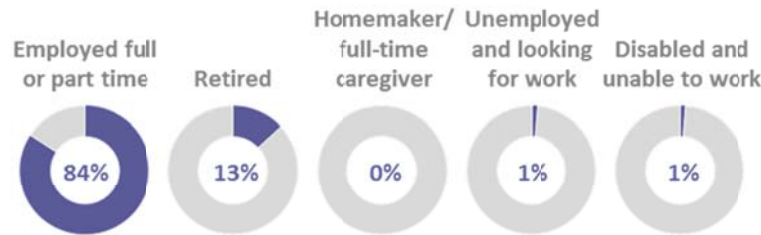
June Lake homeowners who own other Mono County residential properties. None of the June Lake residents who participated in the survey report owning other residential properties in Mono County—the only Planning Area where residents did not own other property.



JUNE LAKE PLANNING AREA RESIDENT CHARACTERISTICS



LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)

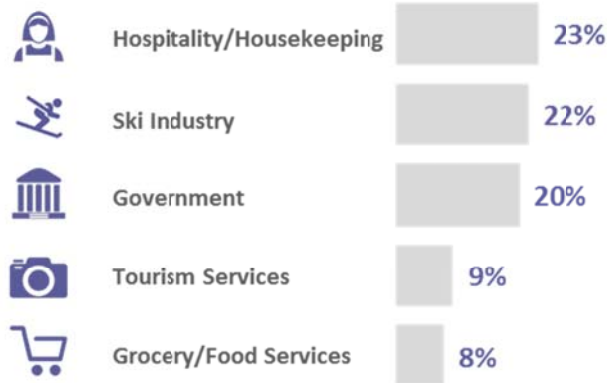


MEDIAN MONTHLY HOUSING COSTS

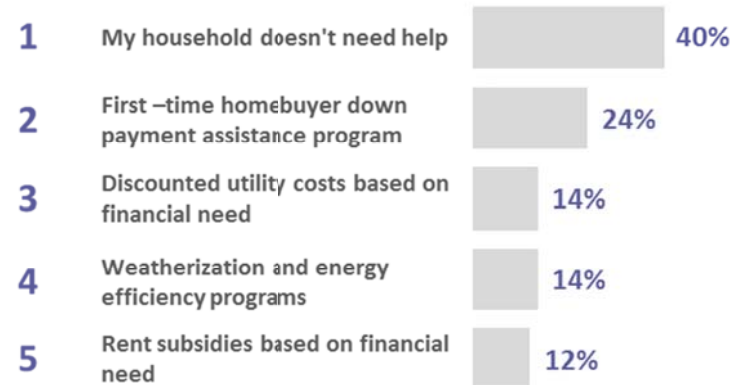
Mortgage	HOA fees
\$1,750	N/A
Rent	Utilities
\$1,050	\$250



TOP INDUSTRIES OF WORKING ADULTS



Which of the following would be most beneficial to your household to make living in June Lake more affordable? TOP 5 RESPONSES FROM RESIDENTS





JUNE LAKE PLANNING AREA

HOUSING TYPES AND USES

ICON GUIDE

Detached single family home



Attached single family home



Condo/apartment



Accessory dwelling unit



Mobile/manufactured home



802 TOTAL HOUSING UNITS

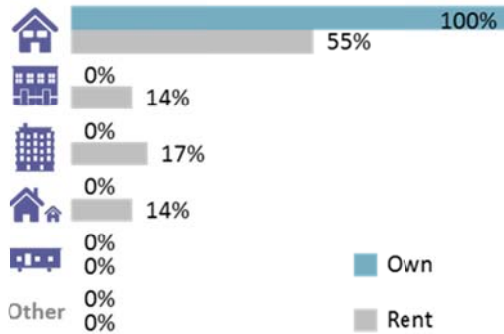


34 OWNER-OCCUPIED

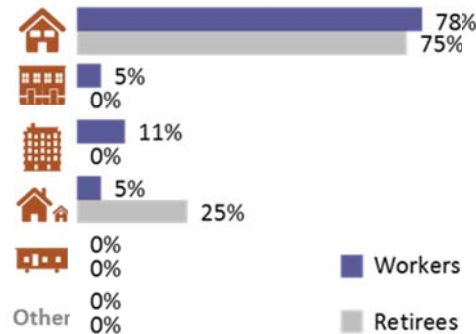
77 RENTER-OCCUPIED

623 SEASONAL UNITS

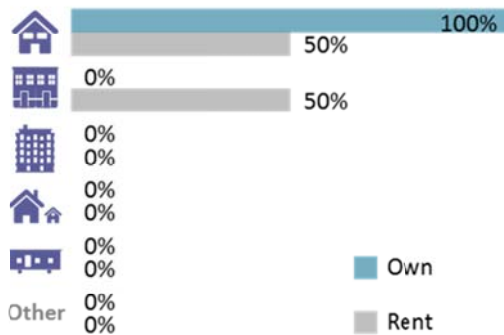
YEAR-ROUND RESIDENTS



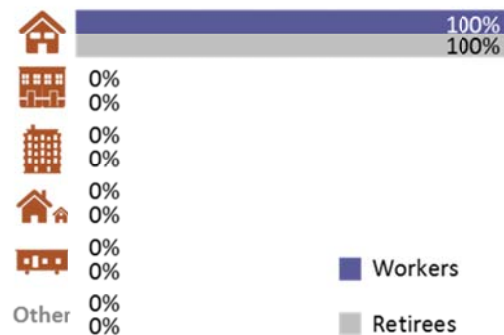
WORKERS V. RETIREES



SEASONAL RESIDENTS



WORKERS V. RETIREES



NONE OF THE JUNE LAKE HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES

Other Property Uses

N/A Second home/vacation residence, for personal use only

N/A Income property for rent to tenants with long term leases (6 months or more)

N/A Income property for rent to tenants on seasonal basis (2-3 months or season)

N/A Income property for rent to short term tenants (less than 1 month stays)

N/A Undeveloped land with future plans for personal use dwelling

N/A Undeveloped land with future plans for income-generating dwelling(s)

Note: Additional property is not necessarily located in June Lake

Who are Long Valley's residents?

More than half (55%) of the Long Valley respondents to the Housing Choice survey live with their spouse or partner and no children in the home. Nearly half (49%) are age 55 or older. Three in four (77%) are homeowners. One in 10 Long Valley residents (9%) report living in overcrowded conditions (more than two people per bedroom).

What is the condition of Long Valley residents' housing? Nearly all Long Valley residents rate their home in excellent (48%) or good (42%) condition. One in 10 (10%) consider their home to be in fair condition. Of those with homes in fair condition, bathroom plumbing (44%), weatherization (33%), kitchen appliances (33%) and flooring (33%) are the most needed repairs.

What were the most important factors in choosing their current home? The most important factors to Long Valley residents in choosing their current home are owning instead of renting (49%), having a lot of space outside the home (46%) and price (39%). Living in a more resident-focused area (32%), having private outdoor space (29%) and a garage/covered parking (22%) were also important factors to Long Valley residents' home choices.

Long Valley resident housing costs and affordability. The median monthly rent in Long Valley is \$1,500 and the median monthly mortgage is \$1,800. Median utilities are \$250/month and the median monthly HOA fee is \$49. About 10 percent of residents pay HOA fees.

Long Valley residents employed a number of strategies to afford housing costs in Mono County in the past year:

- Nearly one in five receive financial support from family or friends (18%);
- Nearly one in five used a retirement, pension or trust fund (17%);
- One in seven sought additional employment—compared to residents of other Planning Areas, Long Valley residents were the least likely to have sought additional employment in the past year (14% compared to 36% for the county overall);
- One in 14 (7%) rented out a room in their home;
- About one in 30 (3%) applied for public assistance; and
- About one in 75 (1.4%) was at risk of eviction or foreclosure.

Nearly 5 percent of Long Valley survey respondents live with family or friends due to a lack of housing. Among these residents, a lack of affordable housing to rent or buy is the primary reason they live with family or friends. About 8 percent of Long Valley residents have family or friends living with them due to a lack of housing. Both a lack of affordable homes to rent or buy as well as a lack of homes available to purchase, regardless of price, are the primary factors leading friends or family to live with them.

What would be most beneficial to their household to make living in Mono County more affordable? Overall, two in five Long Valley residents (41%) do not need programs or policies to make living in Mono County more affordable. Weatherization and energy efficiency (21%), first-time homebuyer downpayment assistance (16%), discounted utility costs based on financial need (12%) and a minor home repair program (11%) would be most beneficial to the greatest proportion of Long Valley residents.

What Long Valley residents' future plans? Nearly one in five Long Valley residents (19%) plan to move in the next five years, the lowest proportion planning to move among the Planning Areas examined. Homeownership is the primary reason these Long Valley residents plan to move, whether to become a homeowner (44%) or to find a more affordable home to buy (55%). About 9 percent of Long Valley homeowners plan to sell in the next five years. Of these most want to move to a different town or neighborhood and one want to live in a less expensive home. None of the Long Valley homeowners plan to convert their residence to a seasonal or vacation home.

Nearly one in three Long Valley homeowners (32%) would consider building an ADU to lease to local workforce. Several homeowners already have ADUs on their property; others would consider an ADU but they are prohibited by CC&Rs or the lot size is too small; others prefer their privacy and quiet.

- *“Already do and has been rented continuously for 11 years.”*
- *“CC and R's do not allow that in our area.”*
- *“I like open space and quiet around me.”*
- *“We like being somewhat isolated from other houses.”*

Long Valley homeowners who own other Mono County residential properties. One in five Long Valley residents (18%) own additional residential properties in the County. The majority (63%) are leased to long-term tenants and 17 percent are the Long Valley residents' second home. About 13 percent are leased as short-term rentals (less than one month). Those who lease short term identified income and flexibility as the primary reasons for preferring short term leases.

- *“I like having some flexibility to put up friends and family, plus short term pays well. I figure it is my choice to do what works best for our family. We like a balance.”*
- *“Income.”*

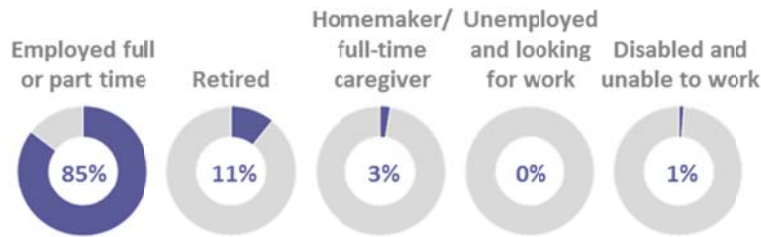


LONG VALLEY PLANNING AREA

RESIDENT CHARACTERISTICS



LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)

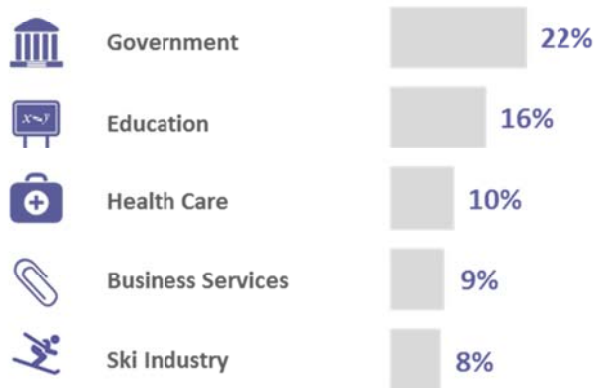


MEDIAN MONTHLY HOUSING COSTS

Mortgage	HOA fees
\$1,800	\$49
Rent	Utilities
\$1,500	\$250

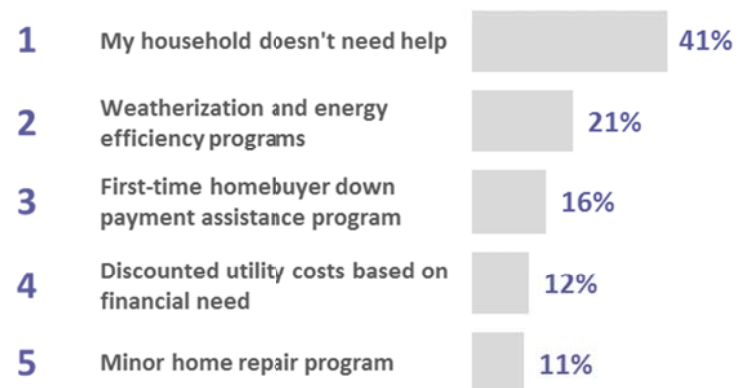


TOP INDUSTRIES OF WORKING ADULTS



Which of the following would be most beneficial to your household to make living in Long Valley more affordable?

TOP 5 RESPONSES FROM RESIDENTS





LONG VALLEY PLANNING AREA

HOUSING TYPES AND USES

ICON GUIDE

Detached single family home



Attached single family home



Condo/apartment



Accessory dwelling unit



Mobile/manufactured home



653 TOTAL HOUSING UNITS

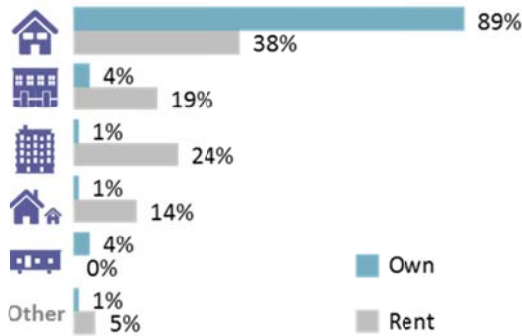


401 OWNER-OCCUPIED

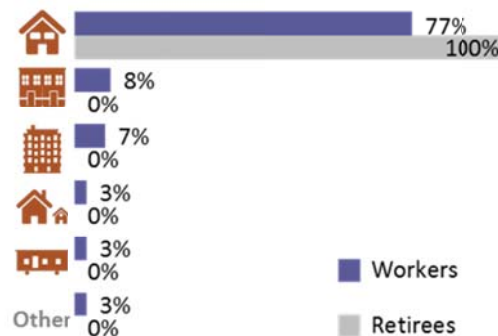
58 RENTER-OCCUPIED

172 SEASONAL UNITS

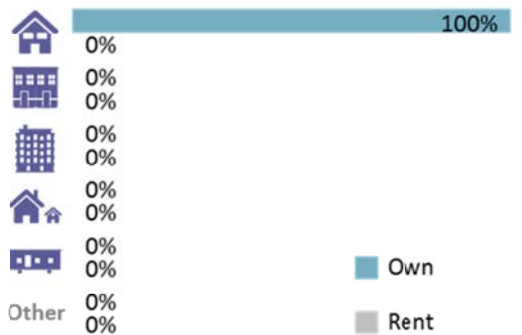
YEAR-ROUND RESIDENTS



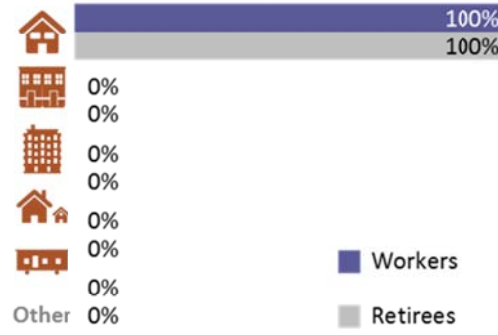
WORKERS V. RETIREES



SEASONAL RESIDENTS



WORKERS V. RETIREES



1 IN 5 LONG VALLEY HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES

Other Property Uses

- 17% Second home/vacation residence, for personal use only
- 63% Income property for rent to tenants with long term leases (6 months or more)
- 4% Income property for rent to tenants on seasonal basis (2-3 months or season)
- 13% Income property for rent to short term tenants (less than 1 month stays)
- 0% Undeveloped land with future plans for personal use dwelling
- 4% Undeveloped land with future plans for income-generating dwelling(s)

Note: Additional property is not necessarily located in Long Valley

Who are Mammoth Lakes' residents?

