Agenda Item_____
April 15, 2009
File No._____

AGENDA BILL

Subject: Population At One Time (PAOT) Ad Hoc Committee Recommendations

Initiated by: Mark Wardlaw, Community Development Director
Ellen Clark, Senior Planner

BACKGROUND:

The purpose of this agenda item is to present the Population At One Time (PAOT) Ad Hoc Committee's policy recommendations to the Town Council.

The PAOT Ad Hoc Committee was appointed by the Town Council on November 19, 2008, with a directive to address issues regarding the Town's projected buildout PAOT, including related issues of tracking and modeling of PAOT, and consideration of an impact-oriented approach to assessing and evaluating permit applications.

The Committee includes Mayor Wendy Sugimura, Mayor Pro-Tem Neil McCarroll, and community members Tom Cage, Dan Dawson, Jim Smith, and Bill Taylor, all of whom have been closely engaged with previous PAOT policy discussions, including work on the 2007 General Plan.

The Committee held eight meetings from December 2008 through March 2009: December 12 and December 18, 2008, January 5 and January 20, February 2 and February 27, and March 20 and March 26, 2009. After making their February 18 progress report to Council, the Committee agreed to hold two additional meetings to more fully develop impact evaluation criteria policies. The progress report was also presented to the Planning Commission on February 25.

ANALYSIS:

Committee Purpose and Work Objectives
The work of the Committee has been purposeful and focused towards addressing two major subjects: 1. developing a PAOT Buildout Model Methodology that can be applied to permits and planning documents, and 2. considering project and planning related impacts in order to implement the 2007 General Plan. The Committee reached consensus on the following Purpose and Work Objectives:

> *"To make policy recommendations, for adoption by Town Council, about how to evaluate land use decisions using PAOT, and how to consider associated impacts in order to achieve General Plan goals and the "triple bottom line."*

The Committee also reached consensus on six work objectives that determine method(s) to:

1. *Describe and define PAOT.*
2. *Define the building block assumptions, calculus, and format for PAOT.*
3. *Keep and reporting the running total for PAOT.*
4. *Determine how to evaluate the impacts of PAOT.*
5. *Apply the methodology to the evaluation of permit applications and other planning documents.*
6. *Develop a key indicators framework for an annual Community Assessment/Indicators Report.*

The Committee has accomplished these six objectives and has prepared the attached "PAOT and Impact Assessment Policy Recommendations" for consideration and adoption by the Town Council (Attachment A). Exhibit 1 to the attachment presents the Build Out Model. The policy recommendations are presented within the following subject headings:

A. Project Evaluation, PAOT and Impact Assessment Policy Recommendations
B. PAOT Buildout Model Policy Recommendations

Definition of PAOT
The Committee defined PAOT as:

1. calculated number of people, based on number of housing and lodging units, multiplied by an assumed per unit "occupancy"
2. The associated impacts of those people that affect our quality of life.

The Committee agreed that the impacts cover a broad range of aspects, including some that are quantifiable and some that are qualitative in nature. The Committee also agreed that location was an important factor in the relative impacts of development and PAOT.

Project Evaluation, PAOT and Impact Assessment Policy Recommendations

This section of the Policy Recommendations (See Part A under Attachment 1), provides six key recommendations for the overall evaluation of projects relative to PAOT and project impacts. The Committee extensively discussed the concept of growth management and how to best evaluate projects and plans to constructively manage growth and its impacts. The Committee agreed that the General Plan "triple bottom line" approach is appropriate to assess the impacts of PAOT associated with permit applications and other planning documents. The Committee also agreed that the location of a project greatly influences the impacts of PAOT (i.e., the impact of one person in one location is not necessarily equal to the impact of one person in another location). With this in mind, it was the Committee consensus that evaluating the impacts of plans and projects was important, and managing growth to ensure that particular impact thresholds are not exceeded is ultimately more important than setting a strict numeric growth cap.

PAOT Buildout Model Policy Recommendations

This section of the Policy Recommendations (See Part B under Attachment A, and Exhibit 1) presents two recommendations that relate to formulation and implementation of a standardized model to calculate and report buildout and PAOT. An attached exhibit describes in more detail the Committee's recommended model components, process steps, and assumption categories.

<u>Review of 2007 General Plan PAOT Assumptions</u>
In order to develop the PAOT model that could be used going forward, the Committee first reviewed the assumptions and methods used in the 2007 General Plan modeling. These included a set of assumptions related to:

- Existing development.
- Buildout of "entitled" projects, Master Plans, and Specific Plans (including North Village).
- Buildout of certain projects, such as the Community College housing.

- Development of vacant lots, and redevelopment of lots with existing uses.
- Application of density bonuses for affordable housing.
- Application of per unit occupancy assumptions.

The 2007 General Plan modeling concluded that the buildout of the General Plan would result in a total of between 15,215 and 16,970 units, and PAOT of between 52,796 and 58,886.

An important acknowledgment of the Committee was that the above numbers were derived on the basis of a series of assumptions, or variables, and on conditions at the time. Because conditions will change over time, and assumptions may be refined as better data is available, the most important goal of the PAOT model going forward is for it to a) provide a consistent methodology for calculating PAOT and b) to provide a clear documentation of assumptions and factors used to calculate buildout and PAOT.

PAOT Reporting Methodology

A significant accomplishment of the Committee has been to review, refine and finalize a GIS-based PAOT reporting model developed by Town staff. A significant issue in the past has been difficulty in understanding and reproducing the data and assumptions that were folded into the General Plan's land use and PAOT model. This methodology is presented in Exhibit 1 of Attachment A.

The Committee also reached consensus on a number of *specific* assumptions to be applied in the model with regard to development. These specific assumptions and the logic supporting them are reported in Attachment B, which includes the results of two model runs developed with input from the PAOT Committee. The model runs reported an estimated buildout of between 15,817 and 16,113 Unit Room Equivalents (URE), and a resultant PAOT of between 47,451 and 56,392; these are similar to the figures calculated during the General Plan Update. All assumptions are structured so that they can be changed with each model run. The assumptions reported in Attachment B represent current consensus by the Committee and can be changed to respond to changing conditions over time with Town Council direction.

Committee Recommendation

The Committee has concluded that these PAOT policy recommendations are an essential tool in assisting with the evaluation of development proposals, and in guiding future growth and development towards desired community outcomes. Completion of follow-up work tasks,

including refinement of the impact evaluation framework, development and codification of district plans, and the update of the Municipal Code will further refine and articulate the application of these policies, as will the completion of other policy initiatives, including those related to incentive zoning and resource management and conservation.

It is the consensus recommendation of the PAOT Ad Hoc Committee that the Town Council adopt by resolution the attached "PAOT and Impact Assessment Policy Recommendations." Because growth and growth management is so important to the community, the Committee believes it important for the Council to set clear expectations, statements, and procedures that everyone can understand and follow. These policies also set the benchmark that future changes can be measured against.

OPTIONS ANALYSIS:

1. Adopt by resolution the PAOT Ad Hoc Committee policy recommendations.

2. Adopt by resolution the PAOT Ad Hoc Committee policy recommendations, with changes or modifications as requested by the Town Council.

3. Do not accept the PAOT Ad Hoc Committee policy recommendations.

Option 1 would adopt the PAOT Ad Hoc Committee recommendations; staff will incorporate these policies in the evaluation of permit applications and the formulation and evaluation of other planning documents. This option also includes the Committee's support for completion and codification of district planning, updating the Municipal Code, and preparing the annual Community Indicators report. These programs are among those the Council will consider in the upcoming Fiscal Year 2009-2010 budget and work program process.

Option 2 would adopt the PAOT Ad Hoc Committee recommendations as requested by the Town Council, with changes or modifications. Depending on the nature of Council changes, staff would proceed generally as described in Option 1; certain matters may be referred back to the Committee for further discussion.

Option 3 would reject the PAOT Ad Hoc Committee recommendations and Council would staff with different direction.

VISION CONSIDERATIONS:

Establishing and adopting a PAOT Buildout Model Methodology and approach for assessing the impacts of PAOT will assist in implementation of the 2007 General Plan policies that call for this approach, and which seek to implement the community vision.

STAFFING CONSIDERATIONS:

This work effort was directed by the Town Council to be substantially completed by March/April 2009. This effort is necessary to allow timely evaluation of and action on pending land use permit applications.

FINANCIAL CONSIDERATIONS:

None.

ENVIRONMENTAL CONSIDERATIONS:

None.

LEGAL CONSIDERATIONS:

None.

RECOMMENDATION:

Therefore, it is recommended that the Town Council adopt the PAOT Ad Hoc Committee policy recommendations by resolution.

Attachments

A. Resolution to Accept the PAOT and Impact Assessment Policy Recommendations

B. February 22, 2009, Development Build-Out Model Run Reports and Assumptions

Attachment A:
Resolution to Accept PAOT and Impact Assessment Policy Recommendations

RESOLUTION NO. 09-

RESOLUTION OF THE TOWN COUNCIL
OF THE TOWN OF MAMMOTH LAKES, STATE OF CALIFORNIA, ADOPTING POLICIES FOR THE EVALUATION OF PROJECTS RELATED TO POPULATION AT ONE TIME (PAOT) AND IMPACT ASSESSMENT.

WHEREAS, on August 15, 2007 the Town Council adopted the General Plan Update, including policies related to growth management, buildout, and Population at One Time (PAOT); and

WHEREAS, on November 19, 2008 the Town Council directed that an Ad Hoc Committee be formed to address issues regarding the Town's projected buildout PAOT, including issues related to tracking and modeling of PAOT, and considerations of an impact-oriented approach to assessing and evaluating permit applications; and

WHEREAS, the Ad Hoc Committee duly held a series of eight meetings to discuss these issues and fulfill its accepted Statement of Purpose " To make policy recommendations, for adoption by Town Council, about how to evaluate land use decisions using PAOT, and how to consider associated impacts in order to achieve General Plan goals and the 'triple bottom line'".

NOW, THEREFORE, BE IT RESOLVED that the Town Council of Mammoth Lakes does hereby accept the attached PAOT and Impact Assessment Policy Recommendations of the Ad Hoc Committee, and direct the Town Manager and Planning Commission to evaluate permit applications in accordance with the adopted policy, and to undertake the recommended work program items to further implement these recommendations, including continuation of the work of the Ad Hoc Committee as needed.

APPROVED AND ADOPTED THIS 15th day of April, 2009.

_____
WENDY SUGIMURA, Mayor

ATTEST:

_____
ANITA HATTER, Town Clerk

PAOT and Impact Assessment Policy Recommendations

The following represent the policy recommendations of the PAOT Ad Hoc Committee appointed by the Town Council on November 19, 2008, based on a series of meetings held in December 2008 through March 2009. The Town Council is requested to consider, and potentially adopt these recommendations. The Committee directive was to address issues regarding the Town's projected buildout PAOT, including issues related to tracking and modeling of PAOT, and consideration of an impact-oriented approach to assessing and evaluating permit applications.

Part A includes the overall recommendations of the Committee as they relate to Project Evaluation, PAOT and Impact Assessment Policy Recommendations; Part B includes more specific recommendations of the Committee as they relate to the application and methodology for a PAOT Buildout Modeling Tool.

A. Project Evaluation, PAOT and Impact Assessment Policy Recommendations

The intent of the PAOT and Impact Assessment Policy Recommendations are to provide guidance for evaluating land use decisions using the assessment of Population at One Time (PAOT) and associated impacts in order to achieve General Plan goals and the "triple bottom line."

1. *Shift from PAOT-based project evaluation to impact based evaluation and mitigation, reflecting and including the following:*
    a. The impact of one person at one time in one location is not always equal to one person at one time in a different location (i.e. all PAOT is not equal).
    b. Therefore, PAOT as a number by itself does not indicate whether a project is "good" or "bad," nor does strict adherence to a specific population limit necessarily mean that the community's desired objectives will have been met at buildout.
    c. The status quo method of evaluating projects and planning documents is not sufficient to accomplish Community Vision, goals, and objectives. Existing outdated Municipal Code standards do not adequately reflect the 2007 General Plan and should be updated to be consistent with the General Plan, to support its implementation.
    d. PAOT should not be used as a "growth cap," and instead should be used alongside impact assessment as a tool to manage growth towards achieving the Community Vision.
    e. Project Impact Evaluation Criteria should be developed that allow simple, but precise, summary evaluation of the impacts that are important to the community.
    f. The impacts in the 2007 General Plan FEIR corresponding to 52,000 PAOT

should be used as benchmarks and standards in evaluating projects and planning documents against acceptable impact levels.

g. The existing General Plan Policy L.1.A (setting the peak population at 52,000 PAOT) does not adequately encapsulate points a through f, above, and may therefore require amendment.

2. *Set policies and standards through Community Planning documents, which are tied to impacts and desired community outcomes for individual districts and subjects:*

   a. Community Planning documents may include Neighborhood District Plans, Specific Plans, Mobility Plan, Trails System Master Plan, Parks and Recreation Plan, Public Art Plan, etc.

   b. Community Planning documents should establish policies and standards that incorporate the acceptable impact thresholds from the General Plan EIR, Alternative 3 and other community defined thresholds.

   c. Community Planning documents should define community expectations and requirements.

   d. Community Planning documents should be developed through a public process that garners community input.

3. *Adhere to policies and standards established in Community Planning documents and the updated Municipal Code:*

   a. Community Planning documents should be codified or adopted by ordinance and then adhered to.

   b. Planning decisions and project evaluation should be based on formally adopted Community Planning documents and updated Municipal Code standards.

4. *Utilize the PAOT Buildout Model as the basic tool for quantitative assessment of buildout and PAOT included as part of the annual Community Indicators Report and as a component of project evaluations:*

   a. The PAOT Buildout Model is a reporting tool and not a determinant of density. It is not intended to be used as a tool to justify or establish additional density for any particular site or project.

   b. The PAOT Buildout Model should be used as a tool by the Planning Commission and/or Town Council to evaluate land use decisions, in conjunction with other evaluation tools as required by the Planning Commission and/or Town Council.

   c. The secondary policy recommendations and methodology outlined in the PAOT Buildout Model Policy (See B., below) should be used as the method to provide quantitative assessment of buildout and resultant PAOT.

5. *The application of the Project Impact Evaluation Criteria and PAOT Buildout Model are intended to provide summary representation/evaluation of project PAOT and impacts, and in no way affect General Plan or Zoning Code limitations and requirements. No provision of the policies is intended to be used as a means to automatically grant discretionary density increases; to encourage applicants to request legislative amendments and/or density increases; or to imply that additional density beyond limits established in Town Codes or policies is appropriate or desirable, even when impact thresholds would not be exceeded.*

    a. All applications and requests to significantly amend zoning or General Plan standards shall continue to be considered on their merits, and on the basis of all relevant analysis and required information, including but not limited to, Project Impact Evaluation Criteria, General Plan and Community Vision consistency, Design Review, CEQA analysis, District Planning, other relevant studies, and public comment.

    b. The Town Council and/or Planning Commission shall continue to have ultimate discretion over the interpretation of PAOT Buildout Model and impact evaluation results, relative to project approvals.

6. *The following work program items should be implemented in order to achieve Recommendations 1 through 5:*

    a. Study and update impact thresholds, including adoption of revised CEQA thresholds that correspond to acceptable levels of community impact. (Not all impacts of importance to the community can, or should be, captured as CEQA impacts).

    b. Develop and Implement Project Impact Evaluation Criteria and methodology.

    c. Prepare and then codify District Plans.

    d. In addition to the above items, the outcomes of the Community Benefits and Incentive Zoning policy work, and from completion of Mobility, Trails, and Parks and Recreation Master Plans, will need to be reflected, as appropriate, in the work program outputs.

B. PAOT Buildout Model Policy Recommendations

The following policy recommendations specifically address the methodology and application of the PAOT Buildout Model. The intent of the PAOT Buildout Model Policy is to establish a means to calculate Population One Time (PAOT), which shall subsequently be utilized as a tool to evaluate land use decisions, in conjunction with other evaluation tools developed as part of the broader Project Evaluation and PAOT Impact Evaluation Policy Recommendations, or as otherwise required by the Planning Commission and/or Town Council.

