

REF. NO.	OBJECTIVE	STRATEGY	ACTION	DESCRIPTION	NEXT STEPS	TDA-INITIATED OR TDA-SUPPORTED	LOCATION	HOUSING TYPE	EMPLOYEE TYPES	PRIORITY	COST	BENEFIT	IMPACT ESTIMATE	POTENTIAL RESOURCES OR PARTNERSHIP OPPORTUNITIES	EXAMPLE	FINANCIAL IMPACT	NOTES / CONSIDERATIONS
1	New Housing Construction	TDA builds new housing on TDA-owned property or facilitates/encourages new construction on privately-owned property	1.1 Build flexible-format, dorm-style housing on TDA-owned site	A dorm-style building with sufficient capacity for J-1 workers during peak seasons and ability to flexibly house seasonal workers during shoulder seasons can address multiple cohorts in need of housing. A potential location for such a project is a 4.25-acre parcel by the golf course on Northwoods Blvd.	• Begin site and design planning work • Coordinate with Town • Explore relationship with developer/builders	TDA-initiated	TDA-owned or controlled property (e.g., site on Northwoods Blvd., adjacent to golf course)	• Dorm-style housing • Short-term shared	International (J-1) Seasonal (New)	High	High	High	100-120 beds	• U.S. Forest Service • Martis Fund • Other funding source entities	Paradigm 8 (in progress) Sugar Bowl - dorm housing for employees; Alterra - on site building and purchase; Lake Tahoe Community College student housing	Staff time and upfront cost of planning, design, and entitlement; construction costs and ongoing operating costs depending on structure of partnership with builder	Potential location by golf course (4.25 acres); campground and other common area along major arteries
			1.2 Renovate or expand capacity of Chalet House	The Chalet House sits on a 0.50-acre parcel and has previously been used as temporary housing rented to newer employees and storage space. There is potential to renovate the House to expand its building footprint or add an ADU to the site to accommodate additional occupants.	Begin site and design planning work	TDA-initiated	TDA-owned or controlled property	Short-term private	Seasonal (New) Year-round (New)	High	Medium	Medium	1-3 units	• Martis Fund • Other funding source entities	Prior usage of the Chalet House for residential occupancy	Staff time, and upfront cost of planning, design, and entitlement; construction costs; ongoing operating costs.	Parcel is 0.50 acres
			1.3 Encourage ADU construction on TDA member-owned sites and negotiate beneficial use agreement	The Town of Truckee allows the construction of ADUs on single-family properties. Such units could represent a win-win situation for both TDA and the homeowner if rented to TDA staff, on either a short-term or long-term basis. TDA could negotiate a beneficial use agreement to guarantee tenancy in ADUs or offer incentives (financial or other) to encourage ADU construction and occupancy by TDA staff.	• Coordinate with Town to understand regulatory incentives and educate members • Begin drafting beneficial use agreement	TDA-supported	TDA member property	• Short-term private • Long-term private	Seasonal (New) Year-round (all) Established	Medium	Low	Low	~5 units	Truckee ADU program provides resources to encourage ADU construction, including funding (loans/grants)	Chalet House may serve as a test of process	Staff time; no capital outlay.	TDA financial contribution for ADU construction and making unit available to TDA workforce through deed restriction for local workforce
			1.4 Assist commercial property owners with building residential or mixed-use on privately owned property within TDA area (i.e., zoning and regulatory support) and negotiate beneficial use agreement	There has been existing interest from commercial and multi-residential lot owners in the TD area to construct residential units, which could be made available to the TDA workforce. If permitted and constructed, TDA could negotiate a beneficial use agreement to ensure housing for employees and guarantee a revenue stream to the property owner.	• Coordinate with Town to understand how TDA can support and facilitate • Proactively reach out to property owners	TDA-supported	TDA member property	• Short-term shared • Short-term private • Long-term private	Seasonal (New) Year-round (New) Year-round (Established)	High - As Opportunity Emerges	Low	High	Varies by opportunity	• Martis Fund • Other funding source entities	Existing interest from commercial and multi-residential lot/improvement owners	Staff time; no capital outlay.	Ultimately, properties are master leased by TDA
			1.5 Identify and purchase commercial and/or multi-residential lots to build housing	Part of the effort to construct new housing may involve acquiring appropriate lots for such projects. Should TDA identify this need, they need to take an active approach to locate and purchase sites when they come up. Potential sites include Zermatt/Zurich and Skislope Way parcels.	Identify a realtor and consider funding availability to act quickly when opportunities come up	TDA-initiated	• TDA member property • Truckee	• Short-term shared • Short-term private • Long-term private	Seasonal (New) Year-round (New) Year-round (Established)	Low - As Opportunity Emerges	High	Medium	Varies by opportunity	• Martis Fund • Other funding source entities	Zermatt and Skislope Way parcels	Staff time; no capital outlay.	