The greatest proportion of Mammoth Lakes respondents (41%) live with a spouse or partner and no children and one in four (24%) live with a spouse/partner and children. The second greatest proportion of Mammoth Lakes residents (30%) live in households composed of roommates or friends. The Mammoth Lakes Planning Area has the youngest population compared to other Planning Areas—more than one-third of respondents are age 34 or younger (35%) and just 8 percent are 65 or older. Slightly more than half of residents (52%) rent. Fewer than one in 20 residents (4%) report living in overcrowded conditions (more than two people per bedroom).

What is the condition of Mammoth Lakes residents' housing? One in four Mammoth Lakes residents rate their home to be in excellent condition (25%) and 49 percent in good condition. One in five (21%) consider their home to be in fair condition and 6 percent rate their home's condition as poor. Nearly half (45%) of those with homes in fair or poor condition need weatherization repairs; other top repair needs are windows (36%) and heating systems (23%).

What were the most important factors in choosing their current home? Price was the most important factor in choosing their home for more than half of Mammoth Lakes residents (55%), followed by having a garage/covered parking space (31%) and owning rather than renting (27%).

Mammoth Lakes resident housing costs and affordability. Median monthly rent in the Mammoth Lakes is \$1,296 and the median monthly mortgage is \$1,550. Overall, 15 percent of Mammoth Lakes respondents pay monthly HOA fees and the median fee is \$375.

Mammoth Lakes residents employed a number of strategies to afford housing costs in Mono County in the past year:

- Two in five (42%) sought additional employment;
- Three in 10 (31%) receive financial support from family or friends;
- One in five (18%) used retirement, pension or trust fund;
- One in five (17%) rented out a room in their home;
- One in 10 (10%) applied for public assistance;
- One in 20 (5%) were at risk of eviction or foreclosure; and
- One in 30 (25%) rented their home out as a vacation rental.

Overall, 13 percent of Mammoth Lakes respondents live with family or friends due to a lack of housing—the highest proportion of the Planning Areas examined. Three out of four (76%) of these respondents live with friends or family because they cannot find an affordable place to rent. Half cannot find an affordable place to buy (47%); in addition to a lack of affordability, 60 percent say they live with family or friends because of a lack of places to rent regardless of price.

One in five respondents (18%) has friends or family living with them due to a lack of housing. Primary reasons offered for why friends or family live with them are a lack of affordable units to rent (69%) and a lack of units to rent, regardless of price (63%). A lack of affordable residences to buy is a primary factor as well (40% cannot afford available properties to buy; 21% cannot find a place to buy, regardless of price).

What would be most beneficial to their household to make living in Mono County more affordable? Overall, 79 percent of Mammoth Lakes respondents identified a policy or program that would be most beneficial to their household with respect to making living in Mono County more affordable. Nearly one-third (32%) identified a first-time homebuyer downpayment assistance program as most beneficial, followed by weatherization and energy efficiency (23%) and discounted utility costs based on financial need (17%).

What are Mammoth Lakes residents' future plans? Nearly two in five Mammoth Lakes respondents plan to move in the next five years (37%), the greatest proportion among the Planning Areas. Becoming a homeowner (45%) and buying a more affordable home (37%) were the top two reasons for planning to move followed by seeking a more affordable home to rent (25%). More than 10 percent (12%) plan to sell their home in the next five years. Living in a larger home and moving to a different town or neighborhood are the main reasons the greatest proportion plan to sell their homes.

Slightly less than 10 percent (8%) plan to convert their residence to an income property in the next five years. Half plan to lease to long-term tenants and the remainder are split between seasonal rentals and shorter term arrangements (less than one month).

Mammoth Lakes homeowners who own other Mono County residential properties. Overall, 15 percent of Mammoth Lakes homeowners own other residential properties in Mono County. Most (68%) rent their units long term (six months or more) and one in five (16%) lease properties on a short-term basis. Those who prefer long term leases shared a desire to provide local workforce housing and described negative externalities of short term lease arrangements.

- *"I would not want to subject my friends and neighbors to deal with the parking and noise problems."*
- *"I plan on buying a new place for me and rent out my current condo. The CC&Rs dictate that I can only rent long term."*
- *"I understand the housing shortage and would like to help out locals."*
- *"It is an easier rental. Dealing with one or two people every 6 months-year. Don't have to find someone to clean the house every weekend."*
- *"The local workforce is the reason this town is a center for tourism. We need to support those people in availability of housing, especially affordable housing. This town is full of greedy pigs who care more about making money off of tourism and rentals than housing the people who make tourism possible."*

- *“Vacation rentals are a nuisance to neighbors so long term rental only or I will sell.”*

Those who prefer seasonal or short term leases point to the higher income derived as the primary reason for renting on a short term basis.

- *“I would lose money if I rented my condo out long term, instead I rent it out short term for a big enough profit that I was able to quit my high paying job to go to a more flexible job. If I were forced to rent out long term I would just sell my condo.”*
- *“I’ve discovered I can make more money renting via Airbnb.”*
- *“I can make 2-4 times as much renting to vacationers.”*
- *“It would be more money.”*
- *“Much higher returns and cash-flows.”*

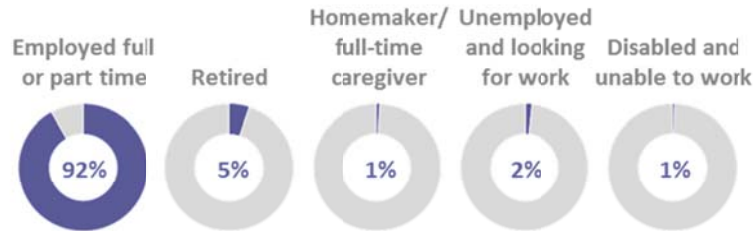


MAMMOTH LAKES PLANNING AREA

RESIDENT CHARACTERISTICS



LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)

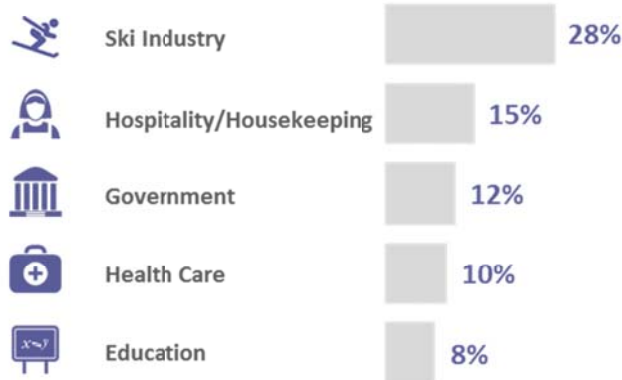


MEDIAN MONTHLY HOUSING COSTS

Mortgage	HOA fees
\$1,550	\$375
Rent	Utilities
\$1,296	\$300

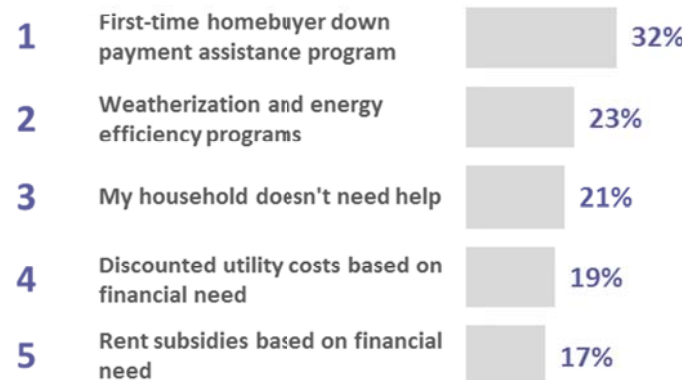


TOP INDUSTRIES OF WORKING ADULTS



Which of the following would be most beneficial to your household to make living in Mammoth Lakes more affordable?

TOP 5 RESPONSES FROM RESIDENTS





MAMMOTH LAKES PLANNING AREA

HOUSING TYPES AND USES

ICON GUIDE

Detached single family home



Attached single family home



Condo/apartment



Accessory dwelling unit

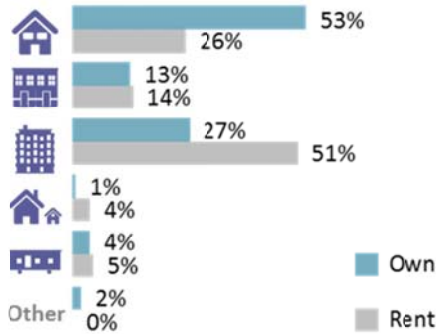


Mobile/manufactured home

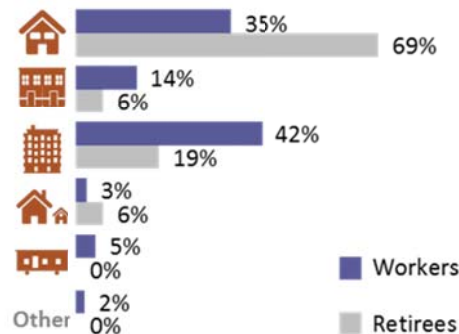


9,830 TOTAL HOUSING UNITS { 1,249 OWNER-OCCUPIED 1,444 RENTER-OCCUPIED 5,993 SEASONAL UNITS

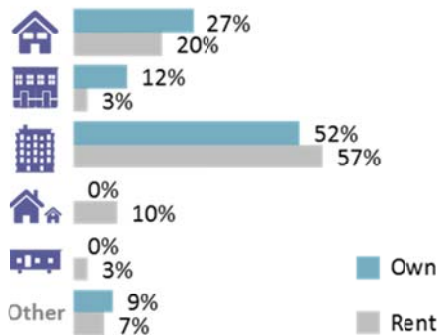
YEAR-ROUND RESIDENTS



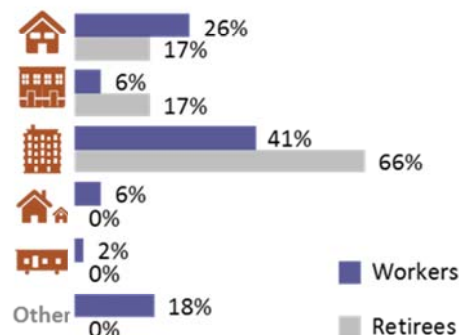
WORKERS V. RETIREES



SEASONAL RESIDENTS



WORKERS V. RETIREES



15% OF MAMMOTH LAKES HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES

Other Property Uses

- 4% Second home/vacation residence, for personal use only
- 68% Income property for rent to tenants with long term leases (6 months or more)
- 0% Income property for rent to tenants on seasonal basis (2-3 months or season)
- 22% Income property for rent to short term tenants (less than 1 month stays)
- 4% Undeveloped land with future plans for personal use dwelling
- 2% Undeveloped land with future plans for income-generating dwelling(s)

Note: Additional property is not necessarily located in Mammoth Lakes

Who are Mono Basin's residents?

Half (50%) of Mono Basin respondents to the Housing Choice survey live with their spouse or partner and no children in the home. Nearly two in five (39%) live with roommates. More than 60 percent (63%) are age 55 or older. Two in five (41%) are renters. None of the Mono Basin respondents report living in overcrowded conditions.

What is the condition of Mono Basin residents' housing? Most Mono Basin residents rate their home's condition as either excellent (25%) or good (55%). One in five (20%) consider their home condition to be fair; none identified their home condition as poor. Of those with homes in fair condition, windows, heating system, weatherization and plumbing and electrical repairs are most needed.

What were the most important factors in choosing their current home? Price (55%), having a lot of space outside the home (41%) and owning instead of renting (32%) are the top factors Mono Basin residents considered most important to choosing their current home.

Mono Basin resident housing costs and affordability. The median monthly rent reported by Mono Basin residents is \$900 and the median monthly mortgage is \$936. None reported paying HOA fees. The median utility payment is \$190.

Mono Basin residents employed a number of strategies to afford housing costs in Mono County in the past year:

- One in three (35%) sought additional employment;
- One in four (25%) rented out a room in their home;
- One in five (19%) received financial support from family or friends;
- One in five (19%) used a retirement, pension or trust fund; and
- One in 16 (6%) applied for public assistance.

More than 40 percent of the Mono Basin residents (44%) responding to the survey report that friends or family live with them due to a lack of housing. Note that even though a small number of surveys (22) were received from Mono Basin, this high proportion indicates that there is a lack of housing to rent or buy in the Mono Basin. The most common reasons why these respondents have friends or family living with them are a lack of affordable housing to rent and that they cannot find a place to rent, regardless of price.

What would be most beneficial to their household to make living in Mono County more affordable? Most Mono Basin respondents (86%) identified a policy or program that would be most beneficial to them to make living in Mono County more affordable. Nearly half (45%) identified weatherization and energy efficiency as most beneficial, followed by discounted utility costs based on financial need (23%) and rent subsidies based on financial need (18%).

What are Mono Basin residents' future plans? One in four Mono Basin residents (25%) plan to move in the next five years. Wanting to own a home and living in a larger home are the primary reasons why Mono Basin respondents plan to move. One in 10 (12%) Mono Basin homeowners plan to sell their home in the next five years. None plan to convert their home to a rental property. One in 10 Mono Basin homeowners (10%) would consider building an ADU if they had the resources.

Mono Basin homeowners who own other Mono County residential properties. Half of the Mono Basin homeowners (50%) who participated in the survey own other residential properties in Mono County. Most (60%) are long-term leases and the remainder is split between seasonal (two to five month leases) and short-term rentals. One respondent who leases long term remarked that it's *"easier than short term."* None of the other income property owners shared their reasoning for preferring long term over short term leases (or vice versa).