1. *Buildout Model*

   a. The Town shall utilize a standardized, GIS-based model to calculate and track the number of units and associated PAOT, and progress towards buildout of the town over time. The PAOT Buildout Model will be the basic tool for any assessment of buildout included as part of the annual Community Indicators Report, or as part of a project evaluation. Project evaluations shall include a statement of the "running total" of town-wide PAOT that would occur with the project and other assumed development, as well as the project's own PAOT generation.

   b. The model shall be structured and include all inputs as outlined in Attachment A, and shall include as outputs both detailed model run reports, and summary data. Proposed changes to the PAOT Buildout Model methodology and/or assumptions utilized in the model calculations shall be reviewed and approved by the Town Council, prior to any such changes. Model run assumptions shall be fully documented in all cases and do not represent policy. While the model methodology outlined in Attachment A does represent recommended policy of the Ad Hoc Committee, the assumptions that are utilized for each model run are not intended to represent policy.

   c. The model output shall be treated as an estimate of unit buildout and resultant PAOT.

   d. Until per unit occupancy factors can be updated based on new study, the PAOT buildout model shall use factors of 3.5 and 3.0 persons per unit in order to establish a reasonable range of current and future population. These factors are based on the factors utilized in the 2007 General Plan PAOT modeling of 3.47 and 3.1 persons per unit, but are rounded. The per unit occupancy factors take into account both the fraction of units occupied and the number of people in those units. The current model does not account for population not associated with a unit, such as people that work in Town but do not reside in locally, and other such "day visits." We should attempt to account for these people when a new study is conducted.

   e. Model outputs shall reflect the following four buildout scenarios, reflecting two density assumptions, and two PAOT assumptions. These shall be used to establish a range of buildout for units and PAOT:

      i. Buildout of Units with and Without Community Benefits Density Bonus

      - Buildout of lodging uses within Commercial Zones at 40 rooms per acre (i.e. without Community Benefits density bonus as allowed for by General Plan Policy L.5.G.)
      - Buildout of lodging uses within Commercial Zones at 80 rooms per acre (i.e. with Community Benefits bonus as allowed for by General Plan Policy L.5.G.)

ii. PAOT at 3.0 and 3.5 Persons per Unit

For each of the outputs calculated in e.i, application of PAOT multipliers as follows:

- 3.5 Persons per Unit for existing and future units
- 3.5 Persons per Unit for existing units, and 3.0 Persons per Unit for future units.

f. It is recognized that there is inherent uncertainty in providing an accurate and consistent measure of per unit occupancy over time. However, as recommended by the Ad Hoc Committee, a methodology to perform periodic updates of the occupancy data shall be determined to improve the accuracy of the model to the extent feasible, given available resources and as directed by Town Council.

2. Model Implementation

a. Application of the PAOT Buildout Model shall be required for any application for a major legislative amendment (Zone Code Amendments, General Plan Amendments, Master Plans, Specific Plans, etc.) that proposes significant changes to existing development standards or policies, and/or that request discretionary density increases as established through General Plan Policy L.5.G, as well as Tentative Tract Map and Use Permit applications.

b. Other project applications may be subject to the PAOT Buildout Model analysis requirements at the request of the Town Council.

c. Town Staff shall maintain the PAOT Buildout Model. The model shall be updated to reflect new development and development entitlements semiannually (two times per year) at a minimum, as part of the permit application review process for those projects subject to this policy, and when deemed necessary by the Town Council or Planning Commission.

Exhibit 1: PAOT Buildout Model Summary
April 15, 2009

This exhibit provides a summary of the PAOT Buildout Model, reflecting the consensus direction and input from the PAOT Committee, and outlining the steps used in the modeling process.

A. OVERVIEW

The PAOT Buildout Model was developed to accomplish the directive of the Town Council to provide a methodology and a means to calculate PAOT. The results of the PAOT Buildout Model combined with an assessment of impacts will be used to evaluate development projects and progress toward General Plan goals and the Community Vision.

B. BUILDOUT MODEL PRINCIPLES

A number of basic principles were incorporated into the development of the PAOT Buildout Model. These are that the model is:

1. GIS- and parcel-based, meaning that data can be compiled and reported at a variety of geographies (e.g. zone, neighborhood, plan area, etc.).
2. Includes both fixed data inputs (land use existing conditions, adopted plans and approved projects) and user-defined assumptions concerning future development and redevelopment.
3. Based on most recent parcel data, which is consistently updated.
4. Transparent and replicable, with methods, inputs and assumptions that are clear and thoroughly documented.

C. MODEL "BUILDING BLOCKS"

1. Fixed Data Inputs

Certain model components are considered to be "fixed" data inputs, in that they are dictated by known existing conditions and information. Among these are information about existing land use (which derives from documentation about conditions on the ground at the time the model run occurs) and a set of "givens" about future development, including buildout of approved Specific Plans and Master Plans, as well as buildout of entitled development projects. In the case of existing land use, these existing conditions also report what is known about vacant and potential redevelopment parcels, which can then be subject to additional calculations and assumptions concerning their buildout.

2. Model Assumptions

The second major component of the model is the user-defined assumptions used in the model. These assumptions are generally considered to be "stand-alone", meaning that they can easily be modified and updated as new data is obtained to warrant their change, or as new policy is developed and set by the Town Council.

Assumptions are only applied to future development, since existing development is a known condition. Therefore, as we move closer to buildout, fewer assumptions will have to be made and the accuracy of the model will improve.

Primary model assumptions include the following:

1. Buildout percentage of Master Plan and Specific Plan areas.
2. Buildout percentage of Entitled Projects.
3. Buildout percentage and Assumed Density (including land use mix) for Vacant Parcels.
4. Redevelopment percentage and Assumed Density (including land use mix) for existing Developed Parcels.
5. Community Benefit – Incentive Zoning Density Bonuses.
6. Housing Bonuses (State Density Bonus and Town Housing Density Bonus).
7. Per Unit Occupancy (the multiplier that generates a PAOT estimate based on the unit counts derived in other model steps).

In general, parcel geographies, zoning, and development constraints are used to inform the model assumptions and can be updated as necessary.

D. MODEL STEPS

The PAOT model comprises five basic steps. Each step includes both fixed data and a number of assumptions. The five steps are as follows:

<u>Step 1 – Summarize Existing Development</u>
The first step involves counting the number of existing units.[1] This includes units that are already built and those that are under construction. The existing development baseline can be updated on an as needed basis or bi-annually at a minimum.

Assumptions: The threshold or "trigger" for a unit to be considered "existing" is currently assumed to be if the foundation is in place (ie. the building is under construction). This assumption can be changed if desired, but should be applied consistently to ensure units are not omitted or double counted.

<u>Step 2 – Evaluate Approved Projects</u>
The second step involves counting the number of *unbuilt* units in approved projects. Built units in approved projects are accounted for in Step 1. Approved projects are broken down in two categories:

2.a. Master Plans and Specific Plans.

Assumptions: Buildout percentage of maximum number of units and rooms assigned in the approved Master or Specific Plan.

[1] "Units" refers to both residential units and hotel rooms. It should be noted that the model provides results in both units and rooms. The Total is reported based on the following equation: Total = Residential Units + Hotel Rooms/2.

2.b. Entitlements outside of Master Plans and Specific Plans.

Assumptions: Buildout percentage of units and rooms assigned in the approved project or entitlement.

Step 3 – Evaluate Remaining Vacant Land

The third step evaluates the development of vacant parcels. This analysis step only includes vacant parcels that are not within an approved project or Specific Plan/Master Plan area. Vacant land within an approved project is accounted for in Step 2. Vacant parcels are broken down into two categories:

3.a. Single-Family Residential Zones (RSF and RR).

Assumptions:

i. Percentage of lots of sufficient size, which will be assumed to split.

ii. Buildout percentage of units for existing and split lots.

3.b. Multi-Family Residential Zones and Commercial Zones (RMF-1, RMF-2, CG, and CL).

Assumptions:

i. Likelihood of Vacant Development – percentage of vacant acreage likely to develop.

ii. Proportion of land within a Zone to develop by type – percentage of vacant land in the Zone that is assumed to develop as either lodging rooms or mixed commercial-residential units. (These land uses have different density standards),.

iii. Density of Development (units and rooms).

iv. Community Benefits-Incentive Zoning Density Bonus Assumption for lodging uses in CL and CG zones. May be reported as a range above the "base" of 40 rooms from zero to 40 rooms per acre of bonus density, per General Plan policy L.5.G.

v. Likelihood of Housing Density Bonus – percentage of projects likely to apply for a Housing Density Bonus (assumes eligibility).

vi. Housing Density Bonus Amount (percent) – actual assumed Housing Density Bonus that a project will obtain.

Step 4 – Evaluate Redevelopment Potential of Exiting Developed Parcels
The fourth step evaluates the redevelopment of parcels that are currently developed.

Assumptions:

i. Likelihood of Redevelopment – percentage of existing developed land likely to redevelop.

ii. Proportion of land within a Zone to develop by type – percentage of vacant land in the Zone that is assumed to develop as either lodging rooms or mixed commercial-residential units. (These land uses have different density standards).

iii. Density of Redevelopment (units and rooms).

vii. Community Benefits-Incentive Zoning Density Bonus Assumption for lodging uses CL and CG zones. May be reported as a range above the "base" of 40 rooms from zero to 40 rooms per acre of bonus density, per General Plan policy L.5.G.

iv. Likelihood of Housing Density Bonus – percentage of projects likely to apply for a Housing Density Bonus (assumes eligibility).

v. Housing Density Bonus Amount (percent) – actual assumed Housing Density Bonus that a project will obtain.

Step 5 – Apply Occupancy Assumptions to Steps 1 though 4.
The fifth step of the process is where the population calculation occurs. In other words, Steps 1 through 4 are based on actual counts of existing units and calculations of future units, but do not report the number of people associated with each unit. The following simplified equation illustrates the ultimate PAOT Calculation:

PAOT = Units x Persons per Unit

Assumptions:

i. Occupancy assumptions can differ among unit types, geography, and other characteristics.

E. REPORTING

The Buildout Model will report the following information for each model run:

1. Report Summary.
   a. A "date-stamped" snapshot – reports the analysis date and associated baseline data (i.e., what the existing conditions were at the time of the analysis).
   b. A data summary from each analysis step (i.e., a running tally of units).
2. Tabular Reports.

   a. Summary Page – Total of all tables.
   b. Existing Development Summary Table.
   c. Master Plan/Specific Plan Summary Table.
   d. Entitled Project Summary Table.
   e. Vacant Single-Family Residential Buildout Summary Table.
   f. Vacant Multi-Family Residential and Commercial Buildout Summary Table.
   g. Redevelopment Summary Table.
3. Maps & Graphics.
   a. Current Zoning Map.
   b. Existing Landuse Map.
   c. Master Plan and Specific Plan Boundaries.
   d. Location of Entitled Projects outside of Master Plans and Specific Plans.
   e. Vacant Parcel Map.
4. Assumptions.
   a. A detailed list of assumptions used in the model as well as any supporting logic.

Attachment B:
February 22, 20009 Development Buildout Model Run
Reports and Assumption

PAOT/Buildout Model Methodology

Summary of Model Assumptions and Logic: December 10, 2008 Model Run[1]

Model Process Step		Assumption	Logic
Step 1	Existing Development	▪ Summer-only uses, such as Lakes Basin cabins, not included in existing unit count. ▪ All other year-round uses are included.	▪ Summer uses do not contribute to design day (winter) PAOT.
		▪ Projects under construction considered "existing" at time of complete foundation.	▪ Indicator of project under construction.
Step 2a	Master Plans and Specific Plans	▪ All Master Plans (MP) and Specific Plans (SP) will build out to 100% of approved density/capacity, with the following exceptions: - North Village Specific Plan will include an approximately 14% increment of workforce housing rooms above and beyond assigned capacity. - Clearwater Specific Plan is included, and assumes an aggregate density, including workforce housing, of 80 rooms per acre (RPA).	▪ Master Planning process has provided for reasonable certainty that planned units can be built, and has accounted for site constraints.
			▪ NVSP excludes on-site workforce units from density calculation. ▪ Remaining NVSP development will generate future workforce housing demand, and a proportion of that demand will likely be accommodated on-site.
			▪ Clearwater may achieve less than 100 % of density, but on-site housing will likely compensate for the difference, resulting in an aggregate of 80 RPA.
Step 2b	Entitlements	▪ All "Entitled" projects (with use permit) will build out to 100% of approved density/capacity. ▪ Development quantities are net of any existing development on site (i.e. proposed minus existing).	▪ Planning and application review process has provided reasonable certainty that project can and will be built as proposed.

[1] Assumptions listed in table represent those used in December 10, 2008 Model Run. They do not represent a fixed or adopted set of assumptions; alternate scenarios and assumptions may be applied for future model runs based on Town Council direction, and to respond to changing conditions over time.

Model Process Step		Assumption	Logic
Step 3a	Vacant Single Family Residential	▪ Accounts for unbuilt lots outside of MP/SP areas only, which are counted in Step 2a. ▪ 90% of lots of suitable size will split/subdivide. ▪ 75% of all vacant lots in Rural Residential (RR) Zone will build a single family residence. ▪ 90% of all vacant lots in Residential Single Family (RSF) zone will build a single family residence.	▪ Physical constraints and owner decisions will mean that fewer than 100% of vacant parcels will develop at buildout. ▪ Physical constraints, such as substandard lots and access roads, topography, wetlands, and avalanche hazard zones are greater in RR zones than RSF Zones.
Step 3b	Vacant Multi-Family Residential and Commercial Zones	▪ Town- and public agency-owned open space parcels will not develop (including Bell-Shaped Parcel). ▪ 100% of other vacant parcels in RMF-2, CG and CL zones will develop.	▪ RMF-2 and Commercial-zoned parcels have fewer development constraints based on existing lot sizes and development standards, therefore 100% development assumption is both reasonable and conservative.
		▪ 75% of vacant parcels in RMF-1 zone (Sierra Valley Sites) will develop.	▪ Likelihood of vacant RMF-1 zoned parcels developing is less, due to lot sizes, configuration, and infrastructure constraints.
		▪ For vacant parcels in CG and CL: - In CG, 20% will develop as lodging uses, and 80% as mixed use commercial/residential. - In CL, 80% will develop as lodging uses, and 20% as mixed use commercial/residential.	▪ Based on locational characteristics of zone and surrounding development.
		▪ Vacant parcels in CG and CL modeled under two alternate scenarios for hotel density: a.) 40 rooms/acre b) 80 rooms/acre.	▪ Representative range based on discretionary density for community benefits (40 RPA “base density”, 80 RPA maximum “community benefits” density.
		▪ Vacant parcels in RMF-1 and RMF-2 will develop at 75 % of maximum density.	▪ Development constraints will limit ability of every parcel to develop at maximum density. Also consistent with existing development densities and approved projects.
		▪ 25 % of non-lodging residential projects will receive a housing density bonus of 40%, representing a “blended” rate of State density bonus and Town density bonus.	▪ Based on past projects, the majority of housing density bonuses will be achieve through State-awarded bonuses. Relatively few projects will qualify for or be awarded a Town housing density bonus.

Model Process Step		Assumption	Logic
Step 4	Redevelopment in Multi-Family and Commercial Zones	▪ 20 % of existing developed parcels in CG and CL zones will redevelop. ▪ 5 % of existing developed parcels in RMF-1 zone will redevelop. ▪ 0% of existing developed parcels in RMF-2 will redevelop.	▪ Estimate of redevelopment based on survey of existing land uses in zones, including existing uses and degree of utilization (improvement value/underlying land value): - Condominium projects and associated common areas/parking will not redevelop. - Public and quasi-public uses (Churches, utilities facilities, government facilities) will not redevelop. - Parcels with high improvement to land value ratio, based on assessor's valuation data, will not redevelop.
		▪ For redevelopment parcels in CG and CL: - In CG, 20% will develop as lodging uses, and 80% as mixed use commercial/residential. - In CL, 80% will develop as lodging uses, and 20% as mixed use commercial/residential.	▪ Based on locational characteristics of zone and surrounding development.
		▪ Redevelopment parcels in CG and CL modeled under two alternate scenarios for hotel density: a.) 40 RPA b) 80 RPA.	▪ Representative range based on discretionary density for community benefits (40 RPA "base density", 80 RPA maximum "community benefits" density.
		▪ Redevelopment parcels in RMF-1 and RMF-2 zones will develop at 85 % of maximum density.	▪ Development constraints will limit ability of every parcel to develop at maximum density. Also consistent with existing development densities and approved projects.
		▪ 25 % of non-lodging residential projects will receive a housing density bonus of 40%, representing a "blended" rate of State density bonus and Town density bonus.	▪ Based on past projects, the majority of housing density bonuses will be achieve through State-awarded bonuses. Relatively few projects will qualify for or be awarded a Town housing density bonus.
Step 5	Assign PAOT "Multiplier"/ Occupancy Factor	▪ For all units, two population ranges are calculated two per unit occupancy assumptions: - All existing and future units at 3.47 persons/unit. - All existing units at 3.47 persons/unit, and future units at 3.1 persons/unit.	▪ 3.47 utilizes blended per unit occupancy rate, derived from methodology of 2007 General Plan and EIR. ▪ 3.1 based on data provided by MMSA for average occupancy of hotel rooms and rental condominiums during 13 winter Saturdays 2006-2007.