			1.6 Build tiny home village on TDA-owned site	Tiny homes may be suitable for seasonal staff or temporary occupancy, managed by TDA as an alternative to dorm-style living. One potential location is TDA's underutilized campground site (21 acres), which would require a membership vote to rezone and permit for tiny home construction.	Coordinate with Town and begin rezoning process	TDA-initiated	TDA-owned or controlled property (e.g., portion of campground site)	• Short-term shared • Short-term private • Long-term private	Seasonal (New) Year-round (New) Year-round (Established)	Medium	High	High	~15 units	• Martis Fund • Other funding source entities	Aspen Snowmass tiny home village houses 120 people on 6-acre campground site (approx. 40 units)	Staff time; cost of planning, design, and entitlement; construction costs; ongoing operating costs; long-term savings with guaranteed occupancy and rates.	Use portion of TDA campground site (21 acres)
2	Purchase or Lease Existing Housing	TDA leases or master leases existing or newly-acquired properties	2.1 Purchase condos and large single-family homes as available	Condos or houses purchased and owned by TDA may be used in several ways, including leasing to international workers and seasonal staff during peak seasons, or offered as temporary housing for newly hired year-round staff who have just moved and are searching for more permanent options.	• Identify a realtor and consider funding availability to act quickly when opportunities come up • Establish funding mechanism • Evaluate compatibility with Truckee Home Access Program	TDA-initiated	• TDA member property • Truckee	• Short-term shared • Short-term private	International (J-1) Seasonal (New) Year-round (New)	Low - As Opportunity Emerges	High	Low	Varies by opportunity	• Truckee Home Access Program incentivizes buyers, sellers, businesses, and developers to establish workforce housing with a 55-year deed restriction • Placer County Workforce Housing Preservation Program		Staff time and downpayment required.	High-priority/near-term because this is something TDA can start to look into now / as soon as funds become available
			2.2 Purchase or renovate existing hotels/motels, apartments for employee housing as available	Similar to condos or homes, hotel or apartment units purchased and owned by TDA may be leased to several employee types. While requiring greater capital investment than buying condos or homes, the purchase of just one or two multi-unit properties may be sufficient to meet the need.	• Identify a realtor and consider funding availability to act quickly when opportunities come up • Establish funding mechanism	TDA-initiated	Truckee-Tahoe region	• Short-term shared • Short-term private	International (J-1) Seasonal (New)	High - As Opportunity Emerges	High	Medium	Varies by opportunity	• Martis Fund • Other funding source entities	• Breckenridge, CO - Hotel conversion into 38 units for total cost of \$6M shared between the City and Summit County • Palisades Tahoe - purchase of Tahoe Vistana Inn (30 units)	Staff time and downpayment required.	Condos on market near ski area and along Northwoods Blvd.
			2.3 Continue current master leasing for J-1 and seasonal staff	TDA currently operates master lease agreements with several member-owners to secure housing for J-1 staff. As TDA works towards more long-term, permanent solutions for housing critical staff, master leasing provides a necessary interim solution that can be scaled as needed to meet demand.	Continue current master leasing efforts	TDA-initiated	• TDA owned property • TDA member property	• Short-term shared • Short-term private	International (J-1) Seasonal (New)	High	Medium	High	~15 units (~75 beds)	Truckee Placemate (Lease to Locals) program	Current master leasing program	Staff time and rent subsidy.	
			2.4 Incentivize TDA homeowners to participate in master leasing program	TDA must ensure enough homeowner participation in the master leasing program to provide housing for J-1 workers, particularly during peak seasons. TDA may consider incentives such as waived assessments, guest access to TD amenities, or other benefits to encourage property owners rent to TDA employees.	• Survey homeowners on what would be most attractive (financial incentives, maintenance, guest passes to amenities) • Identify members who can commit early on • Increase marketing and outreach efforts to members to encourage participation • Assess compatibility with other workforce housing programs (e.g., Placemate)	TDA-supported	TDA member property	• Short-term shared • Short-term private	International (J-1) Seasonal (New)	High	Low	Medium	~15 units (~75 beds)	Truckee Placemate (Lease to Locals) program incentivizes homeowners who set up long-term lease arrangements	Truckee Placemate (Lease to Locals) program incentivizes homeowners who set up long-term lease arrangements	Staff time; no capital outlay.	TDA coverage of assessment for reduced lease costs
3	Homebuyer/Renter Financial Support	TDA provides financial incentives or loans as demand-side affordability assistance	3.1 Employee vesting into downpayment program	Some established employees may be interested in homeownership but have trouble finding a suitable place that is affordable and close to TDA. Downpayment assistance programs offer employer contributions to downpayments or closing costs. Similar to retirement benefit plans, employees would become eligible for the program based on their length of employment with TDA.	• Review current employee compensation practices • Initiate conversations with JPA and hospital to understand how this program is working for them and how TDA should pursue • Survey long-term employees (3+ yrs of employment) on interest	TDA-initiated	Truckee-Tahoe region	Long-term private	Year-round (Established)	Low	High	Low	Varies by opportunity	• Consider TD Giving Fund	• JPA/Truckee Hospital Foundation partnership to administer downpayment program to attract and retain physicians • Placer County Workforce Housing Preservation Program offers downpayment assistance towards purchase of deed-restricted housing for local workforce	Staff time; initial endowment (consider TD Giving Fund).	May require a comprehensive review of compensation practices.