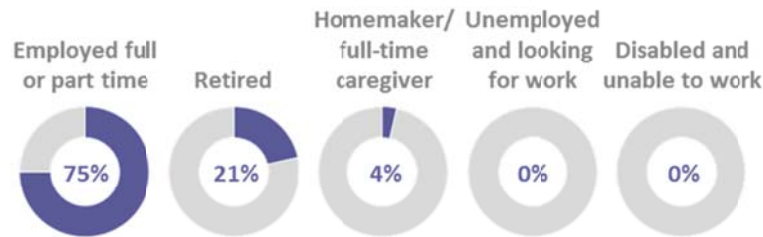


MONO BASIN PLANNING AREA

RESIDENT CHARACTERISTICS



LABOR FORCE PARTICIPATION (YEAR-ROUND RESIDENTS)

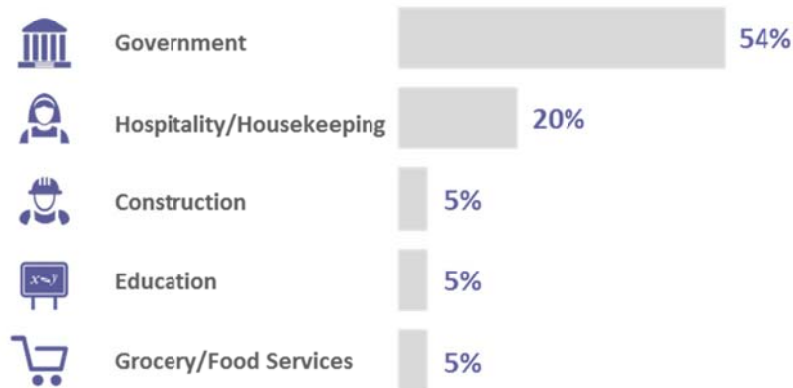


MEDIAN MONTHLY HOUSING COSTS

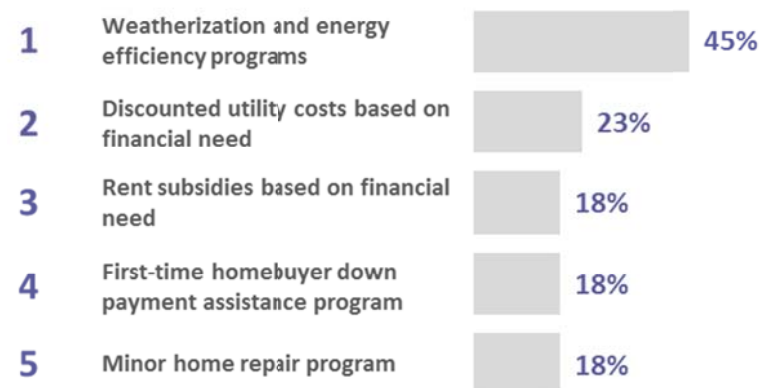
Mortgage	HOA fees
\$936	N/A
Rent	Utilities
\$900	\$190



TOP INDUSTRIES OF WORKING ADULTS



Which of the following would be most beneficial to your household to make living in Mono Basin more affordable? TOP 5 RESPONSES FROM RESIDENTS





MONO BASIN PLANNING AREA

HOUSING TYPES AND USES

ICON GUIDE

Detached single family home



Attached single family home



Condo/apartment



Accessory dwelling unit



Mobile/manufactured home



119 TOTAL HOUSING UNITS

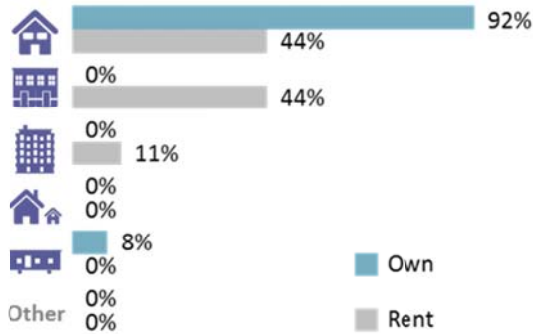


34 OWNER-OCCUPIED

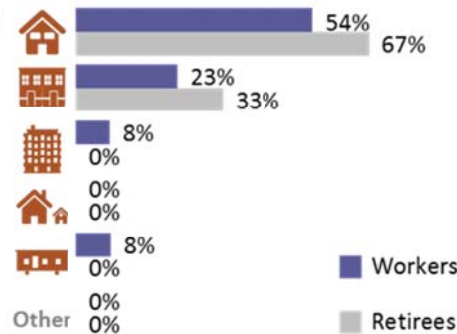
36 RENTER-OCCUPIED

49 SEASONAL UNITS

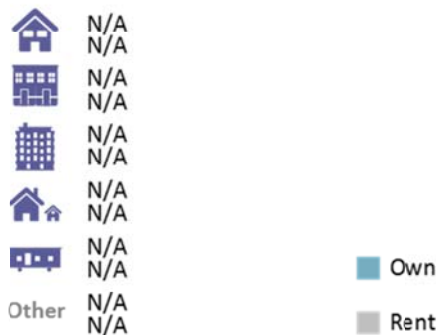
YEAR-ROUND RESIDENTS



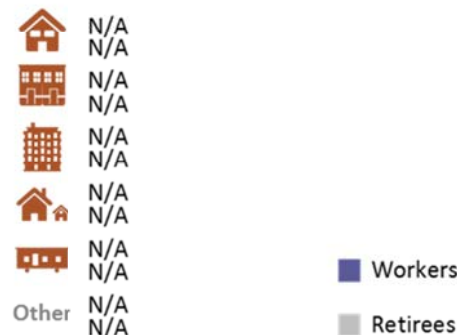
WORKERS V. RETIREES



SEASONAL RESIDENTS



WORKERS V. RETIREES



1 IN 2 OF MONO BASIN HOMEOWNERS OWN ADDITIONAL MONO COUNTY RESIDENTIAL PROPERTIES

Other Property Uses

- 0% Second home/vacation residence, for personal use only
- 60% Income property for rent to tenants with long term leases (6 months or more)
- 0% Income property for rent to tenants on seasonal basis (2-3 months or season)
- 18% Income property for rent to short term tenants (less than 1 month stays)
- 18% Undeveloped land with future plans for personal use dwelling
- 4% Undeveloped land with future plans for income-generating dwelling(s)

Note: Additional property is not necessarily located in Mono Basin

Employer Perspectives

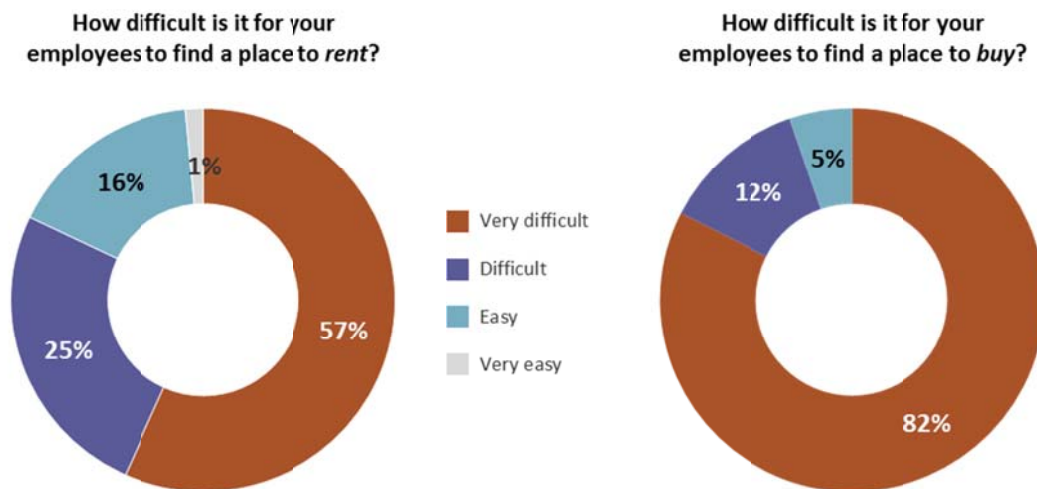
The employers who responded to the survey represent a cross-section of Mono County's employment base:

- Housekeeping—17 employers;
- Tourism—9 employers;
- Government/education—8 employers;
- Ski area—5 employers;
- Retail/food—4 employers; and
- Nonprofit—4 employers.

Most of the employers are based in Mammoth Lakes (32 employers), Lee Vining (7), June Lake (7) and Bridgeport (6).

How difficult is it for employees to find a place to rent or buy? From the perspective of employers, it's very difficult for their employees find a place to rent or buy. *"Impossible' is closer to the fact rather than 'Very Difficult.'"*

Figure III-9.
How difficult is it for your employees to find a place to rent? To buy?



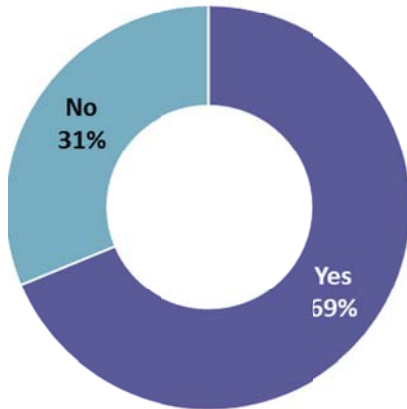
Note: n=41 employers.

Source: 2017 Employer Survey.

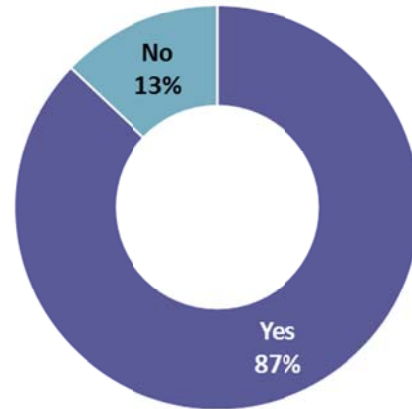
Does Mono County's housing market impact the ability of employers to retain or recruit employees? Yes. Nearly seven in 10 employers (69%) have had trouble retaining employees in the past two years and 87 percent have had trouble recruiting due to housing conditions in Mono County.

Figure III-10.
**Due to housing conditions in Mono County, have you had trouble retaining employees?
Recruiting?**

In the past two years, have you had trouble *retaining* employees due to housing conditions in Mono County?



In the past two years, have you had trouble *recruiting* employees due to housing conditions in Mono County?



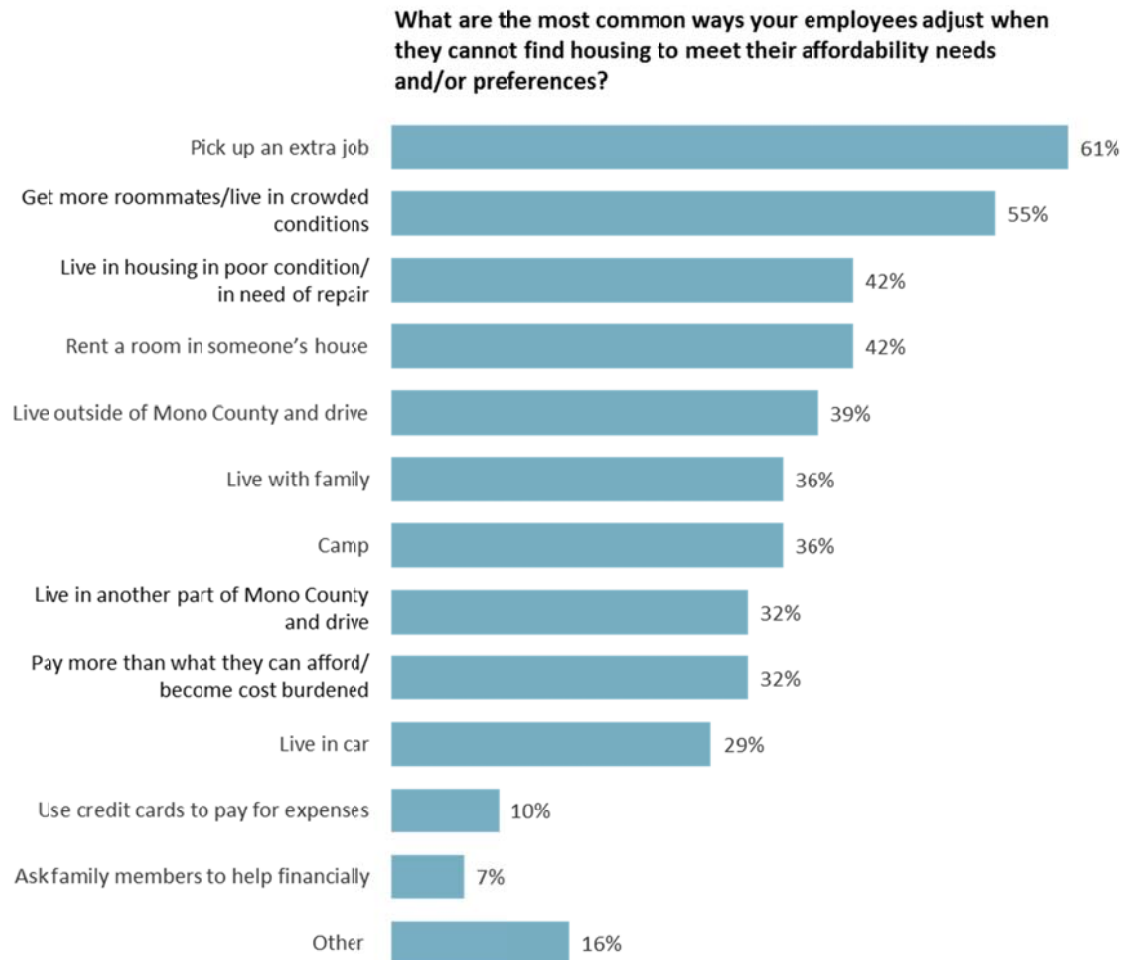
Note: n=41 employers.

Source: 2017 Employer Survey.

How do employees adjust to housing conditions? As found in the resident survey analysis, most employers believe their employees find additional jobs in order to afford housing. As shown, 29 percent of employees have had staff live in their car and nearly two in five have had staff camp.

Figure III-11.

What are the most common ways your employees adjust when they cannot find housing to meet their affordability needs and/or preferences?



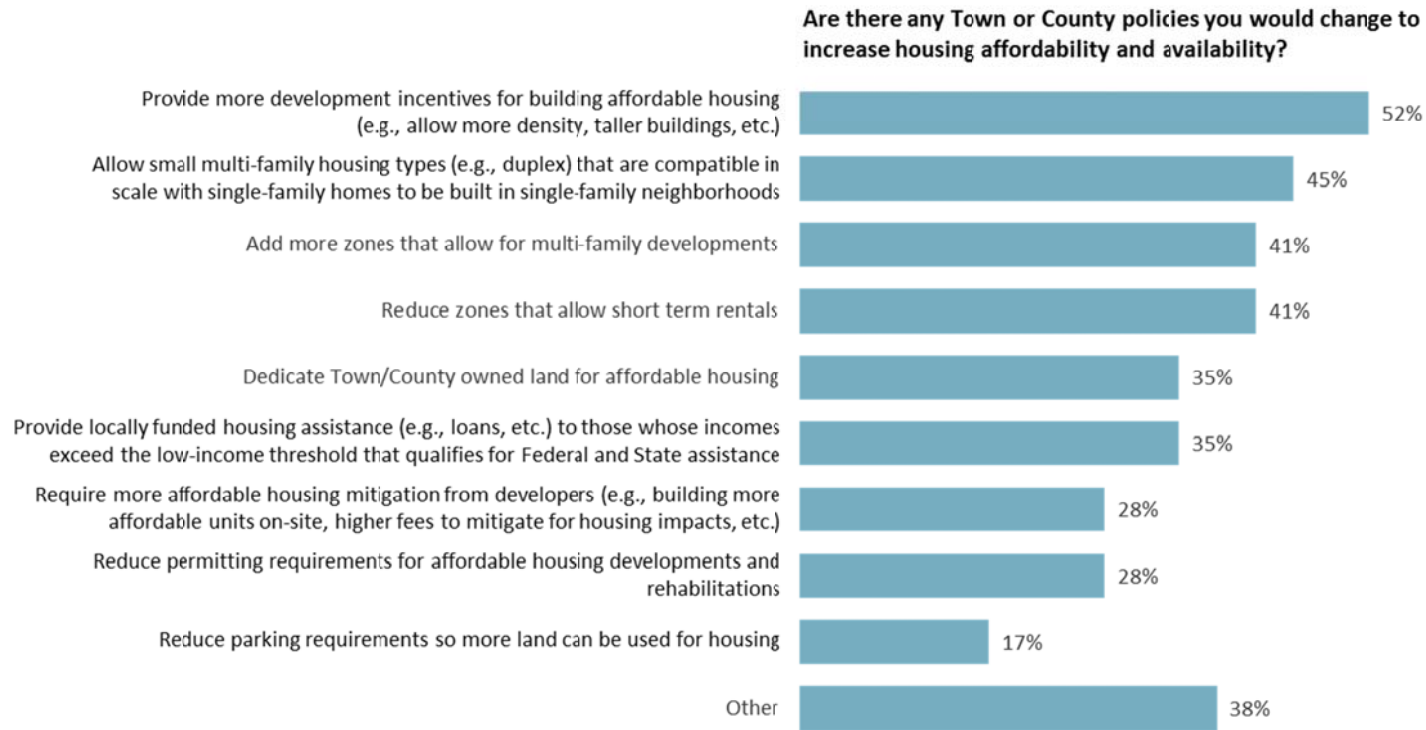
Note: n=41 employers.