Estimated PAOT Range

Model Run #1: Community Benefits Bonus Excluded

	Unit-Room Equivalents		PAOT	
Build-out Stage	**Unit-Room Equivalents**	**Running Total**	**All @ 3.5**	**Existing @ 3.5 Future @ 3.0**
Existing	10,331	10,331	36,159	36,159
Master Plan / Specific Plan	3,670	14,001	49,004	42,003
Entitled Development	642	14,643	51,251	43,929
Vacant : Single-Family	374	15,017	52,560	45,051
Vacant : Multi-Family / Commercial	457	15,474	54,159	46,422
Redevelopment	343	15,817	55,360	47,451
TOTAL	**15,817**		**55,360**	**47,451**

Model Run #2: Community Benefits Bonus Included

	Unit-Room Equivalents		PAOT	
Build-out Stage	**Unit-Room Equivalents**	**Running Total**	**All @ 3.5**	**Existing @ 3.5 Future @ 3.0**
Existing	10,331	10,331	36,159	35,849
Master Plan / Specific Plan	3,670	14,001	49,004	42,003
Entitled Development	642	14,643	51,251	43,929
Vacant : Single-Family	374	15,017	52,560	45,051
Vacant : Multi-Family / Commercial	553	15,570	54,495	46,710
Redevelopment	542	16,112	56,392	48,336
TOTAL	**16,112**		**56,392**	**48,336**

Development Build-out Model Run Report

Snapshot: December 10, 2008

Model Run #1 – Community Benefit Bonus Excluded

At the time of this model run there are roughly 4,200 parcels within the Town of Mammoth Lakes, approximately 80% of which are developed. There are approximately 5,900 existing condominium units and at least 800 existing apartment units at the time of this model run.

The Model Run shows approximately 10,331 existing Unit-Room Equivalents (U.R.E.s)[1], 3,670 U.R.E.s allocated through Master Plans & Specific Plans, 642 entitled U.R.E.s and an anticipated count of 1,174 U.R.E.s that could be built in the future for a combined total count of 15,817.

The breakout of Units & Rooms, is as follows:

Build-out Stage	Unit-Room Equivalents	Running Total
Existing	10,331	10,331
Master Plan / Specific Plan	3,670	14,001
Entitled Development	642	14,643
Vacant : Single-Family	374	15,017
Vacant : Multi-Family / Commercial	457	15,474
Redevelopment	343	15,817
TOTAL	**16,813**	

In addition to this summary page, this report includes the following content:

Tables:
2.1: Tabular Summary
2.2: Existing development by Zone
2.3: Master Plan Allowances by Zone
2.4: Entitlements by Zone
2.5: Vacant Single-Family Residential Build-out by Zone
2.6: Vacant Multi-Family Residential Build-out by Zone
2.7: Re-development Summary

Maps:
3.1: Current Zoning Map
3.2: Existing Landuse Map
3.3: Master Plan / Specific Plan Boundaries
3.4: Entitled Projects
3.5: Vacant Land by Zone

Assumptions

Known Issues; Corrections, Changes & Additions

[1] This accounts for the conversion of rooms to units where 1 Room = ½ Unit of Residential

2.1: Town of Mammoth Lakes Build-Out Monitoring Summary

Zone	Units				Rooms				U.R.E.**			
	Existing	MP/ SP	Entitled	Future	Existing	MP / SP	Entitled	Future	Existing	MP / SP	Entitled	Future
A	0	0	250	0	0	0	0	0	0.0	0.0	250.0	0.0
AH	0	172	0	0	0	0	0	0	0.0	172.0	0.0	0.0
CG	470	0	0	190	344	331	0	136	642.0	166.0	0.0	258.0
CL	284	0	137	21	409	0	0	393	488.5	0.0	137.0	217.5
M	2	0	0	0	0	0	0	0	2.0	0.0	0.0	0.0
MHP	132	0	0	0	0	0	0	0	132.0	0.0	0.0	0.0
OS	87	0	0	0	343	0	0	0	258.5	0.0	0.0	0.0
PS	185	0	230	0	0	0	0	0	185.0	0.0	230.0	0.0
R	1,730	1,921	0	0	36	500	0	0	1,748.0	2,171.0	0.0	0.0
RMF-1	571	0	25	96	23	0	0	0	582.5	0.0	25.0	96.0
RMF-2	3,881	7	0	92	41	0	0	273	3,901.5	7.0	0.0	228.5
RR	283	0	0	104	10	0	0	0	288.0	0.0	0.0	104.0
RSF	1,548	24	0	270	0	0	0	0	1,548.0	24.0	0.0	270.0
SP	361	0	0	0	388	2,261	0	0	555.0	1,130.0	0.0	0.0
Totals	9,534	2,124	642	773	1,594	3,092	0	802	10,331.0	3,670.0	642.0	1,174.0
	UNIT TOTAL:		13,073		ROOM TOTAL:		5,488		GRAND TOTAL:		15,817	

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

Please see Assumption Appendix for details on all assumptions

2.2: Existing Development by Zone

Zone	Units	Rooms	U.R.E.**
A	0	0	**0**
AH	0	0	**0**
CG	470	344	**642**
CL	284	409	**488.5**
M	2	0	**2**
MHP	132	0	**132**
OS	87	343	**258.5**
PS	185	0	**185**
R	1,730	36	**1748**
RMF-1	571	23	**582.5**
RMF-2	3,881	41	**3901.5**
RR	283	10	**288**
RSF	1,548	0	**1548**
SP	361	388	**555**
TOTAL	**9,534**	**1,594**	**10,331**

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

Zone		Units	Rooms	U.R.E.**
A		**0**	**0**	**0**
	Outside Master Plan	0	0	0
AH		**0**	**0**	**0**
	Outside Master Plan	0	0	0
CG		**470**	**344**	**642**
	Clearwater Specific Plan	0	156	78
	Outside Master Plan	470	188	564
CL		**284**	**409**	**488.5**
	Outside Master Plan	284	409	488.5
M		**2**	**0**	**2**
	Outside Master Plan	2	0	2
MHP		**132**	**0**	**132**
	Outside Master Plan	132	0	132
OS		**87**	**343**	**258.5**
	Outside Master Plan	87	343	258.5

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

Zone	Units	Rooms	U.R.E.**
PS	**185**	**0**	**185**
Outside Master Plan	185	0	185
R	**1,730**	**36**	**1569**
Altis Master Plan	4	0	4
Greyhawk Master Plan	8	0	8
Juniper Ridge Master Plan	141	0	141
Lodestar Master Plan	233	0	233
Snowcreek Master Plan	985	0	985
Outside Master Plan	180	36	198
RMF-1	**571**	**23**	**582.5**
Outside Master Plan	571	23	582.5
RMF-2	**3,881**	**41**	**3901.5**
Lodestar Master Plan	4	0	4
Outside Master Plan	3,877	41	3897.5
RR	**283**	**10**	**288**
Outside Master Plan	283	10	288

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

2.2.3

Please see Assumption Appendix for details on all assumptions

Zone	Units	Rooms	U.R.E.**
RSF	**1,548**	**0**	**1548**
Snowcreek Master Plan	61	0	61
Outside Master Plan	1,487	0	1487
SP	**361**	**388**	**268**
North Village Specific Plan	74	388	268
Outside Master Plan	0	0	0

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

2.2.4

Please see Assumption Appendix for details on all assumptions

2.3: Master Plan Allowances by Zone

Master Plan Project	Units										Rooms										U.R.E. **
	MP/SP [1] Capacity		Existing Units		Units Remain		Build Out %		Assumed Units		MP/SP [1] Capacity		Existing Rooms		Rooms Remain		Build Out %		Assumed Rooms		Assumed Total
Altis Master Plan	**24**	-	**4**	=	**20**	*	***100*** %	=	**20**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**20.0**
R	24	-	4	=	20	*	*100* %	=	20		0	-	0	=	0	*	*100* %	=	0		20.0
Clearwater Specific Plan	**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**487**	-	**156**	=	**331**	*	***100*** %	=	**331**		**165.5**
CG	0	-	0	=	0	*	*100* %	=	0		487	-	156	=	331	*	*100* %	=	331		165.5
Greyhawk Master Plan	**26**	-	**8**	=	**18**	*	***100*** %	=	**18**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**18.0**
R	26	-	8	=	18	*	*100* %	=	18		0	-	0	=	0	*	*100* %	=	0		18.0
Juniper Ridge Master Plan	**434**	-	**320**	=	**114**	*	***100*** %	=	**114**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**114.0**
R	434	-	320	=	114	*	*100* %	=	114		0	-	0	=	0	*	*100* %	=	0		114.0
Lodestar Master Plan	**751**	-	**237**	=	**514**	*	***100*** %	=	**514**		**500**	-	**0**	=	**500**	*	***100*** %	=	**500**		**764.0**
RMF-2	11	-	4	=	7	*	*100* %	=	7		0	-	0	=	0	*	*100* %	=	0		7.0
R	740	-	233	=	507	*	*100* %	=	507		500	-	0	=	500	*	*100* %	=	500		757.0
North Village Specific Plan [2]	**361**	-	**361**	=	**0**	*	***100*** %	=	**0**		**2,371**	-	**388**	=	**1,983**	*	***114*** %	=	**2,261**		**1,130.0**
SP	361	-	361	=	0	*	*100* %	=	0		2,371	-	388	=	1,983	*	*114* %	=	2,261		1,130.0
Shady Rest Master Plan	**172**	-	**0**	=	**172**	*	***100*** %	=	**172**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**172.0**
AH	172	-	0	=	172	*	*100* %	=	172		0	-	0	=	0	*	*100* %	=	0		172.0
Snowcreek Master Plan	**2,332**	-	**1,046**	=	**1,286**	*	***100*** %	=	**1,286**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**1,286.0**
RSF	85	-	61	=	24	*	*100* %	=	24		0	-	0	=	0	*	*100* %	=	0		24.0
R	2,247	-	985	=	1,262	*	*100* %	=	1,262		0	-	0	=	0	*	*100* %	=	0		1,262.0
TOTALS									**2,124**										**3,092**		**3,670**

[1] Includes approved/entitled projects within each Master Plan / Specific Plan area

[2] North Village Specific Plan allowances are expressed in Rooms where 1 Room = ½ Unit of Residential.Note that the total number of assumed rooms factors in a 14% 'bonus' to account for affordable housing (See Assumptions Appendix). The MP/SP Capacity presented assumes the adjusted allowance for units _rooms, however, to account for existing conditions.
(2371 u + (361 r * 2)) = Capacity of 3,093

Please see Assumption Appendix for details on all assumptions

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

2.4: Entitlements by Zone

Zone / Project	Units										Rooms										U.R.E. **									
	Entitled[1] Units	-	Existing Units	=	Units Remain	*	Build Out %	=	Assumed Units		Entitled[1] Rooms	-	Existing Rooms	=	Rooms Remain	*	Build Out %	=	Assumed Rooms		Entitled[1] Total	-	Existing Total	=	Total Remain	*	Build Out %	=	Assumed Total	
A	**250**	-	**0**	=	**250**	*	***100*** %	=	**250**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**250**	-	**0**	=	**250**	*	***100*** %	=	**250**	
Hot Creek Development	250	-	0	=	250	*	*100* %	=	250		0	-	0	=	0	*	*100* %	=	0		250	-	0	=	250	*	*100* %	=	250	
CL	**176**	-	**39**	=	**137**	*	***100*** %	=	**137**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**176**	-	**0**	=	**137**	*	***100*** %	=	**137**	
Swiss Chalet	99	-	21	=	78	*	*100* %	=	78		0	-	0	=	0	*	*100* %	=	0		99	-	21	=	78	*	*100* %	=	78	
Holiday Haus	77	-	18	=	59	*	*100* %	=	59		0	-	0	=	0	*	*100* %	=	0		77	-	18	=	59	*	*100* %	=	59	
PS	**279**	-	**49**	=	**230**	*	***100*** %	=	**230**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**279**	-	**0**	=	**230**	*	***100*** %	=	**230**	
MLFPD Housing (Station 2)	5	-	0	=	5	*	*100* %	=	5		0	-	0	=	0	*	*100* %	=	0		5	-	0	=	5	*	*100* %	=	5	
MLFPD Housing (Station 1)	24	-	0	=	24	*	*100* %	=	24		0	-	0	=	0	*	*100* %	=	0		24	-	0	=	24	*	*100* %	=	24	
Cerro Coso Student Housing	250	-	49	=	201	*	*100* %	=	201		0	-	0	=	0	*	*100* %	=	0		250	-	49	=	201	*	*100* %	=	201	
RMF-1	**26**	-	**1**	=	**25**	*	***100*** %	=	**25**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**26**	-	**0**	=	**25**	*	***100*** %	=	**25**	
Tihana Townhomes	10	-	0	=	10	*	*100* %	=	10		0	-	0	=	0	*	*100* %	=	0		10	-	0	=	10	*	*100* %	=	10	
Saraf	6	-	1	=	5	*	*100* %	=	5		0	-	0	=	0	*	*100* %	=	0		6	-	1	=	5	*	*100* %	=	5	
Ettinger Condominiums	10	-	0	=	10	*	*100* %	=	10		0	-	0	=	0	*	*100* %	=	0		10	-	0	=	10	*	*100* %	=	10	
TOTALS									**642**										**0**										**642**	

[1] Includes approved/entitled projects within each project

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

Please see Assumption Appendix for details on all assumptions

2.5: Vacant Single-Family Residential Buildout by Zone

Zone	Type	# Lots	Potential Lots[1]	Likelihood %	Assumed Lots [2]	Build Out % [3]	Calculated Units[4]
RR			**144**		**139**	**75 %**	**104**
	Dividable	11	51	90 %	46	75 %	34
	Not Dividable	93	93	100 %	93	75 %	70
RSF			**306**		**299**	**90 %**	**270**
	Dividable	10	65	90 %	58	90 %	53
	Not Dividable	241	241	100 %	241	90 %	217
	TOTAL		**450**		**438**		**374**

1 For the 'Dividable' type, the minimum lot size of 10,890ft² for RSF zoned lots and 21,780ft² for RR/RR (E) zoned lots, the total Ft² of each individual lot exceeding twice the minium requirement was divided by the minimum lot size and the resulting number rounded down. All lots not at least twice the minimum lot size were considered to be 'Not Dividable' and thus the Potential Lot and Assumed Lot number are equal.

2 Assumed Lots reflects the number of potential lots as multiplied by the Likelihood percentage.

3 Reflects the number of potential lots that will construct a new single family residence

4 Calculated Units reflects the total number of units assumed when the build out percentage is applied to Assumed Lots.

Please see Assumption Appendix for details on all assumptions

2.6: Vacant Multi-Family Residential/Commercial Buildout by Zone

Zone Type	Acres						Units				Rooms			
	Zone Ac.	Likelihood	% of Effective		Effective Ac.[1]	Per Ac.	HDB Likelihood[2]	HDB Bonus[3]	New[4]	Base Room/Ac.	C.B. Bonus.[5]	New[45]	U.R.E.**
CG									**39**			**32**	**55**
Mixed Commercial	4 ac. *	100 % *	80 %	=	3.2 ac.	9	25 %	40 %	39	0	0	0	39
Lodging	4 ac. *	100 % *	20 %	=	0.8 ac.	0	0 %	0 %	0	40	0	32	16
CL									**12**			**160**	**92**
Mixed Commercial	5 ac. *	100 % *	20 %	=	1.0 ac.	9	25 %	40 %	12	0	0	0	12
Lodging	5 ac. *	100 % *	80 %	=	4.0 ac.	0	0 %	0 %	0	40	0	160	80
RMF-1									**82**			**0**	**82**
High-Density Residential	9 ac. *	75 % *	100 %	=	6.8 ac.	9	25 %	40 %	82	0	0	0	82
RMF-2									**92**			**273**	**228**
High-Density Residential	15 ac. *	100 % *	50 %	=	7.5 ac.	0	25 %	40 %	0	27	0	273	136
Lodging	15 ac. *	100 % *	50 %	=	7.5 ac.	9	0 %	0 %	92	0	0	0	92
TOTAL									**225**			**465**	**457**

[1] Represents proportion of vacant land area that is estimated to develop with lodging versus mixed-commercial/residential development

[2] Accounts for the likelihood of a project to receive a Housing Density Bonus

[3] Accounts for a blended average of the State and Town Housing Density Bonus (35%_45% respectively)

[4] Equals the assumed number of newly created Units_Rooms

[5] Accounts for Incentive Zoning / Community Benefit Density Bonus

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential, including the Housing Density Bonus as noted.