			3.2 Rental assistance or stipend offer for employees	Given the high rents in the Truckee region, rental assistance may benefit established employees or full-time new hires who struggle with the high costs of housing in the area. This does not necessarily need to be an ongoing financial payment but could be offered as part of a hiring benefits negotiation or as an emergency housing fund.	• Review current employee compensation practices • Research potential implementation and consequences for employees and the market	TDA-initiated	Truckee-Tahoe region	Long-term private	Year-round (Established)	Low	Medium	Medium	Varies by opportunity	Tahoe Truckee Workforce Housing Agency (JPA) partnership	• City of Baltimore's Live Near Your Work matches employer contributions towards an employee's homebuying costs (downpayments, closing costs) • NYC Teachers' Housing Support Programs provide housing support to attract teachers to NYC given a three-year commitment to a high-need school	Staff time; ongoing cost.	
4	Housing Education, Information, and Access	TDA leverages existing programs/resources through the Town, the JPA, or TDA to help employees access housing resources, educate members about what they can do with their own properties, and support developers with building on TDA properties as appropriate	4.1 Education and information sharing housing resources for employees	For employees new to the Tahoe-Truckee area, housing and housing resources may be tricky or overwhelming to navigate. Through partnerships with other large employers and agencies focused on workforce housing, TDA can gather and distribute useful information to employees to help them access the housing they need. This action aims to create a more formal process by which employees or members can access resources.	• Research what information is available and useful for employees • Ensure HR is informed of available housing resources and support outside of TDA • Update website and hiring docs with information • Use employee newsletter to distribute information on available housing • Increase TDA funding for labor expenses related to workforce housing coordinator and communication	TDA-supported	Truckee-Tahoe region	• Short-term shared • Long-term private	• Seasonal (New) • Year-round (New) • Established	High	Low	High	N/A	• Truckee Tahoe Workforce Housing Agency (JPA) provides organizations and individuals with housing resources, information, and support • Increase TDA funding for labor expenses related to workforce housing coordination and communication	• Organize special events or webinars focused on sharing information with employees • Share employee information via employee newsletter • Update TDA website with employee resources on workforce housing	Staff time.	Create and install a more formal process
			4.2 Match TDA homeowners with available housing to employees seeking housing	Some TDA homeowners may be interested in renting to TDA employees, but their situation may not be suitable to a full master lease agreement. TDA staff has previously connected such homeowners with employees needing housing. This action aims to set up a more formal process by which homeowners and employees can state their preferences with TDA, and TDA would match them.	• Contact Placemate for partnership - see how much they can do instead of TDA reinventing the wheel	TDA-initiated	TDA member property	• Short-term shared • Long-term private	• Seasonal (New) • Year-round (New) • Established	High	Low	Medium	Varies by opportunity	• Truckee Tahoe Workforce Housing Agency (JPA) provides organizations and individuals with housing resources, information, and support • Increase TDA funding for labor expenses related to workforce housing coordination and communication • Advocate and coordinate connections between owners and Placemate or other similar entities serving workforce housing needs	• Suitable for TDA homeowners who are renting out a single room or seeking a tenant for a specific time period, rather than commit to master leasing a full house	Staff time.	Create and install a more formal process, perhaps with website or online form TDA could also offer an incentive in addition to the Town's for members who participate Identify a Placemate ambassador on TDA staff
			4.3 Streamlining regulatory burdens for developers to build workforce housing	This action involves reviewing current covenants and zoning to ensure regulations are supportive of workforce housing. This is critical as TDA forms partnerships with developers and builders.	• Staff to research which policies could be barriers to workforce housing construction - look at their own covenants • Coordinate with Town and ensure compatibility with Town, state, county, TDA covenants	TDA-initiated	TDA-owned or controlled property	• Dorm-style housing • Short-term shared • Short-term private • Long-term private	• International (J-1) • Seasonal (New) • Year-round (New) • Established	High	Low	High	N/A	• Work with Town of Truckee, Nevada County, state of California to create local workforce housing incentives/credits for businesses • Dedicate staff to advocate at all levels and provide organizational awareness/visioning and future integrations		Staff time; outside legal counsel.	Consider current covenants and modern approach that is workforce housing and supportive of innovative strategies -- ADUs, SB 9