Source: 2017 Employer Survey.

How would employers increase housing affordability and availability? Among the policy options considered, employers were most likely to favor policies that increase the supply of housing in in Mono County. Half (52%) of the employers surveyed would provide more development incentives for building affordable housing and nearly half (45%) would allow small multifamily developments in scale with single family homes to be built in single family neighborhoods.

Figure III-12.

Are there any Town or County policies you would change to increase housing affordability and availability?



Note: n=41 employers.

Source: 2017 Employer Survey.

SECTION IV.

Housing Plan Considerations

Based on the research conducted for this Housing Needs Assessment, and the consultant team's experience in communities similar to Mono County, we offer the following programs and policies for consideration to address the current and future housing needs in the unincorporated County. They should be interpreted as a "menu of choices" for consideration by the County Board of Supervisors and the individual towns that comprise unincorporated Mono County.

We begin with a discussion of the County's past and existing housing efforts.

Current and Past Housing Programs and Policies

Mono County currently has a First-Time Homebuyer program that is operated by Mammoth Lakes Housing and funded by the state through the HOME and CDBG (Community Development Block Grant) programs. The First-Time Homebuyer program provides gap financing by way of 30 year deferred mortgages to income qualifying first-time homebuyers. The Mono County loan portfolio consists of five loans funded through the HOME program and eight loans funded through the CDBG program for a total valuation of \$1,572,090 ranging from \$62,000 to \$200,000. These thirteen loans leveraged \$2.35 million in real estate investment in unincorporated Mono County.

The Mono County First-Time Homebuyer program was expanded to include a rehabilitation portion. The rehabilitation portion of the program has not had much activity. The County is working on fine tuning the program to make it more useful to Mono County residents.

Mono County Current Policies

In addition to the above Housing Programs, Mono County takes various approaches to help address the housing shortage:

- Focus growth in and adjacent to existing communities – concentrate housing near existing jobs and for transit purposes
- Public transit connecting communities with job locations (e.g., Mammoth)
- Encourage energy efficiency measures to reduce cost of living
- Prescriptive designs: engineered designs for certain building structures to reduce the cost of building these structures

The below General Plan policies demonstrate an effort to attend to the current housing shortage:

- ADUs: Per 16.040 in the General Plan Land Use Element, ADUs meeting specified square footage standards are permitted outright, requiring only a building permit.
- Land Use Regulations:

➤ Density bonuses for affordable housing– June Lake Area Plan

Policy 14.A.2. Mono County, where feasible, shall work with developers and the June Lake community in constructing and maintaining affordable housing for residents.

Action 14.A.2.a. Density bonuses for affordable housing shall be applied consistent with State law (GC §65915). Where consistent with State law, projects including density bonuses shall not exceed 7.25 or 14.75 UPA in SFR or MFR, moderate-designated areas, respectively. In all other permitted areas, projects shall not exceed 26 UPA for residential units and 60 UPA for commercial lodging units.

Action 14.A.2.b. Units set aside for employee housing or for very-low and low-income tenants, shall be excluded from project density calculations. Projects meeting this criterion, however, shall not exceed the allowable density of 7.25 and 14.75 UPA in SFR and MFR, moderate areas and up to 26 UPA for residential units and 60 UPA for commercial lodging units in all other permitted areas, subject to consistency with State law.

➤ General Density Bonus Provisions (Land Use Element, Chapter 4): 04.100 Density

C. A density bonus for workforce or affordable housing shall be granted in compliance with Government Code Sections 65915-65917.

➤ Manufactured Home Subdivision

- Specific Plans: Tioga Inn SP has workforce housing component, and is coming in for a modification to increase
- Subdivisions: some subdivisions have required inclusionary housing (under the old housing mitigation ordinance)

Expanding the Housing Toolkit

There are many approaches to addressing housing needs. Some require significant upfront investments; some utilize private sector investments; others complement ongoing efforts; and some are as simple as refining programs or streamlining existing policies.

In developing actions that are most effective, communities should first consider their “sphere of influence”—what communities can realistically do given their capacity and resources. Also of consideration is how the private sector will react to incentives or requirements. This reflection should be ongoing, as capacity, resources, and the role of the private sector changes as markets change.

The recommendations below are meant to give the individual towns within Mono County options to explore—and develop solutions that complement Countywide efforts. The recommendations that the County decides to implement will form the basis of the Action Items in the Housing Element Update.

As discussed above, the unincorporated County has provided downpayment assistance, rehabilitation funds, and both incentivized and required affordable and workforce housing development in the past. Responding to needs at the unincorporated County level can be very challenging due to lumpy demand (due to inconsistent growth patterns); limited water and sewer infrastructure that is costly to expand; resistance to growth and development; and lack of subsidies for affordable housing development.

It is imperative, therefore, that the programs and policies that are implemented are cost effective, thoughtful, and result in addressing identified needs. To that end, we recommend the following to: 1) Create new housing that is needed to address existing shortages and future demand from employment growth, and 2) Preserve existing affordable housing.

Creating New Housing

The recommendations in this section recognize that unincorporated Mono County had traditionally grown relatively slowly, adding, on average, about 15-30 housing units per year. As such, these recommendations focus on converting under-used housing units and units that may become available in the future as a solution, in addition to building new units.

No. 1. Incentivize the creation of ADUs. Although the impact may be small, improving the condition of and expanding construction of ADUs should be part of the housing toolkit. Survey respondents expressed an interest in living in ADUs. One of the barriers to creating ADUs is obtaining construction loans (financing) and construction costs. Public and nonprofit support can reduce those barriers.

The County should explore partnerships (foundations, Community Development Financial Institutions, the Town of Mammoth Lakes) that could create a fund for construction loans or grants for owners—including second homeowners with vacant or rented properties—in exchange for affordability commitments. The County should consider, if made available by the state, using CDBG and HOME funds for development of ADUs.

The County should also create one to two prototype sketches of ADUs that meet building code requirements and hold resident meetings to market those prototypes. At least one should be able to house a 3- to 4-person family. The County should explore and borrow concepts from the City of Austin’s Alley Flats Initiative, see <http://thealleyflatinitiative.org/>

No. 2. Update the Housing Mitigation Ordinance (Chapter 15.40 of the Mono County Code). Market conditions—and future expectations of employment growth—indicate that an update of the Housing Mitigation Ordinance is needed. Recommendations on that update should take into consideration the Town’s ordinance (currently under review) to ensure that there are no conflicting incentives or requirements. The consultant team who developed this report is currently working on recommended modifications.

No. 3. More actively engage employers in the housing needs conversation. As part of this study, employers were surveyed to gauge their interest in participating in housing solutions. Employers showed a moderate amount of interest in being part of solutions, suggesting that more education and outreach is needed to more fully bring them on board as partners.

The Town of Mammoth Lakes' Action Plan also includes an action item to “reach out to employers to understand needs, unit availability, and build a pool of employee-tenants.” It is appropriate for the Town to lead this effort as the employment center in the County. County staff should attend this meeting and share the results of the County Needs Assessment (e.g., the information on wages v. housing prices in Section II of this study is a starting point for such a conversation). In the absence of new affordable products, employers would need to double or triple the wages they pay workers in core industries for them to afford housing, particularly homes to buy.

Employers should also be informed about the very strong desire for workers to own a home in Mono County. Employers should be willing to assist their employees attain homeownership by participating financially in programs that provide downpayment assistance (once inventory increases), home improvements, and construction and financing of ADUs.

No. 4. Explore how to incentivize property owners to convert short term rental into long term rentals. The past Housing Element included an action item to develop and implement a program to connect second homeowners with those needing seasonal housing to encourage the seasonal rental of such units.

Property owners were surveyed about their intention to convert the existing units into short-term and seasonal rentals—or to convert seasonal and short-term rentals into long-term rentals. Just 2 percent of owners *in the unincorporated County* said they plan to convert their units into some type of rental in the next five years. This equates to about 35 potential rentals. Current owners who plan to convert their homes into rental units are most likely to choose to convert them to long-term rentals (55%), followed by short term rentals (32%), and then seasonal rentals (14%).

As an initial incentive for conversion, the County should explore offering property owners rehabilitation funds (currently funded by CDBG). The County should also monitor the Town's action item to develop a property management system to support small landlords in exchange for affordability. Researching property management options with existing companies or building new capacity is an action item in the Town's housing plan. If the Town or a nonprofit does enact such a program, it may be appropriate to expand it Countywide.

No. 5: Develop new housing opportunities. The County should examine its existing land adjustment and inventory to see if there are opportunities to develop workforce housing throughout the County. The County should also examine using a nonprofit land trust to manage those properties. Not only would developing a few units in each community result in broader choice of workforce housing, it would also increase the resident basis in the County's smaller communities, resulting in local business patronage.

The County should also coordinate with the Town of Mammoth Lakes on their action item to acquire land for affordable and workforce housing. The Town of Mammoth Lakes' Action Plan includes a recommendation to approach the Forest Service about potential land exchanges. Depending on the Town's success, there may be an opportunity for a local nonprofit or land trust to create and manage land trust/affordable units in both the Town and the unincorporated County.

No. 6. Support creation of a dedicated funding source for affordable and workforce housing. A priority action item for the Town of Mammoth Lakes is running a ballot initiative for tax increase to support a dedicated housing fund. As housing needs are a regional concern, the County should support this effort. County staff should be part of preliminary meetings to evaluate staff capacity, build support, and market approval of the fund. In addition, if economic conditions in the County improve significantly, the County may want to participate in the fund.

Preserving Existing Housing

No. 7. Continue to regulate the vacation home market. The County should implement regulations to manage the number of vacation rental homes in single family detached and attached neighborhoods. Nudging the short term rental market toward condominium products could help relieve the restricted supply of single family products. Based on the survey data, this would mostly affect homeowners who plan to sell their units in the future; few existing owners said they plan to convert their homes to vacation or short-term ownership.

No. 8. Evaluate funds to assist homeowners with needed rehabilitation. Countywide, more than 300 homeowners are living in homes that are in “fair” or “poor” condition, based on the survey conducted for this study. Thirty-three are living in units in poor condition.

Homeowner rehabilitation programs are a popular use of Community Development Block Grant (CDBG) funds in many areas, yet this program has not been popular in the unincorporated County.

County staff should continue to evaluate the challenges of the past rehabilitation program by holding meetings in various locations in the County to better understand why residents are not taking advantage of the program. It is likely that demand may be greater for rental units (see below). This effort could be done in partnership with the Town of Mammoth Lakes, which has an action item for doing outreach and approaching the High Sierra Energy Foundation about expanding rehabilitation and weatherization program options.

County housing authority staff should also work with the building department/inspections to determine if a small program that improves the conditions of mobile homes is needed and would be successful in the unincorporated County.

No. 9. Explore rental rehabilitation programs. Based on the data collected from renters for this need assessment, as many as 1,300 renters are living in units in substandard condition, with nearly 300 living in units in “poor” condition. This is a result of the County’s unique and older housing stock, as well as affordability constraints.

In the unincorporated County, an estimated 445 renters live in substandard units, with 100 living in units in poor condition.

Some communities are beginning to explore programs that provide grant or low interest loan funding to landlords of properties that need repair in exchange for a long-term affordability commitment. In some cases, an “insurance” fund is created to provide landlords with an incentive to rent to more challenging tenants. Other communities cover the cost of master leasing, property management, and maintenance on units (especially if there is some

opportunity to address downtime of town maintenance staff) for landlords in exchange for affordability commitments.

The county should convene a meeting with area landlords—and contact out-of-area landlords—to gauge their interest in such incentives. Out of area landlords can be identified through assessor’s data by matching the owner’s address to the unit address. Notifications from the assessor can also be used to contact local landlords; typical event marketing efforts and County notifications may also be effective. Alternatively, or before such a meeting, the County could conduct an online survey to gauge the interest and need in a rental rehabilitation program.

The County should also communicate the results of the condition needs from the resident survey to landlords to reinforce the importance of maintaining units in good condition for public health and safety.

No. 10. Support acquisition of homes that are likely to be offered for sale in the next 5-15 years and make them affordable to workforce. A significant number of owners surveyed for this study—more than 10 percent—said they will sell their homes in the next five years. In addition, 5 percent of seasonal owners plan to sell. This could equal as many as 200 units if these units are priced within a reasonable range and a buy down could make them affordable.

The County should explore some type of a “notification system” whereby owners who want to sell can advertise their units on a County website. The County could also help facilitate transfer of those units into a land trust, if one were to be developed in the Town and County.

Land Use Regulations

The County should continue land use regulations that encourage workforce and affordable housing development. Although their impact varies depending upon the market, having development incentives is always a good option to encourage affordable and mixed-income housing. It is important that the County continue the regulations (some of which are currently required by state law) that provide:

- Density bonuses for projects incorporating affordable housing;
- Reductions or waivers of development fees for affordable housing projects;
- Flexibility in subdivision design to encourage clustering, zero lot line and common-wall developments, and other residential design strategies that allow for development at the gross allowable density while preserving sensitive site features; and
- At every opportunity—town halls, newsletters from community leaders, through community events—residents need to be educated about the positive effect of increasing densities and impact on addressing housing needs.

Summary of recommendations. These recommendations, their ability to address needs, and potential impacts are summarized below.

Housing Solutions, Estimated Benefit and Cost

Program or Policy	Estimate of Need (Balance of County only)	Target and Benefit (Balance of County only)	Estimate of Cost/Sources of Funds (if known)
Rental repair	445 renters living in substandard units	Low income renters living in aging apartments, condos, and mobile homes	Cost is staff time to communicate with landlords the County's desire to improve rental housing stock and enforce condition problems. Costs of providing property management and maintenance services.
	100 renters living in very substandard units	Prioritize low income renters living in units in very poor condition	At \$15,000 per unit, would cost \$300,000 to improve 20% of very substandard units. Would require affordable exchange for larger investments.
Homeowner repair	156 owners living in substandard units	Owners in older homes with weatherization needs	At \$8,000 per unit (weatherization only), would cost \$250,000 to assist 20% of owners with weatherization needs. Funds: State CDBG.
	16 owners living in very substandard units	Prioritize owners living mobile homes and aging single family homes	At \$50,000 per unit, would cost \$800,000 to address full needs of owners in very substandard homes. Funds: State CDBG.
Support creation of workforce housing	50-100 rental units needed to meet unmet demand	Prioritize renters living in substandard and overcrowded conditions	Cost of land donation, development and downpayment subsidies
	> 300 renters interested in ownership; 90 (30%) interested in deed restricted products	Renters who want to buy. Important that units accommodate small worker households as well as families	
	40-140 new units needed to accommodate workforce growth through 2022	Prioritize future workers in food service, tourism, service industries	
Rehab of aging rental development. Could be required through housing mitigation ordinance.	See rental needs and ownership demand above	200 potential units. Prioritize units most likely to house core workforce and families.	A home priced at \$300,000 would require a \$30,000 subsidy to account for sales transaction costs
Encourage conversion of units from seasonal/short to long term rental	See rental needs above	< 20 units	Depends on incentive; should be similar to rental rehabilitation incentive

Other recommendations considered. There were some potential programs and policies that were considered and are not recommended at this time. These include:

- Downpayment assistance for renters who want to become owners. At this time there are so few units for sale that are affordable to workforce, downpayment assistance program on its own is unlikely to make a difference in affordability. The downpayment assistance program needs to be paired with other programs, such as rehabilitation and creation of new housing units (ADUs) to create new housing for purchase.
- Relying only on the construction of private housing to address supply constraints. Some communities have benefitted from encouraging strong residential growth and allowing new supply to address affordability constraints. This typically only works in markets with a large volume of residential development for permanent residents and in markets that soften considerably (e.g., Las Vegas during the last housing market downturn).