Please see Assumption Appendix for details on all assumptions

2.7: Redevelopment Summary

Zone Type	Acres					Units					Rooms				U.R.E.**
	Zone Ac.	Redev %	Redev. Ac.	% of Zone	Effective Ac.	Per Ac.	HDB Likelihood [1]	HDB Bonus [2]	Existing	New [3]	Base per ac	C.B. bonus [4]	Existing	New [3]	
CG									**31**	**151**	**40**	**0**	**40**	**104**	**203**
8 ixed Commercial	89 ac. *	20 % =	18 ac. *	80 % =	14.3 ac.	10	25 %	40 %		151	0			0	151
Lodging	89 ac. *	20 % =	18 ac. *	20 % =	3.6 ac.	0	0 %	0 %		0	40	0		104	52
CL									**9**	**9**	**40**	**0**	**23**	**233**	**126**
8 ixed Commercial	40 ac. *	20 % =	8 ac. *	20 % =	1.6 ac.	10	25 %	40 %		9	0			0	9
Lodging	40 ac. *	20 % =	8 ac. *	80 % =	6.4 ac.	0	0 %	0 %		0	40	0		233	117
R8 F-1									**27**	**14**	**0**		**0**	**0**	**14**
High-Density Residential	73 ac. *	5 % =	4 ac. *	100 % =	3.7 ac.	10	25 %	40 %		14	0			0	14
R8 F-2									**0**	**0**	**30**		**0**	**0**	**0**
Lodging	267 ac. *	0 % =	0 ac. *	50 % =	0.0 ac.	0	0 %	0 %		0	30			0	0
High-Density Residential	267 ac. *	0 % =	0 ac. *	50 % =	0.0 ac.	10	25 %	40 %		0	0			0	0
TOTALS										**174**				**337**	**343**

[1] Accounts for the likelihood of a project to receive a Housing Density Bonus

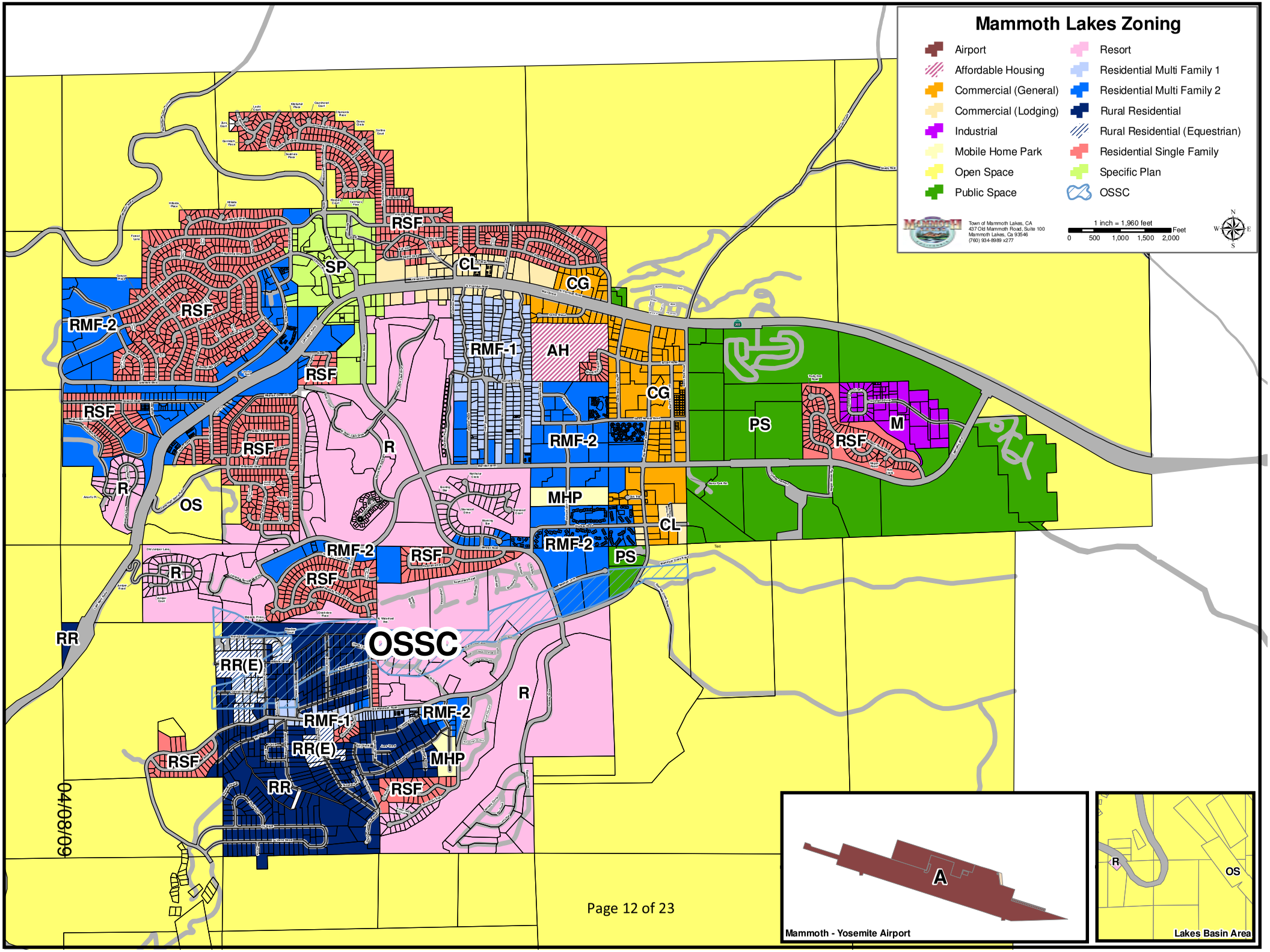
[2] Accounts for a blended average of the State and Town Housing Density Bonus (35%_45% respectively)

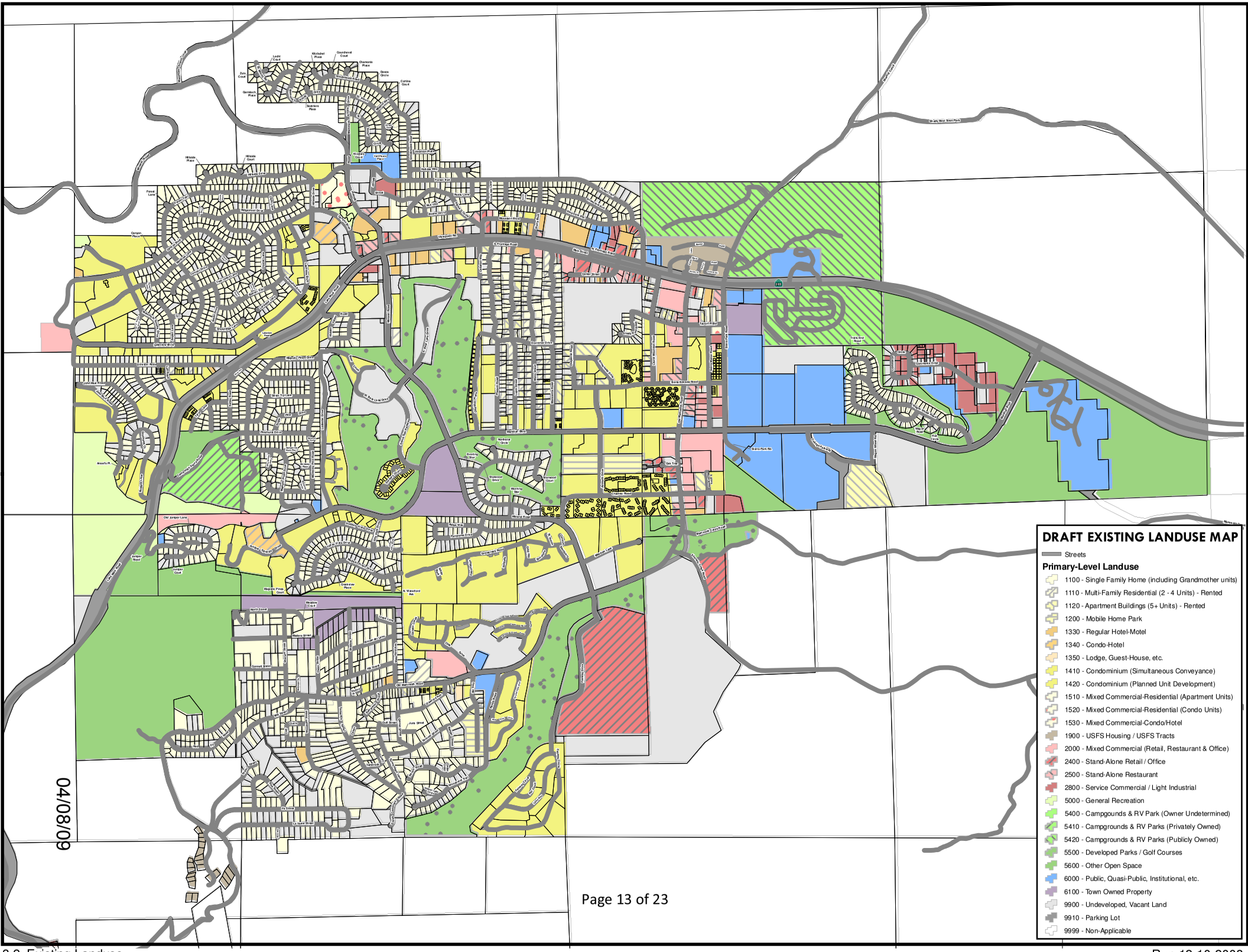
[3] 'New' Units/Rooms equals the assumed number per Effective Acre, less the assumed amount of Existing Unists that would be destroyed during re-development.

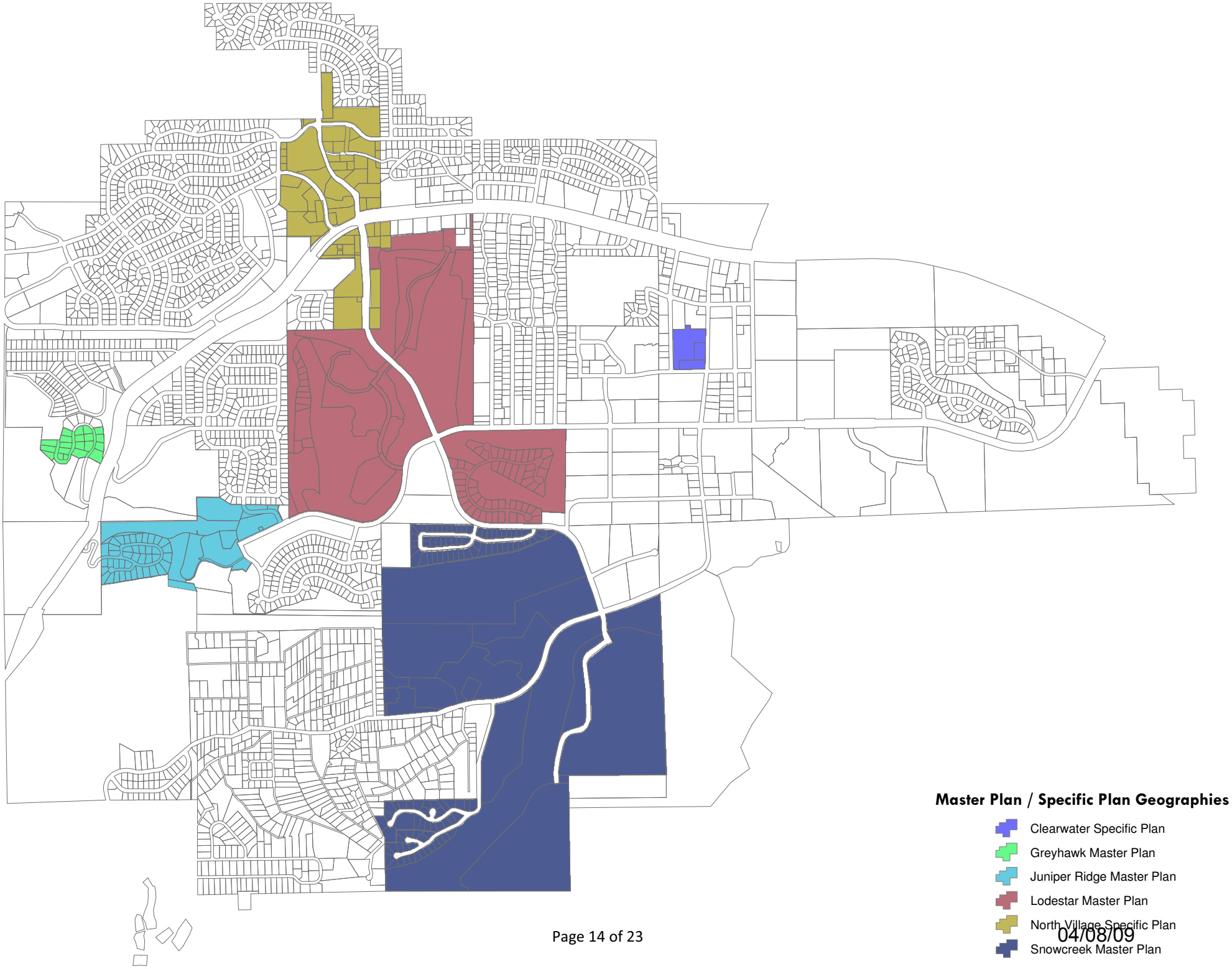
[4] Accounts for Incentive Zoning / Community Benefit Density Bonus

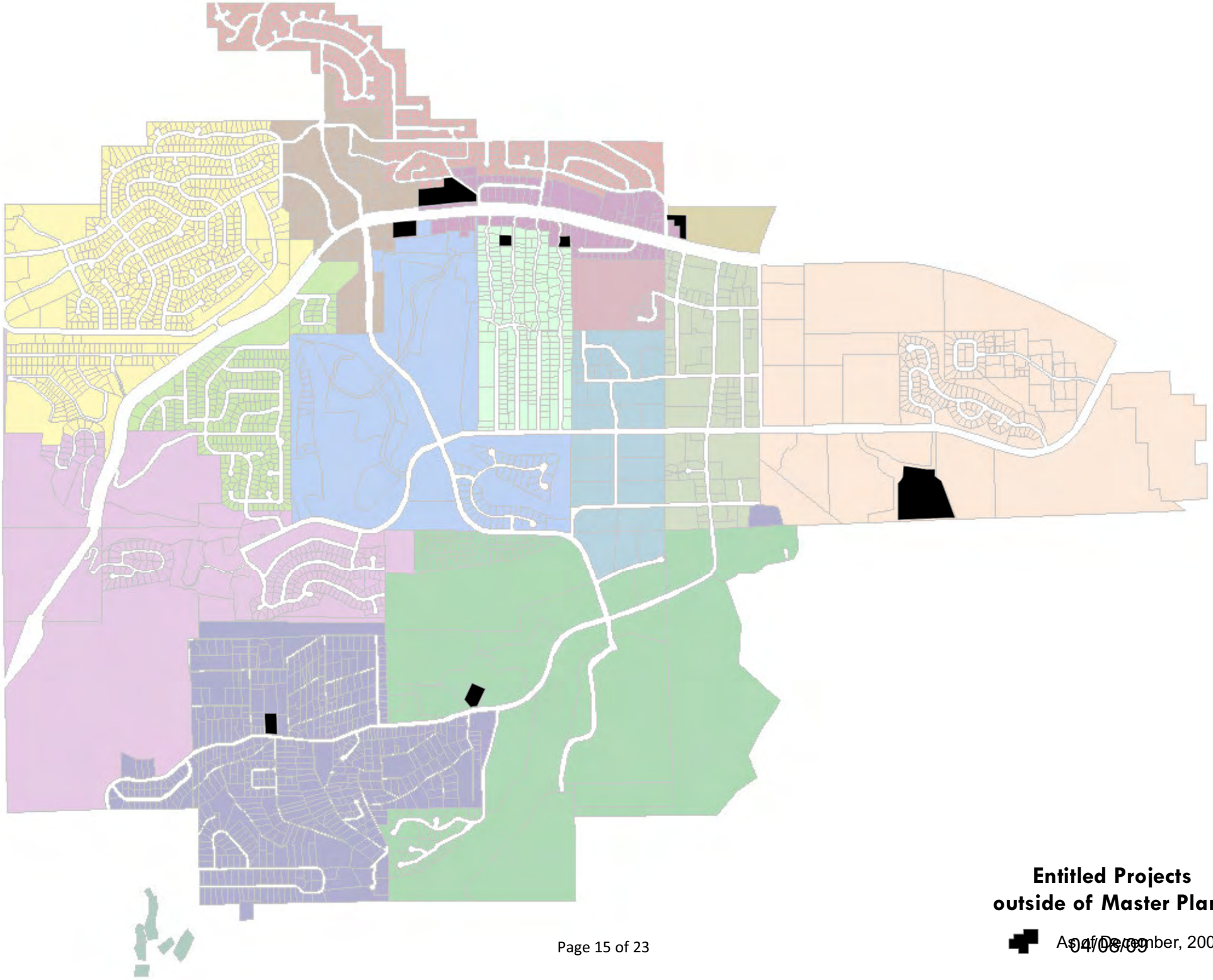
** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential, including the Housing Density Bonus as noted.