Role of the Unincorporated County/Housing Authority & Working with the Town

Many mountain communities have housing authorities that play a very active role in developing and managing affordable housing, in addition to serving a leadership role in housing policy formation, implementation and monitoring.

The Town of Mammoth Lakes, as part of its housing action plan, will be evaluating staff roles in addressing housing needs. This evaluation may result in greater capacity to address housing needs at the town level and a liaison for County staff.

The areas where County staff should work with Town staff in addressing housing needs include:

- Inventory and identify land/underutilized buildings and partners (private owners, Forest Service) for a potential housing community;
- Explore alternative financing and insurance, including working with area banks and community development financial institutions that are more flexible than federal government-sponsored agency programs. This would include financing of ADUs;
- Join in the Town effort to evaluate a ballot initiative for a Housing Fund. County staff should be part of preliminary meetings to evaluate staff capacity, build support, and market approval of the fund.
- Explore working with the Town on development of a property management system to support small landlords in exchange for affordability. Researching property management options with existing companies or building new capacity is an action item in the Town's housing plan.
- Explore rehabilitation and weatherization funding in partnership with the Town of Mammoth Lakes, which has an action item for doing outreach and approaching the High Sierra Energy Foundation about expanding rehabilitation and weatherization program options.

- Support Town efforts to engage employers in the housing needs conversation. Provide data from this study and contact employers in the unincorporated County and encourage them to attend meetings.

At the County level, staff is encouraged to take the following roles:

- Continued administration of state CDBG funded repair programs including new programs for rental rehabilitation and potentially ADU construction (in conjunction with the Town);
- Depending on the availability of land or buildings that could be repurposed into a new housing community, manage the land conveyance process, issuance of an RFP, and oversee development;
- Administer the lottery system and deed restricted housing created in the unincorporated County and/or monitor a land trust; and
- Be a liaison between property owners participating in affordable rental incentive programs (ADUs and conversion of vacation rentals) and renters needing units.

Mammoth Lakes DRAFT Community Housing Action Plan

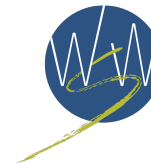
As a reference for the above recommendations, the current draft of the Town of Mammoth Lakes Community Housing Action Plan is appended to this section. The Town Council will be holding a workshop to review the Mammoth Lakes Community Action Plan on November 15, with the plan returning to Council for acceptance on December 6, 2017.

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

November 2017



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Executive Summary

Through committed work and input from the community and 22-member Housing Working Group over a five-month period, the *Mammoth Lakes Community Housing Action Plan: Live, Work, Thrive* identifies housing goals and a plan of action to address community housing objectives. Strategies to meet objectives have been identified and prioritized and roles and responsibilities assigned. A timeline for achievement of priority strategies has been established, recognizing that this Plan will have life beyond this timeline to continue to evolve and meet changing community housing needs over the long term.

The Plan also recognizes that Mammoth Lakes is not starting from scratch – it builds upon successes and expands the existing housing program. This Plan will require increased investment of staffing and capacity, public land, and local financing to achieve; however, it will also focus the housing program, allow Mammoth Lakes to target strategies and use resources wisely, track progress and allow the program to evolve to meet changing needs over time.

Not just relying on the Town and Mammoth Lakes Housing (MLH), this Plan defines participation from the broader community – employers, institutions and community organizations – recognizing that it takes a community to build a community. Although the Town will ultimately be accountable, the broader community needs to be involved to ensure the success of its implementation.

Specifically, this Plan identifies over 20 community housing strategies spanning six primary subject areas (as summarized in the following chart) to meet the following objectives:

- Provide 200 to 300 community housing units within 5 years, through a combination of new development, redevelopment, housing programs and policies. The Plan will have life beyond this 5-year period and goals will be updated as dictated by needs;
- Target the full range of community housing needs currently not being met by the market, including rentals for households earning less than 80% AMI and ownership housing for households earning up to 150% AMI;
- Produce community housing at a rate faster than job growth in the near term to help address the current housing shortage, unfilled jobs and provide opportunities for in-commuters who want to move to town; and
- Retain a strong base of residents and employees living in town.

Community Housing Action Plan Components



Acknowledgements

We would like to thank everyone who helped us and gave their time and assistance to create the Community Housing Action Plan. Development of the *Mammoth Lakes Community Housing Action Plan: Live, Work, Thrive* relied on the participation from Mammoth Mountain Ski Area, Mammoth Lakes Housing, Inc., Town of Mammoth Lakes and Mono County staff, elected officials, local employers, real estate agents, property managers, community stakeholders, town residents and employees, and the Mammoth Lakes Housing Working Group, including:

Name	Affiliation	Name	Affiliation
Bill Taylor	Mammoth Lakes Housing Board Member	Megan Mahaffey	Mono County Planning & Comm. Dev. Dept.
Ruth Traxler	Town of Mammoth Lakes	John Urdi	Mammoth Lakes Tourism
Lindsey Rich	Mammoth Mountain Ski Area	Sandra Moberly	Town of Mammoth Lakes
Stacy Coreless	Mono County Board of Supervisors	Thom Heller	Mammoth Lakes Fire Dept.
Paul Oster	RE/MAX of Mammoth	Colin Fernie	Town Council Member
Paul Chang	Town of Mammoth Lakes PEDC	John Wentworth	Town Council Member
Talene Shabanian	Mammoth Hospital	Jorge Espitia	Community Member
Kay Hartman	Mammoth Comm. Water District	Ken Brengle	Mammoth Lakes Chamber of Commerce
Tom Hodges	Mammoth Mountain Ski Area	Amanda Greenberg	Mono County Behavioral Health
John Helm	Eastern Sierra Transit Authority	Rich Boccia	Mammoth Lakes Foundation
Kirk Stapp	Mammoth Lakes Housing Board Member	Jennifer Halferty	Mammoth Lakes Housing
		Patricia Robertson	Mammoth Lakes Housing
		Greg Eckert	Town of Mammoth Lakes PEDC

The Housing Working Group and many members of the general public participated from the beginning of the Housing Needs Assessment process through the completion of the Community Housing Action Plan: an eight-month commitment of time and resources. We cannot thank the community enough for the wealth of insight and experience they brought to this process. The Mammoth Lakes Community Housing Action Plan would not exist without this broad and extensive participation.

Mammoth Lakes Community Housing Action Plan

This section presents the *Mammoth Lakes Community Housing Action Plan*. This Plan represents a community effort to focus the community housing program and increase the ability to meet community housing needs. A summary of the Action Plan process is first provided below, followed by definitions of terms used within this Plan. This is followed by a discussion of the primary components of the Plan, which include:

1. Goals and objectives. Plan goals and objectives are established to help monitor progress. Objectives should be revisited as community housing needs evolve;
2. Foundational Structure. The foundational structure represents the core operational needs of the Plan. This structure is needed for successful and efficient implementation.
3. Action Strategies. The action strategies represent the prioritized strategies that have been developed to meet housing goals and objectives. The action strategies include defined roles and responsibilities and a timeline for achievement. This is the Action part of the Plan. Because not every strategy can be implemented at once, the sequencing of each prioritized strategy was based on multiple criteria:
 - Housing Needs – does the strategy address a community need? Which needs are most urgent?
 - Current Capacity – what can we do now? What expertise do we need to grow before taking on certain efforts?
 - Building Blocks – does it create an opportunity to build sequential steps in the process?
 - Ease of Implementation – are there political or capacity limits? Ability for a successful outcome?
 - Range of Impacts – does it address one need or many?
 - Extent of Impact – how much housing can it provide?

Community Housing Action Plan Process

The Action Plan process began with an update to the 2011 Mammoth Lakes Housing Needs Assessment to:

- Identify how much, what type, at which price points, and for whom community housing is needed both currently and projected over the next five years;
- Inventory existing programs and resources and
- Understand current achievements and capacity.

Using the *Mammoth Lakes Community Housing Action Plan: Part 1 – Housing Needs, Accomplishments and Challenges (July 2017)*¹ report as the foundation, the *Mammoth Lakes Community Housing Action Plan* process kicked off in July 2017. The process included extensive outreach and local participation to ensure development of an action plan that is grounded in community ownership and direction. This process included seven work sessions with the Housing Working Group, two open public work sessions and an open house over a four-month period. Local officials, employers, institutions, community stakeholders and concerned residents made the decisions and dictated the outcome of the Plan, while the consultant team provided technical assistance and expertise on housing solutions in the intermountain west. Through this process, the community led the Plan's development, resulting in the *Mammoth Lakes Community Housing Action Plan*.

More specifically, the process:

- Began with two open-public and Housing Working Group sessions during which the public and the Housing Working Group helped shape the objectives of the community housing program, learned about potential housing tools and strategies, and provided input on housing tools they felt should be priorities or that may be inappropriate for Mammoth Lakes.
- The Housing Working Group then spent four technical work sessions on the prioritized tools to develop action strategies that would be effective in Mammoth Lakes. Through this process, the Housing Working Group learned about options including best practices in comparable communities, researched priorities from the open public sessions, developed strategies, established a timeline, and targeted roles and responsibilities for implementation.

¹ *Mammoth Lakes Community Housing Action Plan: Part 1 – Housing Needs, Accomplishments and Challenges (July 2017)* by WSW Consulting, Inc., et al.

- The proposed actions were then brought back to the public in an open house session, in which the public responded to proposed actions and provided feedback on priorities. Input from the open house is summarized in this report and complete comments received are attached in Appendix B.
- A project website (www.housemammothlakes.com) was also maintained throughout the Action Plan process. The website kept the public and Housing Working Group apprised of the process by:
 - Providing information on the Plan process, itinerary and timeline;
 - Providing a meeting schedule for public and Housing Working Group meetings;
 - Posting project documents, meeting agendas and materials;
 - Allowing for general comments; and
 - Listing contact information and Housing Working Group members.
- Public meetings and project updates were also noticed through publication in *Mammoth Times*, *The Sheet*, and *El Sol* and outreach from Housing Working Group members through social media, websites and newsletters.

Definitions

The following definitions are provided for reference and coincide with those used in the *Mammoth Lakes Community Housing Action Plan: Part 1 – Housing Needs, Accomplishments and Challenges (July 2017)*.

Affordable housing - As used in this report, housing is affordable if the monthly rent or mortgage payment is equal to or less than 30% of gross household income (before taxes).

Area Median Income (AMI) - A term that generally refers to the median incomes published annually for counties by the US Department of Housing and Urban Development (HUD) and published annually by the California Department of Housing and Community Development (HCD). California State Income Limits published through HCD apply to State and local affordable housing programs statutorily linked to HUD income limits. AMI varies by household size and is published each year by HUD and HCD for households at various income levels.

Community Housing - Used in this report to define housing that is intended to be affordable for and occupied by residents of the town of Mammoth Lakes and workers employed in town. The report *Mammoth Lakes Community Housing Action Plan: Part 1 – Housing Needs, Accomplishments and Challenges (July 2017)* identifies community housing needs in Mammoth Lakes in 2017 through 2022.

Missing Middle - Generally refers to housing needed that is affordable to residents and the workforce earning over 80% AMI, yet cannot afford market-rate housing. In Mammoth Lakes, this generally refers to households earning between about 80% AMI up to 150% AMI (an average-sized 2.5-person household earning between \$54,000 to \$100,000 per year).

Transient Occupancy Tax - A 13% tax in Mammoth Lakes that is charged “for the privilege of occupancy of any transient occupancy facility.” TOT is a primary source of General Fund revenue for the Town.

Workforce Housing - Housing intended for and affordable to employees and households earning local wages

1. Goals and Objectives

The overall goal of the Mammoth Lakes Community Housing Action Plan is to present a set of actions that address a range of community housing needs both in the near term and over the long haul. The 2017 Mammoth Lakes Housing Needs update showed that about 600 housing units are needed over the next five years to address the current housing shortfall for residents and the workforce and to keep up with job growth over the next five years. About 340 of these units need to be priced below-market to meet the full range of community housing needs. This includes homes for ownership priced below \$400,000 and rentals priced below \$1,400 per month for the average 2.5-person household. These needs will be updated within five-year's time and the Housing Action Plan will evolve to address community housing needs as they change.

The actions identified in the Mammoth Lakes Community Housing Action Plan are grounded in retaining the community's vision and general housing policies expressed in the 2007 General Plan and 2014-2019 Housing Element, as follows:

Mammoth Lakes General Plan Community Vision Statement (2007)

2. Being a great place to live and work. Our strong, diverse yet cohesive, small town community supports families and individuals by providing a stable economy, high quality educational facilities and programs, a broad range of community services and a participatory Town government.
3. Adequate and appropriate housing that residents and workers can afford.

Housing Element Goals (2014-2019)

- Goal H.1: Assure adequate sites for housing development with appropriate land use and zoning designations to accommodate the Town's share of the Regional Housing Need.
- Goal H.2: Promote construction of an adequate supply of housing to meet the needs of all sectors of the community, including the conservation and improvement of existing housing supplies.
- Goal H.3: Maintain high quality, livable housing units and neighborhoods in Mammoth Lakes.
- Goal H.4: Reduce governmental constraints to housing production and affordability.
- Goal H.5: Provide equal housing opportunities for all residents of Mammoth Lakes.
- Goal H.6: Balance the need and provision of housing in the community with its impacts on the environment.

Public participants in the Housing Action Plan process identified several community characteristics that are highly valued, reinforcing the existing town vision and housing goals by:

- Retaining Mammoth Lakes as a place to live, work and play.
- Embracing the “spirit” of people who live here.
- Preserving the natural environment, with outdoor recreation access being paramount.
- Retaining the “village in the trees” character.
- Striving for quality community services – hospital, schools, college, etc.
- Ensuring quality community housing and neighborhoods are available – both existing and new.

Additional components that some feel have been lost or that would otherwise help fulfill the vision of the community, included:

- The ability for people to move to Mammoth Lakes and live, work, and grow within the community. As the family status and lifestyle of residents evolve, housing opportunities should be available that allow residents to remain and thrive in town.
- Pet-friendly housing; pets are part of the culture.
- A walkable/integrated commercial downtown that encourages community vibrancy.

Specific objectives for meeting community housing needs include:

- Income Levels. Serve the full range of incomes in need. Currently, this means renter households earning below 80% AMI (about \$55,000 per year) and owner households earning below 150% AMI (about \$100,000 per year). Ownership and rental housing should be provided based on need.
- Jobs-Housing Relationship. Produce community housing at a rate that exceeds the number of units needed to accommodate new job growth – at least in the near term. This will help address the current housing shortage, unfilled jobs and provide opportunities for in-commuters who want to move to town. In hand with this is the desire to see more job diversification and less reliance on low-wage tourism jobs.
- Resident Employees. Retain a similar percentage of employees in Mammoth Lakes that live in town as present (about 58%).

- Number of Units. Produce between 200 to 300 community housing units over the next five years (completed or permitted). This was perceived as an achievable, though potentially ambitious, target, which also meets the goal of producing more units than demanded by job growth in the near term.

These objectives will be tracked to monitor progress and revisited as housing needs in the community evolve.

2. Foundational Structure

The existing housing program has been successful in Mammoth Lakes; however, this Action Plan presents the ability to evolve the housing program to better meet the needs of residents and the local workforce. By incorporating more structure and accountability into its housing program, Action Plan partners can more effectively work together to achieve community housing goals.

A strong foundational structure needs to be established as the first action item. This includes:

- Plan Governance – includes responsibility for decision making, setting priorities, clearly defining roles and responsibilities among contracting parties, ensuring accountability, defining communication pathways, regularly monitoring progress and adapting the Plan as needs and opportunities change;
- Capacity – having sufficient staffing and expertise to ensure effective oversight and implementation of the Plan;
- Program Management – ensuring clear tracking, monitoring and management of units to retain community housing goals:
 - *Deed restrictions* – working toward consistency, clarity, and ensuring community housing goals are achieved;
 - *Unit management/housekeeping* – having a central structure in place to monitor and manage existing and newly produced community housing units;
 - *Housing inventory database (GIS)* – integrating record keeping for multiple housing programs and tracking unit usage over time;
- Financing – continually researching financing options and managing different sources to achieve each Action; and
- Public Outreach/Education – educating and informing the public about the housing program to build community support.

Most of the foundational structure should be in place within the first year of Action Plan implementation.

FOUNDATIONAL STRUCTURE	2018				2019				2020				MID TERM	LONG TERM
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4	2021 - 2025
Plan Governance	Dark Blue				Dark Blue				Dark Blue				Dark Blue	
Capacity	Dark Blue				Dark Blue				Dark Blue				Dark Blue	
Program Management	Dark Blue				Dark Blue				Dark Blue				Dark Blue	
<i>Deed restrictions</i>	Light Blue				Light Blue				Light Blue				Light Blue	
<i>Unit management/housekeeping</i>	Dark Blue				Dark Blue				Dark Blue				Dark Blue	
<i>Housing inventory database (GIS)</i>	Dark Blue				Dark Blue				Dark Blue				Dark Blue	
Financing	Dark Blue				Dark Blue				Dark Blue				Dark Blue	
Public Outreach/Education	Dark Blue				Dark Blue				Dark Blue				Dark Blue	

*Darker blue = the action phase for each element; lighter blue = on-going phase.

Plan Governance

The recommended structure takes into account input received from the Housing Working Group, but also recognizes that the Action Plan represents a change from the housing program of the past. The increased local and public resources, capacities, community involvement and expansion of the housing program recommended in the Action Plan necessitates that the *Town establish housing as a priority and provide leadership for the Plan’s implementation*. The recommended structure:

- Builds upon existing organizations,
- Alters or adds to the roles of some organizations,
- Does not add committees, and
- Recognizes that Town leadership is required to evolve the housing program to the next level.

The recommended structure will also offer flexibility to grow and change as housing markets and opportunities shift. Actions in this Plan incorporate discussion with the Forest Service, which may lead to agreements or contracts in the future. To address housing at a regional level, there will also be need to incorporate agreements or collaboration with Mono County or others as the Action Plan progresses. Retain flexibility to incorporate additional partners and agreements as opportunities arise.

The table on page 16 provides a summary of the recommended plan governance needs and roles that are discussed below.

- Council Acceptance. The first step is to submit this Plan to Town Council for acceptance. Through acceptance, the Town will ultimately be accountable for the Plan and to the community to ensure its effective implementation. With multiple parties involved in its implementation, however, the Plan has momentum beyond just the Town and MLH.

This Plan represents the recommendation from the Housing Working Group, as developed through the Plan process and with public input, to Town Council of a comprehensive housing plan to address the range of community housing needs in Mammoth Lakes. The implementation of all of the action strategies within the timeline provided will require substantial additional staffing and financing to achieve. It is recognized, therefore, that Council may accept this Plan in whole or in part. If accepted in part, Town Council needs to prioritize actions in light of the community and Housing Working Group recommendation, current capacity and anticipated additional resources for Plan implementation.

Housing Working Group members and those that will be involved in the Plan's implementation will support its acceptance and submit letters of support and commitment to continue to work with Council to implement the Plan.

- Town Capacity. The second step is to expand capacity at the Town to coordinate management of Plan implementation, as well as undertake and assist with many of the Plan's Actions.

A Housing Department needs to be formed as part of the Town government, with a full time Housing Coordinator (or similar position) filled *within the first year* of Plan implementation (2018). Current housing staff includes a 0.25 full time equivalent employee (FTE) at the Town, plus two FTE at Mammoth Lakes Housing. Current staff cannot take on the additional strategies recommended in this Plan.

In the near term, creation of a Housing Department and staffing will show the Town's commitment to community housing, provide additional capacity needed to undertake the early Action Plan assignments (e.g., tax measure, Shady Rest), and

provide a central contact at the Town for the multiple-involved parties in the Plan. Over the longer term, the Housing Coordinator will be central to Plan implementation, evolution and success. This position will need to be filled with someone with expertise in workforce housing development, programs and management.

- Contract Between Town and MLH. As stated in the 2017 Housing Needs update, roles for the existing housing program were not clearly defined. This resulted in inefficiencies. Clear roles and responsibilities will help build a collaborative, directed and more effective housing program.

A contract between MLH and the Town with clearly defined roles and responsibilities should be developed. Responsibilities should, at a minimum, define:

- a. Unit Management/Stewardship
- b. Unit Tracking system
- c. Acquisition of Land
- d. Development of Units
- e. Education and Outreach

The roles defined within the Action Plan can help shape contractual assignments. Additional discussion will be needed to identify specific details that fit the needs, capacities and interests involved. The summary on page 16 recommends role assignments.

- MLH Board Representation. It is recommended that community representatives that reflect constituents involved in Plan implementation be added to the MLH Board. The Chamber and/or a small business representative for interested employers in the community is one recommendation to ensure employer interests are represented.
- Confirm Commitment with Other Entities. Establish commitment from other entities with roles in the Action Plan. MMSA and the Chamber, for example, desire to assist with some of the housing programs. A letter of commitment to Town Council, acknowledging acceptance of the responsibilities may suffice. Or more formal commitments may be desired.

- Chain of Command. Establish a reporting structure. With multiple involved parties, it will be necessary to define to whom each party reports. Regarding implementation management, the Town Housing Coordinator (or like position) is recommended to manage and receive reports from the multiple implementing and contracted entities, with periodic reports to Council, as described below (Updates and Adaptation). Clearly establish the reporting structure and chain of command among all responsible parties.
- Updates and Adaptation. For at least the first two years, quarterly reports to the Town Housing Coordinator from implementing agencies and contractors should be made. This can be defined within contracts or letters of commitment. Most ongoing housing programs have at least yearly review of progress beyond the start-up period. Based on these reports, the Housing Coordinator can then make recommendations for setting priorities, monitoring progress, and modifying strategies to Council. The public review and input process will provide broad community involvement.

Larger updates will be needed in response to changing conditions. The objectives to this Plan are based on community housing needs over the next five-years. These should be revisited in line with scheduled Housing Element and/or Housing Needs study updates – generally beginning in 2022. This process can be led by the Town Housing Department with MLH.

Summary of Recommended Plan Governance Needs and Roles

	Town Council	Town Department	MLH	Chamber
Required actions	Accept Action Plan	Create Housing Department Hire Housing Coordinator	Hire support staff person	Use existing resources/outreach Add capacity within 5-years
Lead roles	Action priorities Funding priorities Accountability for Action Plan implementation Formation of contracts, commitments	Action Plan implementation management (incl. contracts, MOUs, etc) Development regulations Development incentives Land development/Public Private Partnerships (PPP) ² Federal and state grants/LIHTC (decision making) STR/ADU amnesty program Local funding (EIFD, linkage fees) Public land acquisition/trades Action Plan updates GIS database mgt	Housing programs Housing management (deed restrictions, qualification, monitoring) Coordinate local tax initiative Housing program education/outreach Federal and state grants/loans (research/grant assistance)	Employer-assisted housing programs Employer coordination/outreach STR property management incentive
Support roles	Plan implementation	Housing programs STR and EAH programs Implementing parties	Housing policy actions - codes, incentives Development - design, financing, construction/RFP Housing rehabilitation STR and EAH programs	Homebuyer and renter assistance (employer-assisted programs)

Reference the Roles and Responsibilities section of this report (p. 25) and Appendix C – Detailed Action Strategy Worksheets for more specifics on roles/responsibilities.

² NOTE: The Town taking the lead on development projects is not the same as the Town actually developing the projects. Absent qualified capacity, it is not recommended that the Town develop projects, but rather that the Town issue an RFP to solicit bids from qualified developers to produce projects specified in the RFP. The Town may either manage the development contract or contract with a development manager to do so – both methods have been proven successful and depend upon the expertise of Town staff to undertake management.

Capacity

Sufficient staffing and expertise is required to ensure effective implementation of the Plan. Town capacity needs are addressed under Plan Governance, above.

Under the Plan as recommended:

- MLH should add additional capacity within the first year of Plan implementation.
- The Chamber will also require staffing increases based on expected commitments.
- Other contributors may have similar needs and should review their staff capacity in light of Action Plan implementation roles.

Program Management

- Deed Restrictions and Housing Guidelines. Existing deed restrictions and Housing Guidelines should be reviewed and updated by the Town and MLH. Inconsistencies should be remedied where possible to reduce confusion among real estate agents, lenders, the public and occupants. Guidelines should be updated yearly. The 2017 Housing Needs update also provides some recommendations regarding updates to deed restrictions.

Housing Guidelines that require households to have worked in Town for at least one year should be reviewed for consistency with housing goals. Term employment or residency requirements operate counter to the goal of providing housing for new employees. Look to other resort communities for examples that are more flexible for new employee entry, while still protecting the local interest in ensuring housing for employed residents.

Many housing strategies in this Plan will require deed restrictions. Prepare for this need by having legally sound restrictions available that can be modified for the various programs. Achieving the intent of each program through deed restriction design is essential.

Exploration of an employee-only restriction (no income or price restrictions) is desired. Examples should be researched and evaluated for applicability to certain developments. These types of restrictions typically serve above-middle housing, but have various track records. Steamboat Springs, Vail, Crested Butte and Frisco in Colorado, as well as Jackson, Wyoming, offer examples.

- Unit Management/Housekeeping. As stated in the 2017 Housing Needs update, several units that carry a deed restriction for either owner- or renter-occupancy have not been well monitored. These units are tracked by the Town, but are not actively managed. The Town and MLH should work together to ensure the current housing inventory is being tracked and monitored. This should carry forward to any new units.

The existing deed restricted inventory database is managed both by the Town and MLH independently. As recommended in the Housing Needs Assessment, a clear, efficient tracking system for current and future community housing units is needed to increase efficiencies and reduce reliance on institutional knowledge to track units. Community housing inventories should be transparent, easy to use, up to date and accessible. Centralized data tracking save times, improves monitoring, and increases the usability of the information for research needs. Establishment of the structured GIS database, below, will help.

- Housing Inventory database (GIS database). A housing inventory database should be established to integrate record keeping for multiple housing programs and track unit usage over time. The program will be used to inform policy, programs and funding needs and understand the impact of various programs on housing availability. It can be used to track usage of homes and compliance with licenses, certificates, zoning, deed restrictions, and other requirements. This program should be built over time. It can start with existing data: deed restricted units, TOT Certificates, Town and County GIS parcel data, apartment inventories; and add data as other programs are implemented (long term rental license/inspection program, amnesty program, STR conversion to long term, etc.).

The database can begin with unit management/housekeeping discussed above. It will ultimately require coordination between the Town, MLH and employers to keep up with new units created and changes of use through programs, regulations and development. The process to build and integrate this program can begin immediately, but data will be constructed over time. On-going maintenance will be required. Added capacity to the Town and/or MLH will be required to manage this system.³

³ Actions to implement this program are defined in more detail in Appendix C – *Short Term Rental (STR) Tools Summary* worksheet under the *GIS Program to track and monitor housing* section.

Financing

Adding to the housing inventory and building programs requires financing. This Action Plan identifies multiple sources of financing to achieve its goals, including:

- Expanded federal/state grant/loan outreach;
- TOT dedication to a Housing Fund;
- Shared community resources, including MMSA, other employers, Chamber of Commerce, and other local organizations;
- Private donations/grants collection and other private investment;
- Development and license fees.

Identifying financing opportunities, finding new ways to combine and leverage resources, and managing multiple resources needs to be an on-going process.

Public Outreach/Education

A professional education/outreach (marketing) strategy is needed. This is a component that is often overlooked in housing programs, to their detriment. This foundational element is essential for the major initiatives contained in this Plan, including Shady Rest, local dedicated funding, use of public land for housing, and changes to development regulations. Outreach should:

- Report on the successes of existing programs, who is doing what, who housing is serving (e.g., the nurse that gave you your shot this morning), and the benefits to the community.
- Every achievement of the Action Plan, no matter how big or small, should be expressed to the community.

Transparency builds trust, which builds support.

- Outreach and education is essential if support for additional revenue, capacity, land development, code changes, or other resources are sought for housing. This includes the proposed tax measure within this Action Plan.
- A community that supports housing and is informed of its benefits will help stabilize commitments to housing when political winds shift or economic challenges cast doubt.

3. Housing Action Strategies

A range of strategies – 26 of them – have been developed to address diverse community housing needs. These strategies are built on tools that have been used in communities throughout the intermountain west to address community housing needs. The strategies cover a range of categories, as shown in the below graphic, ensuring that community housing needs are being addressed from multiple angles. This includes:

Funding	Incentives
Housing Programs	Public/Private Partnerships
Development Requirements	Short-Term Rental programs

By covering a range of strategies, this Plan recognizes that there is no silver bullet and that no one strategy can do it all. Some strategies will be more effective than others as housing markets, investments, development, resources, opportunities and capacities change. This approach builds flexibility into the Plan and will help provide needed community housing in multiple environments.

Each of these strategies and their proposed actions are summarized below. Detailed descriptions of each strategy, identifying issues in general and specific to Mammoth Lakes, detailed actions, timing, and anticipated roles are provided in Appendix C of this Plan. These detailed worksheets will be useful to help guide implementation and flesh out necessary steps and decisions that need to be made.