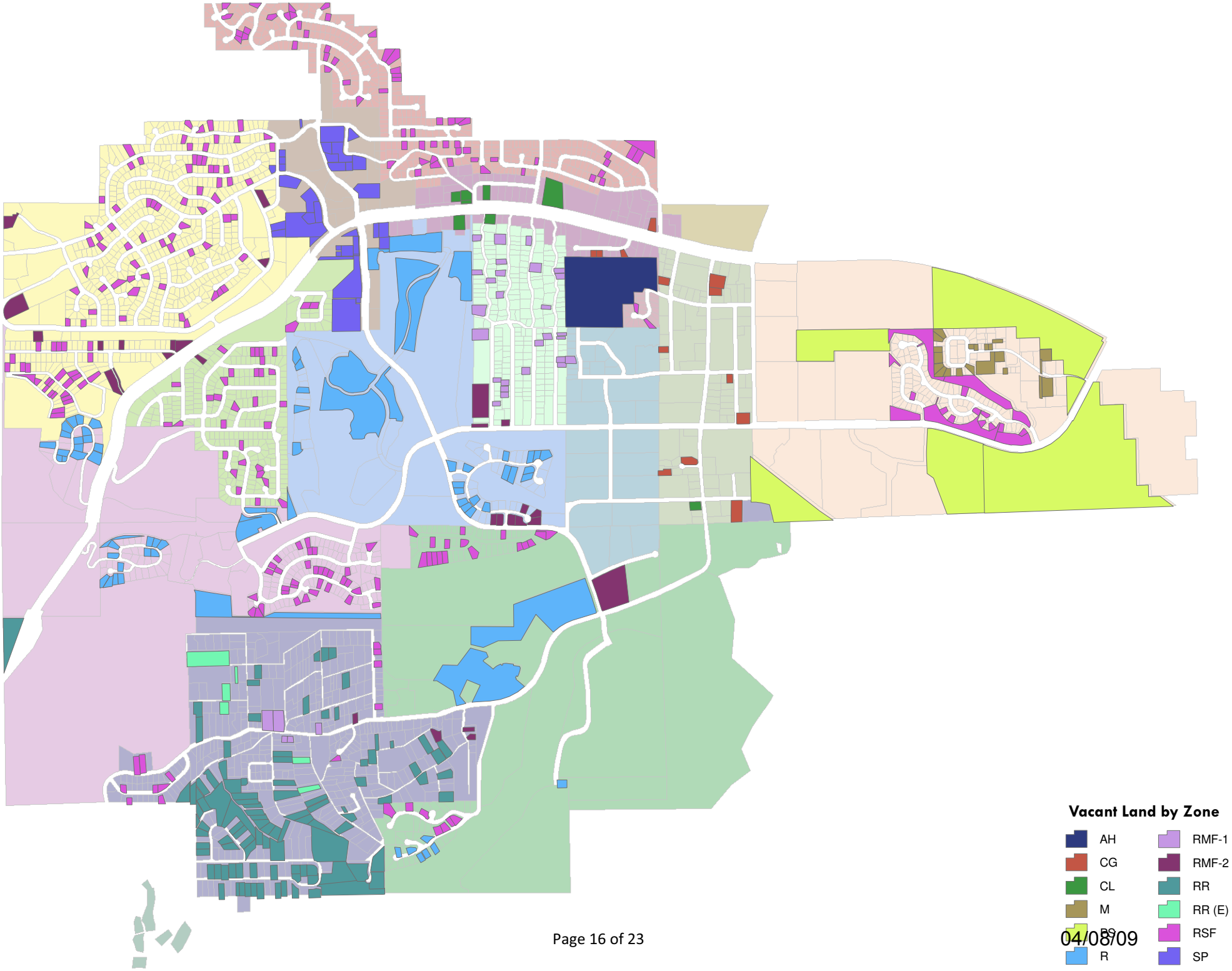
Please see Assumption Appendix for details on all assumptions


Mammoth Lakes Zoning
Airport
Affordable Housing
Commercial (General)
Commercial (Lodging)
Industrial
Mobile Home Park
Open Space
Public Space
Resort
Residential Multi Family 1
Residential Multi Family 2
Rural Residential
Rural Residential (Equestrian)
Residential Single Family
Specific Plan
OSSC
Town of Mammoth Lakes, CA
437 Old Mammoth Road, Suite 100
Mammoth Lakes, Ca 93546
(760) 934-8989 x277
1 inch = 1,960 feet
0 500 1,000 1,500 2,000 Feet
N
W
E
S
RSF
SP
CL
CG
RMF-2
RMF-1
AH
R
PS
M
MHP
OS
OSSC
RR(E)
RR
A
Mammoth - Yosemite Airport
Lakes Basin Area
04/08/09


DRAFT EXISTING LANDUSE MAP
Streets
Primary-Level Landuse
1100 - Single Family Home (including Grandmother units)
1110 - Multi-Family Residential (2 - 4 Units) - Rented
1120 - Apartment Buildings (5+ Units) - Rented
1200 - Mobile Home Park
1330 - Regular Hotel-Motel
1340 - Condo-Hotel
1350 - Lodge, Guest-House, etc.
1410 - Condominium (Simultaneous Conveyance)
1420 - Condominium (Planned Unit Development)
1510 - Mixed Commercial-Residential (Apartment Units)
1520 - Mixed Commercial-Residential (Condo Units)
1530 - Mixed Commercial-Condo/Hotel
1900 - USFS Housing / USFS Tracts
2000 - Mixed Commercial (Retail, Restaurant & Office)
2400 - Stand-Alone Retail / Office
2500 - Stand-Alone Restaurant
2800 - Service Commercial / Light Industrial
5000 - General Recreation
5400 - Campgounds & RV Park (Owner Undetermined)
5410 - Campgrounds & RV Parks (Privately Owned)
5420 - Campgrounds & RV Parks (Publicly Owned)
5500 - Developed Parks / Golf Courses
5600 - Other Open Space
6000 - Public, Quasi-Public, Institutional, etc.
6100 - Town Owned Property
9900 - Undeveloped, Vacant Land
9910 - Parking Lot
9999 - Non-Applicable
04/08/09


Master Plan / Specific Plan Geographies
Clearwater Specific Plan
Greyhawk Master Plan
Juniper Ridge Master Plan
Lodestar Master Plan
North Village Specific Plan
Snowcreek Master Plan


Entitled Projects
outside of Master Plans
As of December, 2008
04/08/09



04/08/09

Model Analysis Assumptions

Analysis Step 1. Existing Development:

- Development consists of year-round uses only. Summer cabins on Inyo National Forest land in the Lakes Basin are not included in this analysis.
- Projects are assumed to be "existing" at time of complete foundation, indicating project is under construction.

Continued on next page …

Analysis Step 2. Master Plan / Specific Plan & Entitlement Build-out:

2a. Master Plans

Master Plan	Zone	Units % Build-out	Rooms % Build-out
Altis Master Plan	R	100%	100%
Clearwater Specific Plan	CG	N/A	100%
Greyhawk Master Plan	R	100%	100%
Juniper Ridge Master Plan[1]	R	100%	N/A
Lodestar Master Plan	R	100%	100%
Lodestar Master Plan	RMF-2	100%	N/A
North Village Specific Plan[2]	SP	N/A	114%
Shady Rest Master Plan	AH	100%	100%
Snowcreek Master Plan	R	100%	100%
Snowcreek Master Plan	RSF	100%	N/A

Assumption Logic

- Except North Village Specific Plan, It is assumed that all Master Plans and Specific Plans will build out to 100% of allowance capacity for Units & Rooms.

- North Village Specific Plan was assigned 14% extra build-out estimation to account for the possibility of on-site Affordable Housing Units that may be built, and that NVSP allows to be excluded from the density 'cap', based on the following calculations:

Assumptions for AH Housing in NV

Each room	500	sf/room	Based on recent project profile
Commercial	80	sf/room	

950	entitled rooms	South Hotel, Hillside, 8050 remaining (465 units)
536	existing rooms	
1486		
3020	rooms in cap	
1534	remain/unentitled	
1500	rounded remaining	
750,000	sq.ft future rooms (1500 x 500)	
120,000	sq.ft. future commercial (1500 x 80)	

FTEE

375	(0.0005 FTEE per SF)
50	(0.0042 FTEE per SF)
425	

FTEE to Units

425	FTEE
3	FTEE/Absorbed per Unit (assume 2BR)
142	**Units needed**
284	**Rooms Needed**
212.5	75% of Mitigation Housing within North Village
1534	Remaining unentitled
1746.5	Total Future with Housing
114%	Effective increase over remaining density in cap needed

[1] Juniper Ridge Master Plan allowances / capacities are expressed in Units, where 1 Unit = 2 Rooms
[2] North Village Specific Plan allowances / capacities are expressed in Rooms, where 1 Room = ½ Unit of Residential

2b. Entitlements

Zone	Units % Build-out	Rooms % Build-out
A	100%	100%
AH	100%	100%
CG	100%	100%
CL	100%	100%
M	100%	100%
MHP	100%	100%
OS	100%	100%
PS	100%	100%
R	100%	100%
RMF-1	100%	100%
RMF-2	100%	100%
RR / RR (E)	100%	100%
RSF	100%	100%
SP	100%	100%

Assumption Logic

- It is assumed that all Entitlements (approved projects outside of Master Plan / Specific Plans) would be built out to 100% allowance for Units & Rooms

- Entitlements that are re-development projects would 'back out' any existing units on site as part of the user-inputted assumption

- The table above lists all zones with the assumed build-out percentage, including some in which there are currently no entitled projects. These are included as place-holders for future model runs.

Continued on next page…

Analysis Step 3. Vacant Land Build-out:

Overall Assumptions

- No Town owned property would be included in the vacant land-base for development potential within this analysis set.

3a. Vacant Single-Family Residential Zones:

Zone	% Likelihood of Lot Split	Build-out %
RR / RR (E)	90%[3]	75%[4]
RSF	90%[3]	90%

Assumption Logic

- It was assumed that all single-family residential lots that are within Master Plans/Specific Plans would be built out 100%. However, those numbers are accounted for under Step 2a, rather than in this analysis step.

- In order to account for the possibility of lot splits that could add to the single-family residential unit count, we assumed that any lot that is at least 2x the minimum lot size for the zone could subdivide, as follows:
    - It is assumed that only 90% of all the lots within each zone that could sub-divide actually would. This was based on PAOT Committee input from 1/5/2009.
    - For RR zoned lots, the minimum lot size to split must be at least 43,560ft² (with a minimum lot size of 21,730ft²)
    - For RSF zoned lots, the minimum lot size to split must be at least 15,000ft² (with a minimum lot size of 7,500ft²)

Continued on next page…

[3] This was based on PAOT Committee input from 1/5/2009

[4] 75% was assumed based on access issues, sub-standard Right of Way and topographical issues

3b. Vacant Multi-Family Residential Zones:

Zone	Type	% Likelihood of Vacant Development[5]	Units / Ac.	Rooms / Ac.	% of Zone for ea. Type[6]	CB Bonus	Likelihood of Density Bonus	Density Bonus
CG[7]	Lodging	100%	0	40	20%	0	0%	0%
	Commercial-Residential		9	0	80%	0	25%	40%
CL [8]	Lodging	100%	0	40	80%	0	0%	0%
	Commercial-Residential		9	0	20%	0	25%	40%
RMF-1[9]	High-Density Residential	75%	9	0	100%	0	25%	40%
RMF-2 [10]	Lodging	100%	0	27	50%	0	25%	40%
	High-Density Residential		9	0	50%	0	25%	40%

Assumption Logic

- It was assumed development of vacant land would build out at 75% of the maximum density allowance (80 rooms / 12 units per acre)
- It was assumed that 25% of projects in each zone would apply for and be awarded a density bonus
- It was assumed that lodging projects would not be entitled to Housing Density Bonuses

[5] This is the percent likelihood of all vacant acreage within the zone that will actually develop. If there are 10ac. of vacant land, and a 75% likelihood of development, 7.5ac. will be carried forward in the calculation as 'working acreage'

[6] This is the percent of the 'working acreage' that will be developed as a specific type with a number of units or rooms per acre affecting that acreage.

[7] (13 lots 5ac.). Assumed most would be mixed-use projects with a reasonable blended density bonus assuming average build-out across zone. Assumed 35% State Housing Bonus & 45% Town Housing Bonus.

[8] (8 lots / 5.4ac). Assumed most would be mixed-use projects with a reasonable blended density bonus assuming average build-out across zone. Assumed 35% State Housing Bonus & 45% Town Housing Bonus.

[9] (32 lots / 10.5ac.). Looking at the existing development across the zone, 590 units exist on 62.3ac. giving a Mean density of about 9 Units / Acre. Most properties had 3-4 Units / ac.

[10] (28 lots / 18ac.). Approximately 9ac. of 'large' lots (>= 1ac.), including the 1849 Condos owned lot next to Silver Bear. This is approximately 40% of the total of the zone, thus carried that assumption forward – 40% as Lodging & 60% and High-Density Residential.

Analysis Step 4. Redevelopment:

Zone	Type	% Zone Likely to Redevelop [11]	Units / Ac.	Rooms / Ac.	% of Zone for ea. Type[12]	CB Bonus	Likelihood of Density Bonus	Density Bonus
CG [13]	Lodging	20%	0	40	20%	0	0%	0%
	Commercial-Residential		10	0	80%	0	25%	40%
CL [13]	Lodging	20%	0	40	80%	0	0%	0%
	Commercial-Residential		10	0	20%	0	25%	40%
RMF-1 [14]	High-Density Residential	5%	10	0	100%	0	25%	40%
RMF-2 [15]	Lodging	0%	0	30	50%	0	25%	40%
	High-Density Residential		10	0	50%	0	25%	40%

Assumption Logic

- It was assumed development of vacant land would build out at 85% of the maximum density allowance (80 rooms / 12 units per acres

- Process for selecting potential redevelopment lots:
    1. Look at all developed parcels within each of the four main Multi-Family Residential zones (CG, CL, RMF-1 & RMF-2)
    2. Strip out properties which are unlikely to be redeveloped:
        - Public uses, including all Town owned property
        - Condominium projects (ownership is stratified)
        - Properties that are already built out to a high level of density & utilization based on Improvement:Land-Value Ratio

[11] This is the percent of the entire zone, in terms of acres, that would likely redevelop. For example, If there were 100ac. in the CG zone and it was assumed that 20% would redevelop, than 20ac. would move forward in the calculation a the 'working acreage'

[12] This is the percent of the 'working acreage' that will be developed as a specific type with a number of units or rooms per acre affecting that acreage.

[13] 32 lots / 30.75ac.:
Looked at Improvement : Land Ratios, especially where ratio <= 1
Result: 27% (based on parcels) / 42% (based on acres) // 24% of entire CG/CL zone
Conservative approach was to round down – 20%

[14] 288 parcels / 218 without Condos:
We based our analysis on the notion that you would have to be able to roughly double your density to make redevelopment worth-while. In this dataset, the logical breaking point was to have at least .45ac. where you could have 4 units/ac. Result was 15 parcels (5% of zone total).

[15] 638 total parcels (49 logical for redevelopment) / 266 ac. / 3881 units:
Initially assumed that 1% could redevelop, which means about 388 units on 26.6 acres which is approximately 14.6 units/ac on average. Assumption: If you assume about 14.5 units/ac. over 26ac. and an existing vacant land development capacity of about 18 units/ac., you're left with about 3.5 units/ac. to develop, which translates to 88 units.

Known Issues & Constraints

- Lakes Basin cabins, where at least two are lived in year round
- Notion that public agencies (Hospital, MCWD, MLFPD) will likely develop employee housing at double-density in various locations throughout town

Development Build-out Model Run Report

Snapshot: December 10, 2008

Model Run #2 – Community Benefit Bonus Included

At the time of this model run there are roughly 4,200 parcels within the Town of Mammoth Lakes, approximately 80% of which are developed. There are approximately 5,900 existing condominium units and at least 800 existing apartment units at the time of this model run.

The Model Run shows approximately 10,331 existing Unit-Room Equivalents (U.R.E.s)[1], 3,670 U.R.E.s allocated through Master Plans & Specific Plans, 642 entitled U.R.E.s and an anticipated count of 1,470 U.R.E.s that could be built in the future for a combined total count of 16,113.

The breakout of Units & Rooms, is as follows:

Build-out Staxe	g nit-Room Uquivalents	Runninx Total
Existing	10,331	10,331
Master Plan / Specific Plan	3,670	14,001
Entitled Development	642	14,643
Vacant : Single-Family	374	15,017
Vacant : Multi-Family / Commercial	553	15,570
Redevelopment	542	16,113
TOTAL	**16,113**	

In addition to this summary page, this report includes the following content:

Tables:
2.1: Tabular Summary
2.2: Existing development by Zone
2.3: Master Plan Allowances by Zone
2.4: Entitlements by Zone
2.5: Vacant Single-Family Residential Build-out by Zone
2.6: Vacant Multi-Family Residential Build-out by Zone
2.7: Re-development Summary

Maps:
3.1: Current Zoning Map
3.2: Existing Landuse Map
3.3: Master Plan / Specific Plan Boundaries
3.4: Entitled Projects
3.5: Vacant Land by Zone

Assumptions

Known Essues I Corrections, Chanxes ; Additions

[1] This accounts for the conversion of rooms to units where 1 Room = ½ Unit of Residential

2.1: Town of Mammoth Lakes Build-Out Monitoring Summary

Zone	Units				Rooms				U.R.E.**			
	Existing	MP/ SP	Entitled	Future	Existing	MP / SP	Entitled	Future	Existing	MP / SP	Entitled	Future
A	0	0	250	0	0	0	0	0	0.0	0.0	250.0	0.0
AH	0	172	0	0	0	0	0	0	0.0	172.0	0.0	0.0
CG	470	0	0	190	344	331	0	312	642.0	166.0	0.0	346.0
CL	284	0	137	21	409	0	0	809	488.5	0.0	137.0	425.5
M	2	0	0	0	0	0	0	0	2.0	0.0	0.0	0.0
MHP	132	0	0	0	0	0	0	0	132.0	0.0	0.0	0.0
OS	87	0	0	0	343	0	0	0	258.5	0.0	0.0	0.0
PS	185	0	230	0	0	0	0	0	185.0	0.0	230.0	0.0
R	1,730	1,921	0	0	36	500	0	0	1,748.0	2,171.0	0.0	0.0
RMF-1	571	0	25	96	23	0	0	0	582.5	0.0	25.0	96.0
RMF-2	3,881	7	0	92	41	0	0	273	3,901.5	7.0	0.0	228.5
RR	283	0	0	104	10	0	0	0	288.0	0.0	0.0	104.0
RSF	1,548	24	0	270	0	0	0	0	1,548.0	24.0	0.0	270.0
SP	361	0	0	0	388	2,261	0	0	555.0	1,130.0	0.0	0.0
Totals	9,534	2,124	642	773	1,594	3,092	0	1,394	10,331.0	3,670.0	642.0	1,470.0
	UNIT TOTAL:		13,073		ROOM TOTAL:		6,080		GRAND TOTAL:		16,113	

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

Please see Assumption Appendix for details on all assumptions

2.2: Existing Development by Zone

Zone	Units	Rooms	U.R.E.**
A	0	0	**0**
AH	0	0	**0**
CG	470	344	**642**
CL	284	409	**488.5**
M	2	0	**2**
MHP	132	0	**132**
OS	87	343	**258.5**
PS	185	0	**185**
R	1,730	36	**1748**
RMF-1	571	23	**582.5**
RMF-2	3,881	41	**3901.5**
RR	283	10	**288**
RSF	1,548	0	**1548**
SP	361	388	**555**
TOTAL	**9,534**	**1,594**	**10,331**

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

Zone		Units	Rooms	U.R.E.**
A		**0**	**0**	**0**
	Outside Master Plan	0	0	0
AH		**0**	**0**	**0**
	Outside Master Plan	0	0	0
CG		**470**	**344**	**642**
	Clearwater Specific Plan	0	156	78
	Outside Master Plan	470	188	564
CL		**284**	**409**	**488.5**
	Outside Master Plan	284	409	488.5
M		**2**	**0**	**2**
	Outside Master Plan	2	0	2
MHP		**132**	**0**	**132**
	Outside Master Plan	132	0	132
OS		**87**	**343**	**258.5**
	Outside Master Plan	87	343	258.5

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

Zone	Units	Rooms	U.R.E.**
PS	**185**	**0**	**185**
Outside Master Plan	185	0	185
R	**1,730**	**36**	**1569**
Altis Master Plan	4	0	4
Greyhawk Master Plan	8	0	8
Juniper Ridge Master Plan	141	0	141
Lodestar Master Plan	233	0	233
Snowcreek Master Plan	985	0	985
Outside Master Plan	180	36	198
RMF-1	**571**	**23**	**582.5**
Outside Master Plan	571	23	582.5
RMF-2	**3,881**	**41**	**3901.5**
Lodestar Master Plan	4	0	4
Outside Master Plan	3,877	41	3897.5
RR	**283**	**10**	**288**
Outside Master Plan	283	10	288

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

2.2.3

Please see Assumption Appendix for details on all assumptions

Zone	Units	Rooms	U.R.E.**
RSF	**1,548**	**0**	**1548**
Snowcreek Master Plan	61	0	61
Outside Master Plan	1,487	0	1487
SP	**361**	**388**	**268**
North Village Specific Plan	74	388	268
Outside Master Plan	0	0	0

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

2.2.4

Please see Assumption Appendix for details on all assumptions

2.3: Master Plan Allowances by Zone

Master Plan Project	Units										Rooms										U.R.E. **
	MP/SP [1] Capacity		Existing Units		Units Remain		Build Out %		Assumed Units		MP/SP [1] Capacity		Existing Rooms		Rooms Remain		Build Out %		Assumed Rooms		Assumed Total
Altis Master Plan	**24**	-	**4**	=	**20**	*	***100*** %	=	**20**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**20.0**
R	24	-	4	=	20	*	*100* %	=	20		0	-	0	=	0	*	*100* %	=	0		20.0
Clearwater Specific Plan	**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**487**	-	**156**	=	**331**	*	***100*** %	=	**331**		**165.5**
CG	0	-	0	=	0	*	*100* %	=	0		487	-	156	=	331	*	*100* %	=	331		165.5
Greyhawk Master Plan	**26**	-	**8**	=	**18**	*	***100*** %	=	**18**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**18.0**
R	26	-	8	=	18	*	*100* %	=	18		0	-	0	=	0	*	*100* %	=	0		18.0
Juniper Ridge Master Plan	**434**	-	**320**	=	**114**	*	***100*** %	=	**114**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**114.0**
R	434	-	320	=	114	*	*100* %	=	114		0	-	0	=	0	*	*100* %	=	0		114.0
Lodestar Master Plan	**751**	-	**237**	=	**514**	*	***100*** %	=	**514**		**500**	-	**0**	=	**500**	*	***100*** %	=	**500**		**764.0**
RMF-2	11	-	4	=	7	*	*100* %	=	7		0	-	0	=	0	*	*100* %	=	0		7.0
R	740	-	233	=	507	*	*100* %	=	507		500	-	0	=	500	*	*100* %	=	500		757.0
North Village Specific Plan [2]	**361**	-	**361**	=	**0**	*	***100*** %	=	**0**		**2,371**	-	**388**	=	**1,983**	*	***114*** %	=	**2,261**		**1,130.0**
SP	361	-	361	=	0	*	*100* %	=	0		2,371	-	388	=	1,983	*	*114* %	=	2,261		1,130.0
Shady Rest Master Plan	**172**	-	**0**	=	**172**	*	***100*** %	=	**172**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**172.0**
AH	172	-	0	=	172	*	*100* %	=	172		0	-	0	=	0	*	*100* %	=	0		172.0
Snowcreek Master Plan	**2,332**	-	**1,046**	=	**1,286**	*	***100*** %	=	**1,286**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**1,286.0**
RSF	85	-	61	=	24	*	*100* %	=	24		0	-	0	=	0	*	*100* %	=	0		24.0
R	2,247	-	985	=	1,262	*	*100* %	=	1,262		0	-	0	=	0	*	*100* %	=	0		1,262.0
TOTALS									**2,124**										**3,092**		**3,670**

[1] Includes approved/entitled projects within each Master Plan / Specific Plan area

[2] North Village Specific Plan allowances are expressed in Rooms where 1 Room = ½ Unit of Residential.Note that the total number of assumed rooms factors in a 14% 'bonus' to account for affordable housing (See Assumptions Appendix). The MP/SP Capacity presented assumes the adjusted allowance for units _rooms, however, to account for existing conditions.
(2371 u + (361 r * 2)) = Capacity of 3,093

Please see Assumption Appendix for details on all assumptions

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

2.4: Entitlements by Zone

Zone / Project	Units										Rooms										U.R.E. **									
	Entitled[1] Units	-	Existing Units	=	Units Remain	*	Build Out %	=	Assumed Units		Entitled[1] Rooms	-	Existing Rooms	=	Rooms Remain	*	Build Out %	=	Assumed Rooms		Entitled[1] Total	-	Existing Total	=	Total Remain	*	Build Out %	=	Assumed Total	
A	**250**	-	**0**	=	**250**	*	***100*** %	=	**250**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**250**	-	**0**	=	**250**	*	***100*** %	=	**250**	
Hot Creek Development	250	-	0	=	250	*	*100* %	=	250		0	-	0	=	0	*	*100* %	=	0		250	-	0	=	250	*	*100* %	=	250	
CL	**176**	-	**39**	=	**137**	*	***100*** %	=	**137**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**176**	-	**0**	=	**137**	*	***100*** %	=	**137**	
Swiss Chalet	99	-	21	=	78	*	*100* %	=	78		0	-	0	=	0	*	*100* %	=	0		99	-	21	=	78	*	*100* %	=	78	
Holiday Haus	77	-	18	=	59	*	*100* %	=	59		0	-	0	=	0	*	*100* %	=	0		77	-	18	=	59	*	*100* %	=	59	
PS	**279**	-	**49**	=	**230**	*	***100*** %	=	**230**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**279**	-	**0**	=	**230**	*	***100*** %	=	**230**	
MLFPD Housing (Station 2)	5	-	0	=	5	*	*100* %	=	5		0	-	0	=	0	*	*100* %	=	0		5	-	0	=	5	*	*100* %	=	5	
MLFPD Housing (Station 1)	24	-	0	=	24	*	*100* %	=	24		0	-	0	=	0	*	*100* %	=	0		24	-	0	=	24	*	*100* %	=	24	
Cerro Coso Student Housing	250	-	49	=	201	*	*100* %	=	201		0	-	0	=	0	*	*100* %	=	0		250	-	49	=	201	*	*100* %	=	201	
RMF-1	**26**	-	**1**	=	**25**	*	***100*** %	=	**25**		**0**	-	**0**	=	**0**	*	***100*** %	=	**0**		**26**	-	**0**	=	**25**	*	***100*** %	=	**25**	
Tihana Townhomes	10	-	0	=	10	*	*100* %	=	10		0	-	0	=	0	*	*100* %	=	0		10	-	0	=	10	*	*100* %	=	10	
Saraf	6	-	1	=	5	*	*100* %	=	5		0	-	0	=	0	*	*100* %	=	0		6	-	1	=	5	*	*100* %	=	5	
Ettinger Condominiums	10	-	0	=	10	*	*100* %	=	10		0	-	0	=	0	*	*100* %	=	0		10	-	0	=	10	*	*100* %	=	10	
TOTALS									**642**										**0**										**642**	

[1] Includes approved/entitled projects within each project

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential

Please see Assumption Appendix for details on all assumptions

2.5: Vacant Single-Family Residential Buildout by Zone

Zone	Type	# Lots	Potential Lots[1]	Likelihood %	Assumed Lots [2]	Build Out % [3]	Calculated Units[4]
RR			**144**		**139**	**75 %**	**104**
	Dividable	11	51	90 %	46	75 %	34
	Not Dividable	93	93	100 %	93	75 %	70
RSF			**306**		**299**	**90 %**	**270**
	Dividable	10	65	90 %	58	90 %	53
	Not Dividable	241	241	100 %	241	90 %	217
	TOTAL		**450**		**438**		**374**

1 For the 'Dividable' type, the minimum lot size of 10,890ft² for RSF zoned lots and 21,780ft² for RR/RR (E) zoned lots, the total Ft² of each individual lot exceeding twice the minium requirement was divided by the minimum lot size and the resulting number rounded down. All lots not at least twice the minimum lot size were considered to be 'Not Dividable' and thus the Potential Lot and Assumed Lot number are equal.

2 Assumed Lots reflects the number of potential lots as multiplied by the Likelihood percentage.

3 Reflects the number of potential lots that will construct a new single family residence

4 Calculated Units reflects the total number of units assumed when the build out percentage is applied to Assumed Lots.

Please see Assumption Appendix for details on all assumptions

2.6: Vacant Multi-Family Residential/Commercial Buildout by Zone

Zone Type	Acres						Units				Rooms			
	Zone Ac.	Likelihood	% of Effective	Effective Ac. [1]	Per Ac.	HDB Likelihood [2]	HDB Bonus [3]	New [4]	Base Room/Ac.	C.B. Bonus. [5]	New [4]	U.R.E.**
CG								**39**			**64**	**M1**
x iged Commercial	4 ac. *	100 % *	80 % =	3.2 ac.	9	25 %	40 %	39	0	0	0	39
Lod0in0	4 ac. *	100 % *	20 % =	0.8 ac.	0	0 %	0 %	0	40	40	64	32
CL								**12**			**32F**	**1M2**
x iged Commercial	5 ac. *	100 % *	20 % =	1.0 ac.	9	25 %	40 %	12	0	0	0	12
Lod0in0	5 ac. *	100 % *	80 % =	4.0 ac.	0	0 %	0 %	0	40	40	320	160
Rx - 81								**72**			**F**	**72**
Hi0h8Density Residential	9 ac. *	75 % *	100 % =	6.8 ac.	9	25 %	40 %	82	0	0	0	82
Rx - 82								**92**			**2M3**	**227**
Hi0h8Density Residential	15 ac. *	100 % *	50 % =	7.5 ac.	0	25 %	40 %	0	27	0	273	136
Lod0in0	15 ac. *	100 % *	50 % =	7.5 ac.	9	0 %	0 %	92	0	0	0	92
TOTAL								**225**			**65M**	**553**

[1] Represents proportion of vacant land area that is estimated to develop with lodging versus mixed-commercial/residential development

[2] Accounts for the likelihood of a project to receive a Housing Density Bonus

[3] Accounts for a blended average of the State and Town Housing Density Bonus (35% _45% respectively)

[4] Equals the assumed number of newly created Units Rooms

[5] Accounts for Incentive Zoning / Community Benefit Density Bonus

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential, including the Housing Density Bonus as noted.