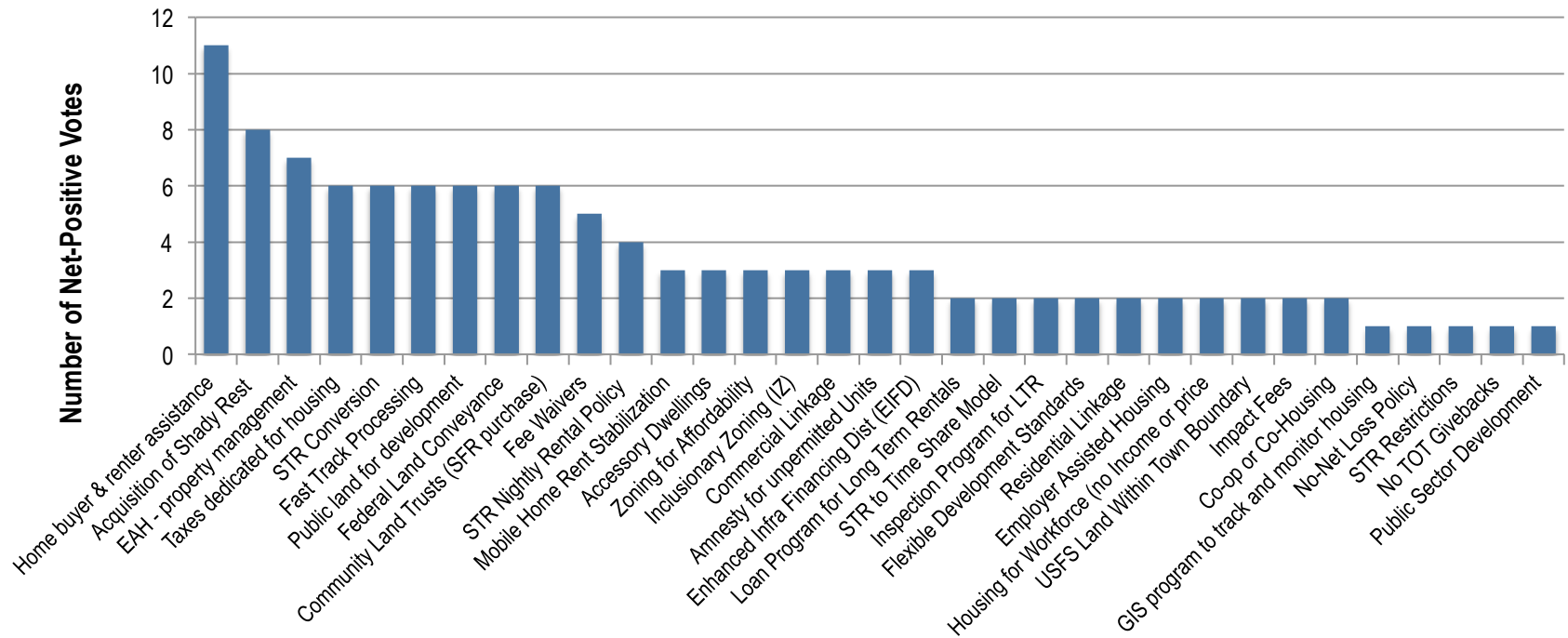
Community Housing Action Plan Components



Priorities and Timeline

Tools were initially prioritized at the second public work session, as shown in the below chart.

Initial Tool Prioritization: Work Session 2



*Excludes tools that received net-zero or fewer (negative) votes. All tools receiving the same number of votes should be interpreted as being at an equal level of priority (e.g., six tools received a net-positive of six votes: these are all at the same priority level).

The majority of the prioritized tools were developed into housing strategies for implementation within the next several years. The strategies were presented to the public in an open house held during early afternoon and early evening sessions in October to solicit public input on the proposed actions and provide feedback on priorities. The comments from these sessions are presented in full in Appendix B. In summary:

Regarding plan goals and objectives:

- Comments generally supported the goal of producing 200 to 300 community housing units over the next five years. Many felt it was ambitious, but also achievable;
- Increasing resident occupancy of homes in Mammoth Lake was a high priority among most respondents; and
- There was general agreement that the full range of incomes should be served with housing, with some respondents desiring to focus on more affordable rentals and some wanting to see for-purchase homes up to 200% AMI.

Regarding the strategies:

- Responses consistently placed *high* priority on: short-term rental conversion to long term rentals, homebuyer and renter assistance, and land development (most notably Shady Rest).
- Responses were largely in favor of allocating 2% of TOT revenue to housing, but showed mixed support for a tax increase. Acquisition of state/federal monies should be continued.
- Responses regarding other strategies were mostly mixed in terms of priority, including:
 - The long-term rental inspection program was generally supported, with some caution. Many felt carrots are needed, with most supporting a landlord loan program;
 - Fast tracking and zoning for affordability received favor in the development requirement strategies. Responses were mixed on whether and how soon development requirements should be reinstated (e.g., inclusionary zoning) or increased (e.g., higher housing impact fees).

The following timeline shows the recommended schedule for implementing identified strategies. The actual schedule will be dependent upon the ability for implementing parties, including the Town and MLH, to add capacity to undertake multiple actions. The timeline is also presented in Appendix A, but sorted by primary implementing task – policy, development, program and financing – recognizing that some tasks will be more labor-intensive than others. Appendix A and the public comments summarized above and provided in Appendix B will assist when trade-offs are needed.

Timeline of Priority Tools

HOUSING STRATEGIES	Strategy Type	MID TERM												Long Term 2026-2030				
		2018				2019				2020					2021	2022	2023	2024
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4					
Land Acquisition - Shady Rest Acquisition	PPP	Action Phase																
Dedicated Local Tax (to vote Nov. 2018)	Funding																	
Home buyer assistance (expanded)	Program																	
Renter Assistance (employers)	Program																	
EAH - Tenant/Landlord matching	PPP																	
Promote ADUs (outreach/education)	Incentives																	
Second Homeowner Roomate Matching	STR																	
Federal/State - Grants/Loans/LIHTC	Funding																	
Land Acquisition - MMSA Lode Star	PPP																	
Zoning for Affordability	Incentive																	
STR Amnesty	STR																	
Land Acquisition - Shady Rest Design	PPP																	
Housing Mitigation Ordinance	Requirement																	
Inclusionary Zoning	Requirement																	
EIFD	Funding																	
Linkage license fee for STR	STR																	
Public Land for Development - Tier 1 Sites	PPP																	
EAH - Property Management Support	PPP																	
Land Acquisition - USFS Within Town	PPP																	
Land Acquisition - Shady Rest Entitlement, Finance	PPP																	
Amnesty for unpermitted units	Requirement																	
Loan Program for LTR landlords	Program																	
Inspection/Licensing for LTR	Requirement																	
STR Conversion - Property Management	STR																	
ADU pre-approved units	Incentives																	
Private Donations	Funding																	
Fee waivers/substitutions	Incentive																	
Fast Track Processing	Incentive																	
Housing Rehab	Program																	
Preserve Mobile Home Park Affordability	Program																	
Public Land for Development - Tier 2 Sites	PPP																	
Land Acquisition - Shady Rest Construction	PPP																	
Public Land for Development - Tier 3 Sites	PPP																	

Key:
 Action Phase
 Ongoing Phase

Roles and Responsibilities

Housing Working Group participants evaluated their current and expected capacity, expertise, existing resources and priorities to establish roles. By pooling the strengths of each participant, strategies can be more effectively implemented. Established Action Plan roles show:

- MLH in the lead on programs, housing management and state/federal grant/loan resources, consistent with current successes;
- The Town primarily in the lead for regulations, incentives, coordinating land development, local funding, and acquisition, consistent with Town resources and operations;
- The Chamber and employers are mostly involved in furthering employer assisted housing (EAH) programs and development of employer-owned property, using communication through the Chamber to improve collaboration and sharing of resources.

Matrix of Responsibilities: NEAR TERM - in place by the end of 2020

HOUSING STRATEGY	STRATEGY TYPE*	IMPLEMENTATION RESPONSIBILITIES**					
		Town	MLH	Chamber	MMSA	Employers	Other
Land Acquisition – Acquire Shady Rest	PPP	L					
Dedicated local tax (to vote 2018)	Funding	S	S/L				
Home buyer assistance (community and employers)	Programs	S	L	S	S	Working group	
Renter assistance (employers)	Programs			S	L	Working group	
EAH - Tenant/Landlord matching	PPP			L	S	Working group	
Accessory Dwellings* (promote)	Incentives	x	x				Lead TBD
STR to LTR incentive: roommate match	STR	S	S	L		Working group	Property managers
Federal and state grants/loans; LIHTC	Funding	L/S	L/S				Lead depends upon task
Land Acquisition - MMSA Lode Star	PPP	S			L		
Zoning for Affordability	Incentives	L	S		S		MLF (IP land), community
STR to LTR incentive: amnesty	STR	L	S				
Land Acquisition - Shady Rest Design	PPP	L	S				Community, stakeholders
Housing Mitigation Ordinance	Dev Req	L					
Inclusionary Zoning	Dev Req	L					Community

*Under “Strategy Type”: PPP = Public/Private Partnership; STR = Short Term Rental programs; Dev. Req. = Development Requirements

**Under “Implementation Responsibilities”: L = Lead role; S = Support role; Working Group refers to an employer working group that will be established to help with employer-assisted housing (EAH) programs; MLF = Mammoth Lakes Foundation.

**Matrix of Responsibilities:
MID- AND LONG-TERM – 2020 and beyond**

HOUSING STRATEGY	STRATEGY TYPE	IMPLEMENTATION RESPONSIBILITIES					
		Town	MLH	Chamber	MMSA	Employers	Other
MID TERM - in place by the end of 2025							
EIFD	Funding	L					
Linkage license fee for STR	STR	L					
Public Land for Dev't - Tier 1 Sites	PPP	L/S	S				Fire District (for FD parcel)
EAH - Property mgt support	PPP	S	S	L	S	Working group	MLF
Land Acquisition - USFS Land Within Town	PPP	L					Forest Service, stakeholders
Land Acquisition - Shady Rest Entitlement, Finance	PPP	L	S				
Amnesty for unpermitted units	Dev Req	L	S				
Loan program for LTR landlords	Programs	S	L				Landlord/prop mgr outreach
Inspection/Licensing for long term rent	Dev Req	L	S				
STR to LTR incentive: property mgt	STR	S	S	L		Working group	Foundations, prop mgrs
Accessory Dwellings (pre-approved units)	Incentives	L	S				
Private donations/Grants	Funding		x	x			Lead TBD
Fee Waivers/Substitutions	Incentives	L					Special districts (long term)
Fast Track Processing	Incentives	L					
Housing rehabilitation	Programs	S	S				Lead TBD
Preserve mobile home park affordability	Programs	S	S/L				
LONG TERM - in place beyond 2025							
Public Land for Development - Tier 2 Sites	PPP	L/S	S				MLF (for IP land)
Land Acquisition - Shady Rest Construction	PPP	L	S				
Public Land for Development - Tier 3 Sites	PPP	L	S				

*Under "Strategy Type": PPP = Public/Private Partnership; STR = Short Term Rental programs; Dev. Req. = Development Requirements

**Under "Implementation Responsibilities": L = Lead role; S = Support role; Working Group refers to an employer working group that will be established to help with employer-assisted housing (EAH) programs; MLF = Mammoth Lakes Foundation.

Please see Appendix A for a summary of roles and responsibilities presented in order of primary implementation task involved: including whether the task is primarily a *policy* action, *development* action, *program* action or *financing* action.

Action Strategies

The following tables summarize each prioritized strategy, presented in their order of planned implementation (in line with the above tables). A definition is provided for each strategy, along with the goals to be achieved and an overview of the proposed actions. This provides a quick summary of the Action Strategies, with more specific information provided in Appendix C.⁴

⁴ More detail on the proposed actions and assigned responsibilities is provided in the Appendix for each strategy, organized by strategy category. Appendix C should be referenced by implementing parties to understand the detailed background behind the formation of each strategy, additional steps necessary to carry out its implementation, and anticipated roles. These summaries will help kick-off the implementation of each strategy.

NEAR TERM ACTION STRATEGIES – In place by the end of 2020**NEAR TERM – Action Strategies Summary – in place by 2020 (con't)**

Acquisition of Shady Rest	Land – Public Private Partnerships	
Acquire land through purchase.	<ul style="list-style-type: none"> • Increase inventory of community housing; • Foster public/private partnerships to catalyze development and share risk. 	<ul style="list-style-type: none"> • Await outcome of Shady Rest discussions • Pursue master planning process of Shady Rest, if applicable
Dedicated Tax	Funding	
Sales, property, lodging, real estate transfer, excise tax can be dedicated sources for community housing efforts.	<ul style="list-style-type: none"> • Increase local funding for housing • Pair local funding with private investments, state and federal resources to leverage monies; build more community housing; meet range of housing price/income needs. 	<ul style="list-style-type: none"> • Run a 2018 ballot initiative for 2% of current 13% TOT to be dedicated into a Housing Fund. • Consider also seeking a 1% increase in TOT on the 2018 ballot measure. • Develop staff, capacity, project plan to market with the funding request. • Consider discretionary 2% TOT allocation in the interim.
Homebuyer Assistance	Housing Programs	
Down payment assistance of grants or second mortgages for qualified buyers.	<ul style="list-style-type: none"> • Serve higher incomes; allow higher home purchase prices • Local funding source to expand program: TOT/general fund likely 	<ul style="list-style-type: none"> • Build upon existing program through MLH • Seek local funding to serve more moderate and middle income households: up to 200% AMI • Work with employers to assist employees
Renter Assistance	Housing Programs	
Grants/loans for first month rent/deposit or rent ongoing. Loans may be low- or no-interest.	<ul style="list-style-type: none"> • Employer interest to develop first/deposit assistance program • Expand utility assistance program • Explore other options over longer term/as resources available 	<ul style="list-style-type: none"> • Develop a model policy for employers to provide first and deposit re-paid through payroll deduction • Work with MMSA on pilot project • Explore rent assistance for the broader community with public funding over longer term

Definition	Program Goal	Proposed Actions
Employer Assisted Housing - Tenant Landlord Matching		
<p>Employer support: help match employees to available housing</p>	<ul style="list-style-type: none"> • Central job/housing site from trusted source • Expand beyond employer/employee assistance and market to second/vacant homes • Increase occupancy of existing homes 	<p style="text-align: center;"><i>Public Private Partnerships</i></p> <ul style="list-style-type: none"> • Expand Chamber’s job hub to also link employees to housing opportunities • Reach out to employers to understand needs, unit availability, and build pool of employee-tenants
Accessory (Secondary) Dwellings (ADUs) - promote		
<p>A second smaller home sharing a lot with a single-family or townhome. Some examples include an apartment over a garage, a tiny house in the backyard, or a basement apartment.</p>	<ul style="list-style-type: none"> • Increase inventory of long term rentals • Create opportunities for dispersed infill in existing neighborhoods • Increase neighborhood safety through greater year-round occupancy. 	<p style="text-align: center;"><i>Incentives</i></p> <ul style="list-style-type: none"> • Increase community awareness of ability to do ADUs • Explore variances (e.g. side yard setbacks) to make it easier to fit ADUs on some lots • Establish a goal for a desired number of ADUs to be built
STR to LTR Incentive - Matchmaking		
<p>Marketing and linking roommates to second homeowners.</p>	<ul style="list-style-type: none"> • Use existing housing inventory to support long-term renters. 	<p style="text-align: center;"><i>Short Term Rentals</i></p> <ul style="list-style-type: none"> • Outreach to educate homeowners of program • Website/database management of roommates and interested homeowners

NEAR TERM – Action Strategies Summary – in place by 2020 (con’t)		
Definition	Program Goal	Proposed Actions
Federal/State Grants/Loans/ LIHTC		Funding
Outside funding sources for housing, typically below 80% AMI.	<ul style="list-style-type: none"> Continue to support the lowest income households and to compliment local resources and leverage funds. 	<ul style="list-style-type: none"> Continue use of CDBG, HOME, LIHTC, AHSC; track new Increase capacity for grant writing and administration, and developer assistance (LIHTC applications, etc.)
MMSA – Lodestar		Land – Public Private Partnerships
Seek opportunity to revive abandoned foundation	<ul style="list-style-type: none"> Increase inventory of community housing; may be long term or seasonal employee housing or other. 	<ul style="list-style-type: none"> Initiate discussion with MMSA leadership.
Zoning for Affordability		Incentives
Ensure that local regulations increase the supply and diversity of housing choices, (e.g. small lots for modest/tiny houses, live/work, multi-family by-right).	<ul style="list-style-type: none"> Opportunities for more RMF-1 zoning, , and flexibility in other zones for community housing. Incentivize housing in downtown core and other priority areas. Improve housing potential on IP land. Increase housing opportunities in commercial and industrial zones. 	<ul style="list-style-type: none"> Explore Community Housing Overlay District (CHOD) that provides a package of incentives (fast track, fee waiver, density bonus, etc.) for developers to build community housing in priority areas. Allow more housing options in the IP zone (Mammoth Lakes Foundation land) Explore expansion of RMF-1 zone (multi-family zone that prohibits short term rentals)
STR to LTR Incentive - Amnesty		Short Term Rentals
Waive/reduce non-compliance if illegal STRs convert to LTR	<ul style="list-style-type: none"> Incentivize conversion of STR to long term rental use to increase community housing choices. 	<ul style="list-style-type: none"> Outreach to educate homeowners of program Pair waiver with long-term rental restriction Case-by-case review likely required to determine suitability for waiver