Please see Assumption Appendix for details on all assumptions

2.7: Redevelopment Summary

Zone Type	Acres					Units					Rooms					U.R.E.**
	Zone Ac.	Redev %	Redev. Ac.	% of Zone	Effective Ac.	Per Ac.	HDB Likelihood [1]	HDB Bonus [2]	Existing	New [3]	Base per ac	C.B. bonus [4]	Existing	New [3]		
CG									**31**	**151**	**40**	**40**	**40**	**248**		**275**
9 ixed Commercial	89 ac. *	20 % =	18 ac. *	80 % =	14.3 ac.	10	25 %	40 %		151	0			0		151
Lodging	89 ac. *	20 % =	18 ac. *	20 % =	3.6 ac.	0	0 %	0 %		0	40	40		248		124
CL									**6**	**6**	**40**	**40**	**23**	**486**		**254**
9 ixed Commercial	40 ac. *	20 % =	8 ac. *	20 % =	1.6 ac.	10	25 %	40 %		9	0			0		9
Lodging	40 ac. *	20 % =	8 ac. *	80 % =	6.4 ac.	0	0 %	0 %		0	40	40		489		245
R9 F-1									**27**	**14**	**0**		**0**	**0**		**14**
High-Density Residential	73 ac. *	5 % =	4 ac. *	100 % =	3.7 ac.	10	25 %	40 %		14	0			0		14
R9 F-2									**0**	**0**	**30**		**0**	**0**		**0**
Lodging	267 ac. *	0 % =	0 ac. *	50 % =	0.0 ac.	0	0 %	0 %		0	30			0		0
High-Density Residential	267 ac. *	0 % =	0 ac. *	50 % =	0.0 ac.	10	25 %	40 %		0	0			0		0
TOTAL										**174**				**737**		**542**

[1] Accounts for the likelihood of a project to receive a Housing Density Bonus

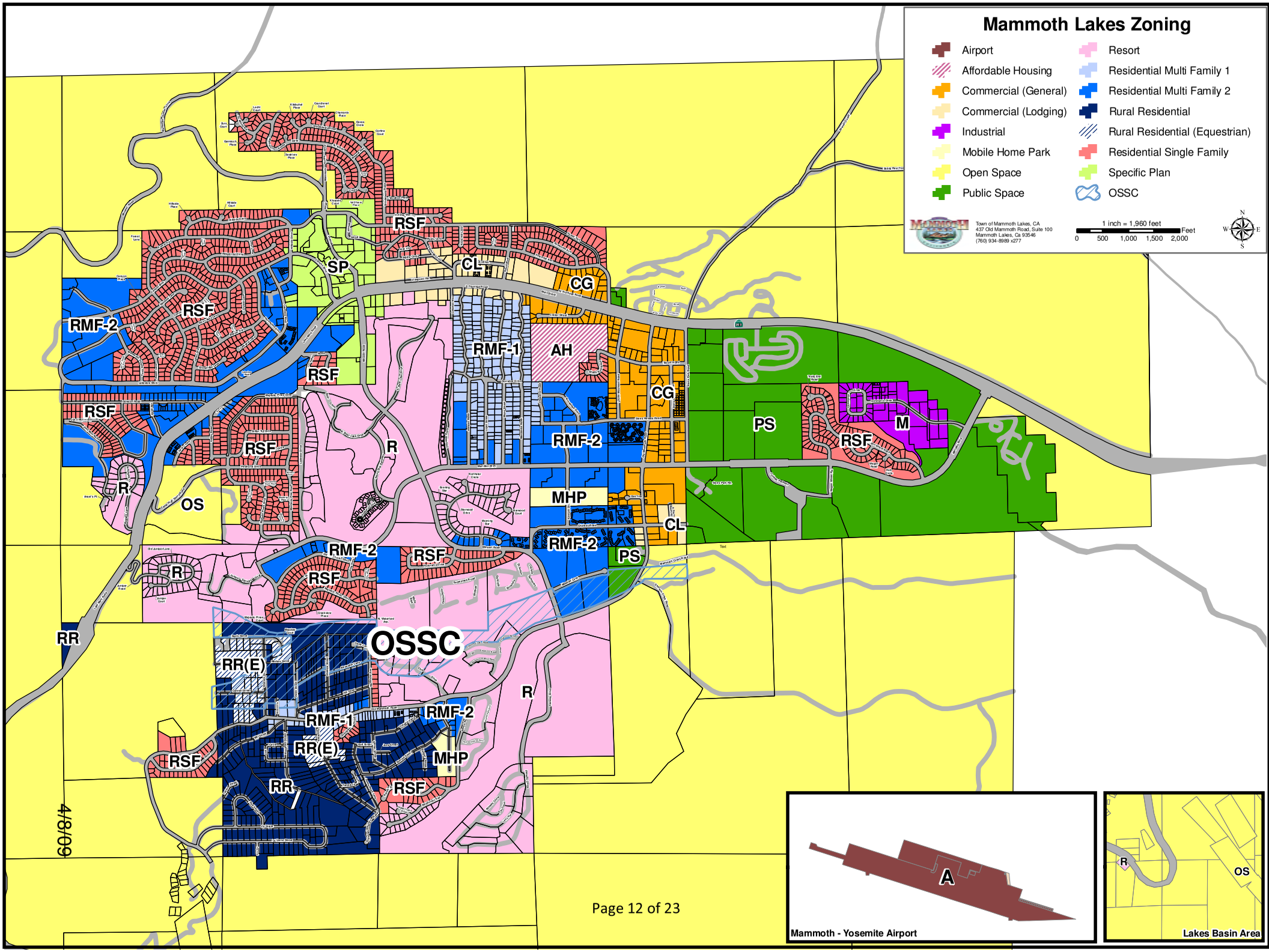
[2] Accounts for a blended average of the State and Town Housing Density Bonus (35%_45% respectively)

[3] 'New' Units/Rooms equals the assumed number per Effective Acre, less the assumed amount of Existing Unists that would be destroyed during re-development.

[4] Accounts for Incentive Zoning / Community Benefit Density Bonus

** Accounts for Unit-Room Equivalent conversion where 1 Room = ½ Unit of Residential, including the Housing Density Bonus as noted.

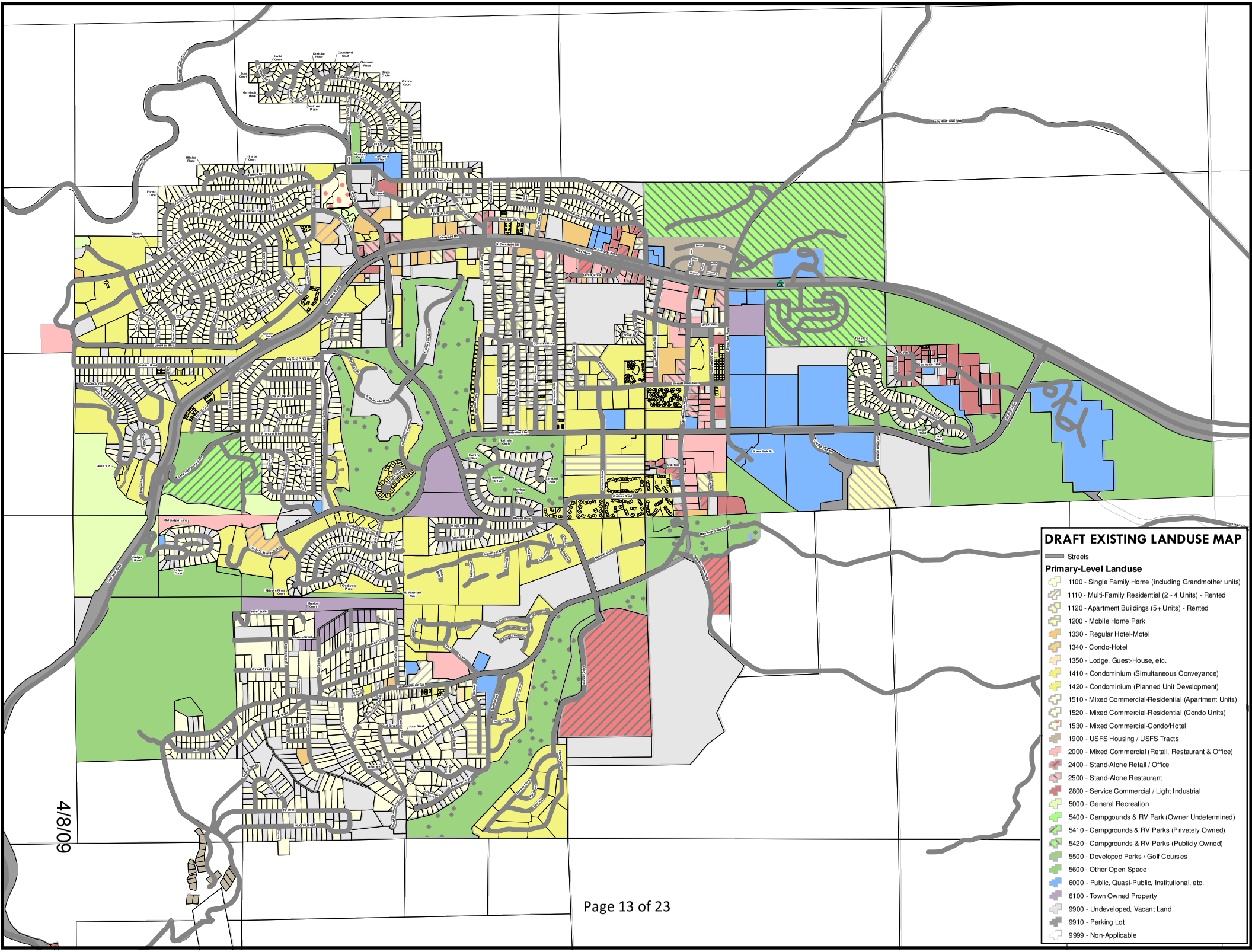
Please see Assumption Appendix for details on all assumptions

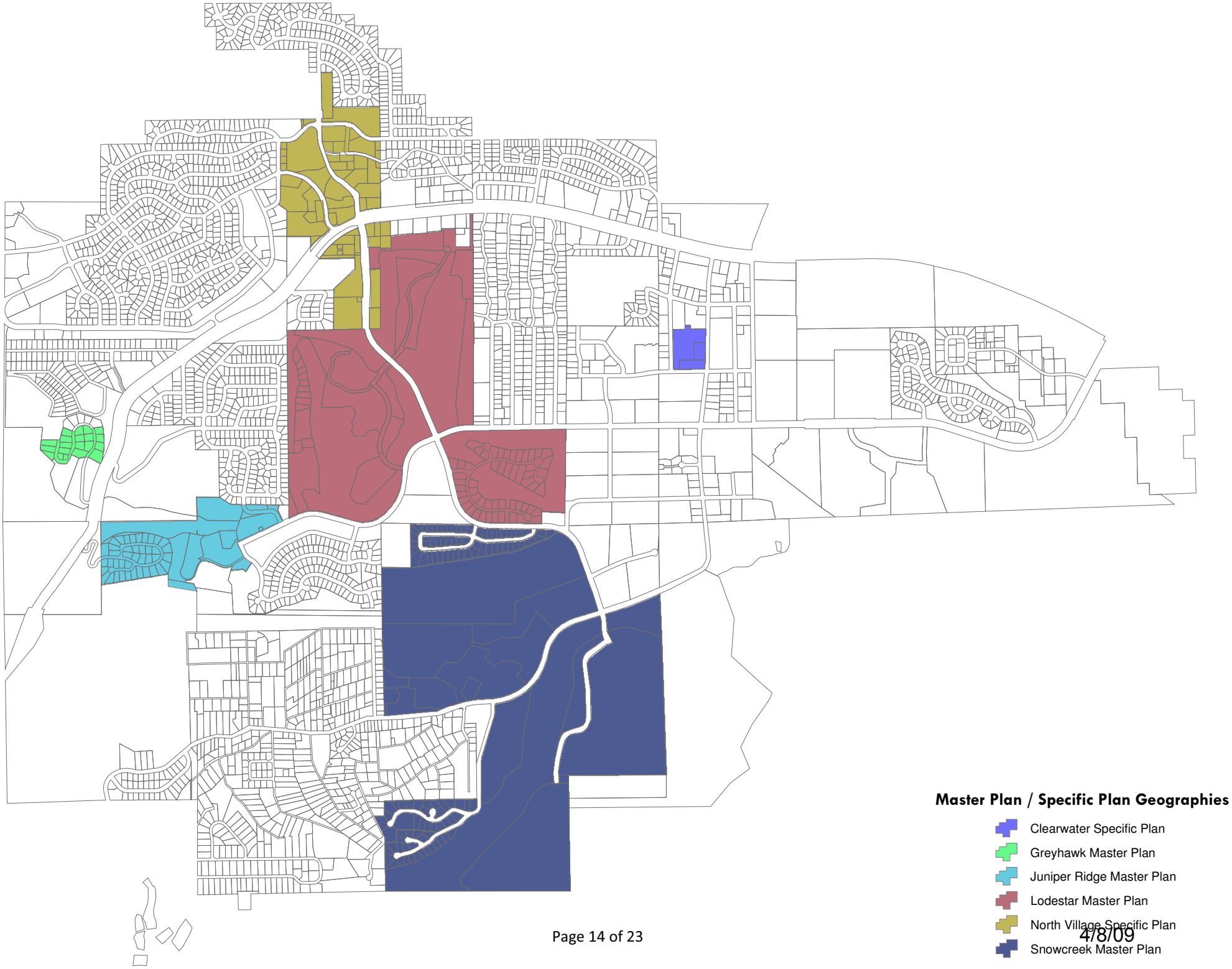


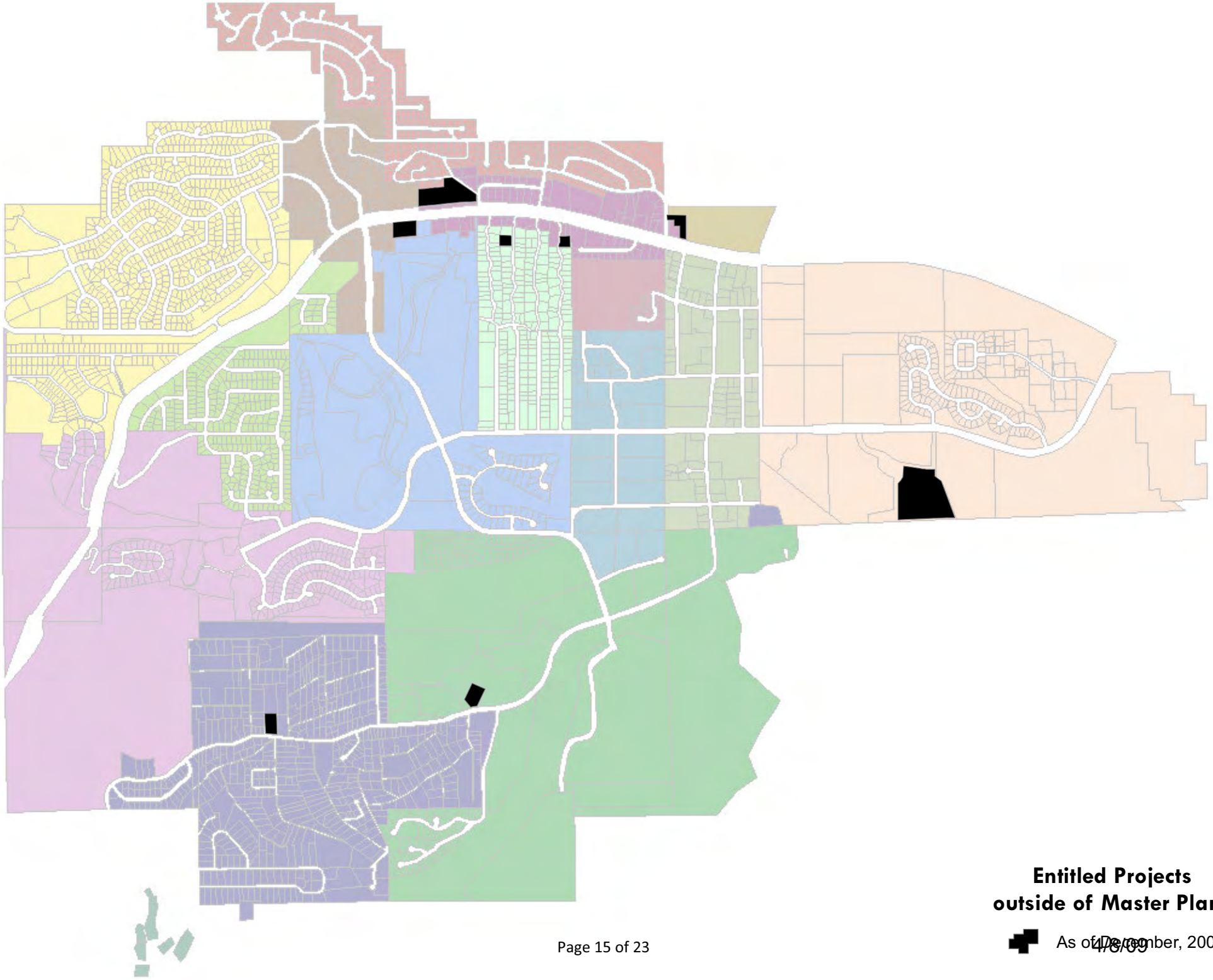
4/8/09

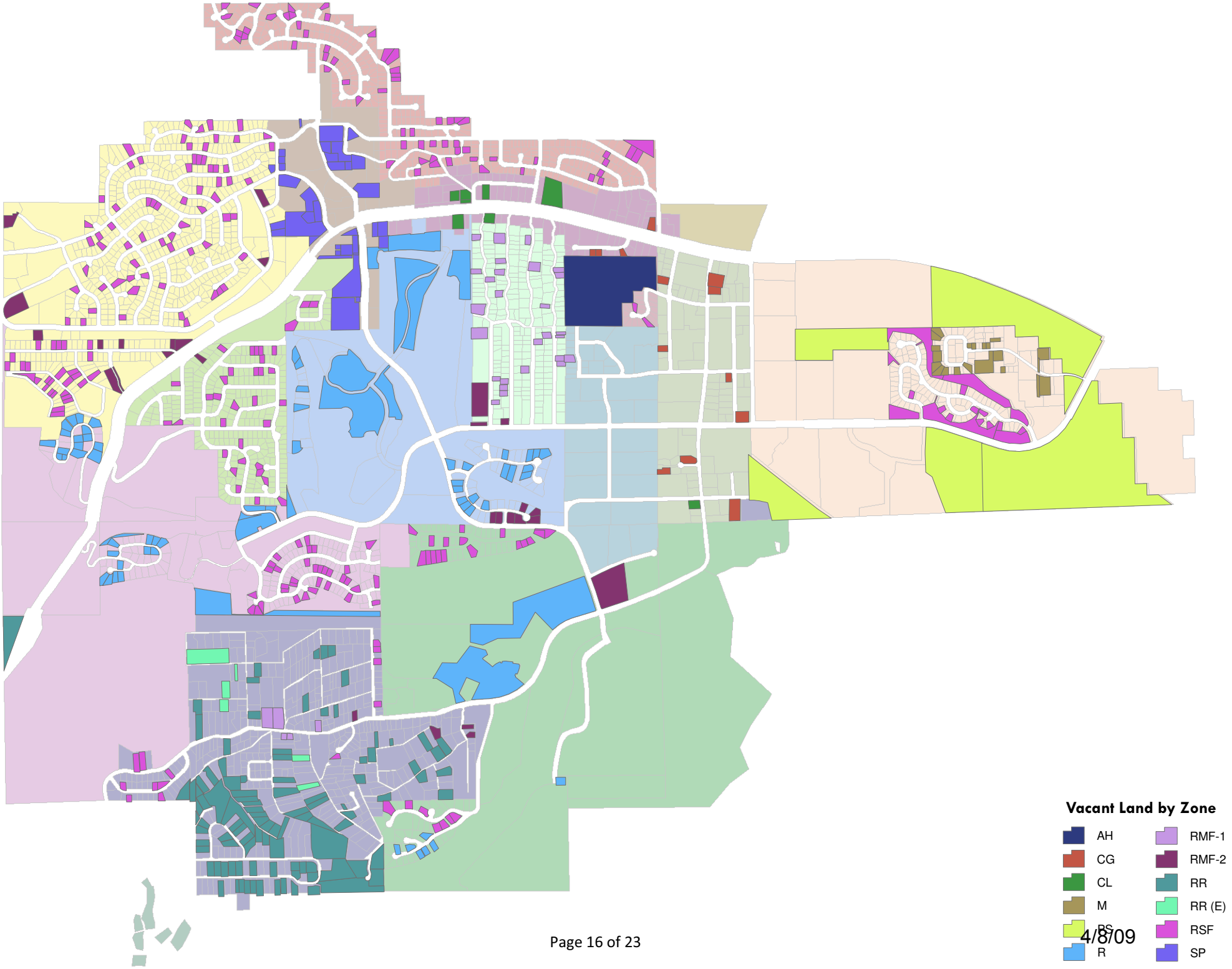
3.1. Current Zoning

Run.12-10-2008


DRAFT EXISTING LANDUSE MAP
Streets
Primary-Level Landuse
1100 - Single Family Home (including Grandmother units)
1110 - Multi-Family Residential (2 - 4 Units) - Rented
1120 - Apartment Buildings (5+ Units) - Rented
1200 - Mobile Home Park
1330 - Regular Hotel-Motel
1340 - Condo-Hotel
1350 - Lodge, Guest-House, etc.
1410 - Condominium (Simultaneous Conveyance)
1420 - Condominium (Planned Unit Development)
1510 - Mixed Commercial-Residential (Apartment Units)
1520 - Mixed Commercial-Residential (Condo Units)
1530 - Mixed Commercial-Condo/Hotel
1900 - USFS Housing / USFS Tracts
2000 - Mixed Commercial (Retail, Restaurant & Office)
2400 - Stand-Alone Retail / Office
2500 - Stand-Alone Restaurant
2800 - Service Commercial / Light Industrial
5000 - General Recreation
5400 - Campgounds & RV Park (Owner Undetermined)
5410 - Campgrounds & RV Parks (Privately Owned)
5420 - Campgrounds & RV Parks (Publicly Owned)
5500 - Developed Parks / Golf Courses
5600 - Other Open Space
6000 - Public, Quasi-Public, Institutional, etc.
6100 - Town Owned Property
9900 - Undeveloped, Vacant Land
9910 - Parking Lot
9999 - Non-Applicable
4/8/09


Master Plan / Specific Plan Geographies
Clearwater Specific Plan
Greyhawk Master Plan
Juniper Ridge Master Plan
Lodestar Master Plan
North Village Specific Plan
Snowcreek Master Plan


Entitled Projects
outside of Master Plans
As of December, 2008
4/8/09


Vacant Land by Zone
AH
CG
CL
M
RS
R
RMF-1
RMF-2
RR
RR (E)
RSF
SP

Model Analysis Assumptions

Analysis Step 1. Existing Development:

- Development consists of year-round uses only. Summer cabins on Inyo National Forest land in the Lakes Basin are not included in this analysis.
- Projects are assumed to be "existing" at time of complete foundation, indicating project is under construction.

Continued on next page …

Analysis Step 2. Master Plan / Specific Plan & Entitlement Build-out:

2a. Master Plans

Master Plan	Zone	Units % Build-out	Rooms % Build-out
Altis Master Plan	R	100%	100%
Clearwater Specific Plan	CG	N/A	100%
Greyhawk Master Plan	R	100%	100%
Juniper Ridge Master Plan[1]	R	100%	N/A
Lodestar Master Plan	R	100%	100%
Lodestar Master Plan	RMF-2	100%	N/A
North Village Specific Plan[2]	SP	N/A	114%
Shady Rest Master Plan	AH	100%	100%
Snowcreek Master Plan	R	100%	100%
Snowcreek Master Plan	RSF	100%	N/A

Assumption Logic

- Except North Village Specific Plan, It is assumed that all Master Plans and Specific Plans will build out to 100% of allowance capacity for Units & Rooms.

- North Village Specific Plan was assigned 14% extra build-out estimation to account for the possibility of on-site Affordable Housing Units that may be built, and that NVSP allows to be excluded from the density 'cap', based on the following calculations:

Assumptions for AH Housing in NV

Each room	500	sf/room	Based on recent project profile
Commercial	80	sf/room	

950	entitled rooms	South Hotel, Hillside, 8050 remaining (465 units)
536	existing rooms	
1486		
3020	rooms in cap	
1534	remain/unentitled	
1500	rounded remaining	
750,000	sq.ft future rooms (1500 x 500)	
120,000	sq.ft. future commercial (1500 x 80)	

FTEE

375	(0.0005 FTEE per SF)
50	(0.0042 FTEE per SF)
425	

FTEE to Units

425	FTEE
3	FTEE/Absorbed per Unit (assume 2BR)
142	**Units needed**
284	**Rooms Needed**
212.5	75% of Mitigation Housing within North Village
1534	Remaining unentitled
1746.5	Total Future with Housing
114%	Effective increase over remaining density in cap needed

[1] Juniper Ridge Master Plan allowances / capacities are expressed in Units, where 1 Unit = 2 Rooms
[2] North Village Specific Plan allowances / capacities are expressed in Rooms, where 1 Room = ½ Unit of Residential

2b. Entitlements

Zone	Units % Build-out	Rooms % Build-out
A	100%	100%
AH	100%	100%
CG	100%	100%
CL	100%	100%
M	100%	100%
MHP	100%	100%
OS	100%	100%
PS	100%	100%
R	100%	100%
RMF-1	100%	100%
RMF-2	100%	100%
RR / RR (E)	100%	100%
RSF	100%	100%
SP	100%	100%

Assumption Logic

- It is assumed that all Entitlements (approved projects outside of Master Plan / Specific Plans) would be built out to 100% allowance for Units & Rooms

- Entitlements that are re-development projects would 'back out' any existing units on site as part of the user-inputted assumption

- The table above lists all zones with the assumed build-out percentage, including some in which there are currently no entitled projects. These are included as place-holders for future model runs.

Continued on next page…

Analysis Step 3. Vacant Land Build-out:

Overall Assumptions

- No Town owned property would be included in the vacant land-base for development potential within this analysis set.

3a. Vacant Single-Family Residential Zones:

Zone	% Likelihood of Lot Split	Build-out %
RR / RR (E)	90%[3]	75%[4]
RSF	90%[3]	90%

Assumption Logic

- It was assumed that all single-family residential lots that are within Master Plans/Specific Plans would be built out 100%. However, those numbers are accounted for under Step 2a, rather than in this analysis step.

- In order to account for the possibility of lot splits that could add to the single-family residential unit count, we assumed that any lot that is at least 2x the minimum lot size for the zone could subdivide, as follows:
    - It is assumed that only 90% of all the lots within each zone that could sub-divide actually would. This was based on PAOT Committee input from 1/5/2009.
    - For RR zoned lots, the minimum lot size to split must be at least 43,560ft² (with a minimum lot size of 21,730ft²)
    - For RSF zoned lots, the minimum lot size to split must be at least 15,000ft² (with a minimum lot size of 7,500ft²)

Continued on next page…

[3] This was based on PAOT Committee input from 1/5/2009

[4] 75% was assumed based on access issues, sub-standard Right of Way and topographical issues

3b. Vacant Multi-Family Residential Zones:

Zone	Type	% Likelihood of Vacant Development[5]	Units / Ac.	Rooms / Ac.	% of Zone for ea. Type[6]	CB Bonus	Likelihood of Density Bonus	Density Bonus
CG[7]	Lodging	100%	0	40	20%	40	0%	0%
	Commercial-Residential		9	0	80%	0	25%	40%
CL [8]	Lodging	100%	0	40	80%	40	0%	0%
	Commercial-Residential		9	0	20%	0	25%	40%
RMF-1[9]	High-Density Residential	75%	9	0	100%	0	25%	40%
RMF-2 [10]	Lodging	100%	0	27	50%	0	25%	40%
	High-Density Residential		9	0	50%	0	25%	40%

Assumption Logic

- It was assumed development of vacant land would build out at 75% of the maximum density allowance (80 rooms / 12 units per acre)
- It was assumed that 25% of projects in each zone would apply for and be awarded a density bonus
- It was assumed that lodging projects would not be entitled to Housing Density Bonuses

[5] This is the percent likelihood of all vacant acreage within the zone that will actually develop. If there are 10ac. of vacant land, and a 75% likelihood of development, 7.5ac. will be carried forward in the calculation as 'working acreage'

[6] This is the percent of the 'working acreage' that will be developed as a specific type with a number of units or rooms per acre affecting that acreage.

[7] (13 lots 5ac.). Assumed most would be mixed-use projects with a reasonable blended density bonus assuming average build-out across zone. Assumed 35% State Housing Bonus & 45% Town Housing Bonus.

[8] (8 lots / 5.4ac). Assumed most would be mixed-use projects with a reasonable blended density bonus assuming average build-out across zone. Assumed 35% State Housing Bonus & 45% Town Housing Bonus.

[9] (32 lots / 10.5ac.). Looking at the existing development across the zone, 590 units exist on 62.3ac. giving a Mean density of about 9 Units / Acre. Most properties had 3-4 Units / ac.

[10] (28 lots / 18ac.). Approximately 9ac. of 'large' lots (>= 1ac.), including the 1849 Condos owned lot next to Silver Bear. This is approximately 40% of the total of the zone, thus carried that assumption forward – 40% as Lodging & 60% and High-Density Residential.

Analysis Step 4. Redevelopment:

Zone	Type	% Zone Likely to Redevelop [11]	Units / Ac.	Rooms / Ac.	% of Zone for ea. Type[12]	CB Bonus	Likelihood of Density Bonus	Density Bonus
CG [13]	Lodging	20%	0	40	20%	40	0%	0%
	Commercial-Residential		10	0	80%	0	25%	40%
CL [13]	Lodging	20%	0	40	80%	40	0%	0%
	Commercial-Residential		10	0	20%	0	25%	40%
RMF-1 [14]	High-Density Residential	5%	10	0	100%	0	25%	40%
RMF-2 [15]	Lodging	0%	0	30	50%	0	25%	40%
	High-Density Residential		10	0	50%	0	25%	40%

Assumption Logic

- It was assumed development of vacant land would build out at 85% of the maximum density allowance (80 rooms / 12 units per acres

- Process for selecting potential redevelopment lots:
    1. Look at all developed parcels within each of the four main Multi-Family Residential zones (CG, CL, RMF-1 & RMF-2)
    2. Strip out properties which are unlikely to be redeveloped:
        - Public uses, including all Town owned property
        - Condominium projects (ownership is stratified)
        - Properties that are already built out to a high level of density & utilization based on Improvement:Land-Value Ratio

[11] This is the percent of the entire zone, in terms of acres, that would likely redevelop. For example, If there were 100ac. in the CG zone and it was assumed that 20% would redevelop, than 20ac. would move forward in the calculation a the 'working acreage'

[12] This is the percent of the 'working acreage' that will be developed as a specific type with a number of units or rooms per acre affecting that acreage.

[13] 32 lots / 30.75ac.:
Looked at Improvement : Land Ratios, especially where ratio <= 1
Result: 27% (based on parcels) / 42% (based on acres) // 24% of entire CG/CL zone
Conservative approach was to round down – 20%

[14] 288 parcels / 218 without Condos:
We based our analysis on the notion that you would have to be able to roughly double your density to make redevelopment worth-while. In this dataset, the logical breaking point was to have at least .45ac. where you could have 4 units/ac. Result was 15 parcels (5% of zone total).

[15] 638 total parcels (49 logical for redevelopment) / 266 ac. / 3881 units:
Initially assumed that 1% could redevelop, which means about 388 units on 26.6 acres which is approximately 14.6 units/ac on average.
Assumption: If you assume about 14.5 units/ac. over 26ac. and an existing vacant land development capacity of about 18 units/ac., you're left with about 3.5 units/ac. to develop, which translates to 88 units.

Known Issues & Constraints

- Lakes Basin cabins, where at least two are lived in year round
- Notion that public agencies (Hospital, MCWD, MLFPD) will likely develop employee housing at double-density in various locations throughout town