NEAR TERM – Action Strategies Summary – in place by 2020 (con’t)

Definition	Program Goal	Proposed Actions
Shady Rest - Design		
<p>Community process to master plan the site.</p>	<ul style="list-style-type: none"> • Large, central parcel: Create a great neighborhood! • Increase community housing choices. 	<p>Land – Public Private Partnerships</p> <ul style="list-style-type: none"> • Understand circulation, housing mix, other amenities, and financial opportunities and constraints. • Work closely with neighbors, future residents, and community stakeholders. • Develop guiding principles; phased development.
Housing Mitigation Regulations		
<p>TOML requires new residential and commercial development to pay fees related to their impact on employee housing needs. Adopted in 2015.</p>	<ul style="list-style-type: none"> • Desire more community housing in downtown/mixed-use development. • Ensure fees collected represent net-neutral impact (development pays for impacts – no more, no less) • Use fees to build units – leverage other funding/state/federal. 	<p>Development Requirements</p> <ul style="list-style-type: none"> • Adopt a fee increase schedule that will raise fees over time to address actual impacts. • Scale fees based on size and intensity of use (e.g. 5,000 sq. ft. home should pay more than 1,000 sq. ft. home) • Incentivize development of community housing by investing collected fees in new development. • Require development of community housing if fee increases/incentives do not increase housing production.
Inclusionary Zoning (IZ)		
<p>Requires that new residential subdivisions and PUD’s include/build homes that are deed restricted for community housing.</p>	<ul style="list-style-type: none"> • If reinstated, est. 150 to 250 unit potential under current zoning (10% IZ) • IZ helps get missing middle housing developed • Avoid missing opportunities as development picks up – monitor markets 	<p>Development Requirements</p> <ul style="list-style-type: none"> • Consider re-adopting inclusionary zoning within two years • Design the ordinance to have carrots along with the stick • Make Inclusionary zoning a priority for the next election.

MID TERM ACTION STRATEGIES – In place by the end of 2025

Definition	Program Goal	Proposed Actions
Enhanced Infrastructure Financing District (EIFD)		Funding
Allocation of new property and/or sales tax in defined districts. SB 628. Called Tax Increment Finance (TIF) outside of Ca.	<ul style="list-style-type: none"> Use this financing tool to support multiple community goals including Walk, Bike, Ride, downtown revitalization, and community housing. 	<ul style="list-style-type: none"> Consider EIFD to kick start development in downtown (long term process) Create boundaries, legal structure, plan Include community housing as an eligible use of proceeds
Linkage Fee for STR		Short Term Rentals
A fee directly linked to the need for housing generated by STRs. Two impacts: reducing the supply of housing available to residents and creating demand for housing by creating jobs.	<ul style="list-style-type: none"> Increase funding for housing needed to support jobs created by STRs; Create more parity between STR and other business uses. 	<ul style="list-style-type: none"> Explore impact fee that applies upon conversion to STR or yearly TOT certificate renewal May require nexus study Assess fee at rate to address impacts, but not discourage STR licensing Enforcement needed
Public Land – Tier 1 Sites		Public Private Partnerships
Partnering with developers to build community housing on town owned land.	<ul style="list-style-type: none"> Increase housing options. 	<ul style="list-style-type: none"> Create Guiding Principles Understand site constraints Issue Request for Proposals on two sites: Park and Ride and Fire District Parcel Keep prioritized list for future housing opportunities

MID TERM - Action Strategies Summary – in place by 2025, con't

Definition	Program Goal	Proposed Actions
Employer Assisted Housing – Property Management		Public Private Partnerships
Support for employers that provide/desire to provide housing: contracting to manage rental units.	<ul style="list-style-type: none"> Expand support to employers wanting to provide housing; Incentivize short-term rental owners to convert to long-term. 	<ul style="list-style-type: none"> Set up central property management system for employer membership Research property management options – existing companies or building capacity Begin with employer assistance; expand to incentivize short-term rentals to convert to long term
Land Acquisition- USFS within Town		Public Private Partnerships
Acquiring land through purchase or trade	<ul style="list-style-type: none"> Increase community housing inventory Incent public private partnerships 	<ul style="list-style-type: none"> Approach Forest Service with coordinated list of conveyance/exchange requests
Shady Rest – Entitlements, finance		Land – Public Private Partnerships
Seek Land Use Approvals; evaluate financing	<ul style="list-style-type: none"> Create a great neighborhood. Increase community housing choices. 	<ul style="list-style-type: none"> Work closely with neighbors, future residents, and community stakeholders Evaluate financing options (state/federal/local/PPP)
Amnesty unpermitted units		Development Requirements
Intended to increase the stock of legal rental housing by incentivizing illegally created units to apply to be legalized.	<ul style="list-style-type: none"> Improve rental housing conditions Increase the inventory of legal housing stock Improve recourse for tenants in illegal units and potential for landlords to make repairs. 	<ul style="list-style-type: none"> Review other community amnesty codes: define parameters. May include affordability requirements. Apply amnesty to specified units: illegal ADUs to start. Pair with a low/no-interest loan program for landlords/owners to complete necessary health/safety repairs in exchange for a limited term deed restriction.

MID TERM - Action Strategies Summary – in place by 2025, con’t

Definition	Program Goal	Proposed Actions
Loan Program – LTR Landlords		
<p>Provide low or no interest loans to landlords to complete health/safety repairs who agree to rent long term.</p>	<ul style="list-style-type: none"> • Create a tool that supports landlords in improving housing quality and meeting licensing requirements. • This program pairs with other housing tools: rental inspection program, ADUs, amnesty for unpermitted units, conversion of short-term rentals to long-term. 	<p><i>Employer and Community Housing Programs</i></p> <ul style="list-style-type: none"> • Reinstigate CDBG loan program (MLH); explore using seed money from general fund • Design program – evaluate loan terms, combine with rental/affordability requirements • Seek feedback from funders and landlords
Inspection/Licensing – LTR		
<p>Create a licensing and inspection program for long term rentals.</p>	<ul style="list-style-type: none"> • Create a more holistic licensing system. • Ensure basic health and safety standards in long term rental inventory. • Pair inspections with a loan program that can help landlords make necessary repairs. Track long-term rental inventory and understand if homes are lost or gained. 	<p><i>Development Requirements</i></p> <ul style="list-style-type: none"> • Review other community’s codes • Build off of STR license/inspection program • Require Business Tax Certificate for all units • Establish inspection criteria; focus on safety • Explore need for “priority property” list of units most in need of repair
STR to LTR Incentive – property management		
<p>Providing rent guarantees and property management in exchange for renting units long term that were vacant or rented short term.</p>	<ul style="list-style-type: none"> • Incentivize owners of existing housing to add it to the long term rental inventory. 	<p><i>Land – Public Private Partnerships</i></p> <ul style="list-style-type: none"> • Can combine with employer property management assistance (see Employer and Housing Programs section) • Program outreach/education to STR owners • Locate/pre-qualify tenants • Establish program parameters (rent rates/affordability levels, etc.)

MID TERM - Action Strategies Summary – in place by 2025, con't

Definition	Program Goal	Proposed Actions
Accessory Dwellings (ADUs) – pre-approved units		
<p>A second smaller home sharing a lot with a single-family or townhome residence.</p>	<ul style="list-style-type: none"> • Increase inventory of long term rentals • Create opportunities for dispersed infill in existing neighborhoods • Increase neighborhood safety through greater year-round occupancy. 	<p>Incentives</p> <ul style="list-style-type: none"> • Incentivize with Town funding, pre-approved plans, or pre-fab units in exchange for commitment to rent long term
Private Donations/Grants		
<p>Tax deductible contributions to a non-profit organization, which purchases or develops housing.</p>	<ul style="list-style-type: none"> • Create or collaborate with an existing entity to support private donations to a housing fund. • Link to Action Plan efforts. 	<p>Funding</p> <ul style="list-style-type: none"> • Consider creation of a Mammoth Lakes Community Foundation with a dedicated fund to act as a pocket for private donations.
Fee Waivers/ Substitution		
<p>Water/sewer, building permit or other fees waived in part or whole to reduce cost to build. Another source needs to cover cost of fees waived.</p>	<ul style="list-style-type: none"> • Promote matching funds for development of community housing. • Help incentivize community housing development in priority areas • Pair with CHOD incentive package (see Zoning for Affordability) 	<p>Incentives</p> <ul style="list-style-type: none"> • Make fee waivers automatic for deed restricted units. • Make fee waivers a certainty - schedule of when, which and how much fees are waived for what type of affordable housing development. • Waivers of special district fees to be considered over longer term (e.g., parks, fire, police, etc.)

MID TERM - Action Strategies Summary – in place by 2025, con’t

Definition	Program Goal	Proposed Actions
<p>Fast Tracking <i>Incentives</i></p>		
<p>Gives priority to developments that include affordable housing.</p>	<ul style="list-style-type: none"> • Proposed community housing developments should have priority and ability for faster approvals. • Recognize time/value of funding. • Part of CHOD incentive package (see Zoning for Affordability) 	<ul style="list-style-type: none"> • “Front of the line” policy for community housing proposals • Explore the ability for more staff-level decision-making (fewer discretionary elements) for community housing. • Note: currently not a widespread problem.
<p>Rehabilitation/Weatherization <i>Housing Programs</i></p>		
<p>Repair, update, and improve energy efficiency in existing homes</p>	<ul style="list-style-type: none"> • Reduce energy use and improve housing quality and affordability through better utilization and expansion of these programs. • Increase awareness of existing opportunities, explore new ones and seek partnerships to reach more members of the community. 	<ul style="list-style-type: none"> • Do better outreach of existing programs • Approach High Sierra Energy Foundation about expanding residential options • Coordinate with Town code enforcement and retrofit opportunities
<p>Mobile Home Park Affordability <i>Housing Programs</i></p>		
<p>Preserve long term mobile home affordability, quality and stability for residents.</p>	<ul style="list-style-type: none"> • Increase affordability and predictability for mobile home residents. Mobile home owners have limited options for placement and are subject to a “monopoly” nature of mobile home parks (limited availability). 	<ul style="list-style-type: none"> • Research options; long-term tool • Strategies may support tenant empowerment or resident or public ownership opportunity.

APPENDIX A – Timeline and Roles by Primary Action Task

Timeline of Priority Tools																				
HOUSING STRATEGIES	Strategy Type	2018				2019				2020				MID TERM					Long Term	
		2021	2022	2023	2024	2025	2026-2030													
STRATEGIES	Quarter	1	2	3	4	1	2	3	4	1	2	3	4							
Policy Actions																				
Promote ADUs (outreach/education)	Incentives																			
Zoning for Affordability	Incentive																			
STR Amnesty	STR																			
Housing Mitigation Ordinance	Requirement																			
Inclusionary Zoning	Requirement																			
EIFD	Funding																			
Linkage license fee for STR	STR																			
Amnesty for unpermitted units	Requirement																			
Inspection/Licensing for LTR	Requirement																			
Fee waivers/substitutions	Incentive																			
Fast Track Processing	Incentive																			
Development Actions																				
Shady Rest - Acquisition	PPP																			
Shady Rest - Design	PPP																			
Shady Rest - Entitlement, Finance	PPP																			
Shady Rest - Construction	PPP																			
Land Acquisition - MMSA Lodestar	PPP																			
Public Land for Development - Tier 1 Sites	PPP																			
Land Acquisition - USFS Within Town	PPP																			
ADU pre-approved units	Incentives																			
Public Land for Development - Tier 2 Sites	PPP																			
Public Land for Development - Tier 3 Sites	PPP																			
Programs																				
Home buyer assistance (expanded)	Program																			
Renter Assistance (employers)	Program																			
EAH - Tenant/Landlord matching	PPP																			
Second Homeowner Roomate Matching	STR																			
EAH - Property Management Support	PPP																			
Loan Program for LTR landlords	Program																			
STR Conversion - Property Management	STR																			
Housing Rehab	Program																			
Preserve Mobile Home Park Affordability	Program																			
Finance																				
Dedicated Local Tax (to vote Nov. 2018)	Funding																			
Federal/State - Grants/Loans/LIHTC	Funding																			
Private Donations	Funding																			

Key:
Action Phase
Ongoing Phase

Matrix of Responsibilities by Type of Action

HOUSING STRATEGY	STRATEGY TYPE	IMPLEMENTATION RESPONSIBILITIES					
		Town	MLH	Chamber	MMSA	Employers	Other
Policy Actions							
Accessory Dwellings* (promote)	Incentives	x	x				Lead TBD
Zoning for Affordability*	Incentives	L	S		S		MLF (IP land), community
STR to LTR incentive: amnesty	STR	L	S				
Housing Mitigation Ordinance	Dev Req	L					
Inclusionary Zoning	Dev Req	L					Community
EIFD	Funding	L					
Linkage license fee for STR	STR	L					
Amnesty for unpermitted units	Dev Req	L	S				
Inspection/Licensing for long term rent	Dev Req	L	S				
Fee Waivers/Substitutions	Incentives	L					Special districts (long term)
Fast Track Processing	Incentives	L					
Development Actions							
Shady Rest - Acquire Land, Design, Entitle, Finance, Construct	PPP	L	S				
Land Acquisition - MMSA Lodestar	PPP	S			L		
Public Land for Dev't - Tier 1 Sites	PPP	L/S	S				Fire District (for FD parcel)
Land Acquisition - USFS Land Within Town	PPP	L					FS, stakeholders
Accessory Dwellings* (pre-approved units)	Incentives	L	S				
Programs							
Home buyer assistance (community and employers)	Programs	S	L	S	S	Working group	
Renter assistance (employers)	Programs			S	L	Working group	
EAH - Tenant/Landlord matching	PPP			L	S	Working group	
STR to LTR incentive: roommate match	STR	S	S	L		Working group	Property managers
EAH - Property mgt support	PPP	S	S	L	S	Working group	MLF
Loan program for LTR landlords	Programs	S	L				Landlord/prop mgr outreach
STR to LTR incentive: property mgt	STR	S	S	L		Working group	Foundations, prop mgrs
Housing rehabilitation	Programs	x	x				Lead TBD
Preserve mobile home park affordability	Programs	S	S/L				

Matrix of Responsibilities by Type of Action (Continued HOUSING STRATEGY)	STRATEGY TYPE	IMPLEMENTATION RESPONSIBILITIES					
		Town	MLH	Chamber	MMSA	Employers	Other
Finance							
Dedicated local tax	Funding	S	S/L				
Federal and state grants/loans; LIHTC	Funding	L/S	L/S				Lead depends upon task
Private donations/Grants	Funding		x	x			Lead TBD

APPENDIX B – Open House Public Comments

APPENDIX C – Detailed Action Strategy Worksheets

- 1. Development Requirements**
- 2. Funding**
- 3. Housing Programs**
- 4. Incentives**
- 5. Public Private Partnerships**
- 6. Short Term Rental Programs**