



# TAHOE DONNER ASSOCIATION WORKFORCE HOUSING STUDY AND ACTION PLAN

Board of Directors Presentation  
October 27, 2023



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*The Economics of Land Use*

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# Agenda for Board Meeting

## **1. Housing Action Plan**

- Progress Since the Last Presentation and Status Update

## **2. Quantifying Housing Need**

- By Source of Demand

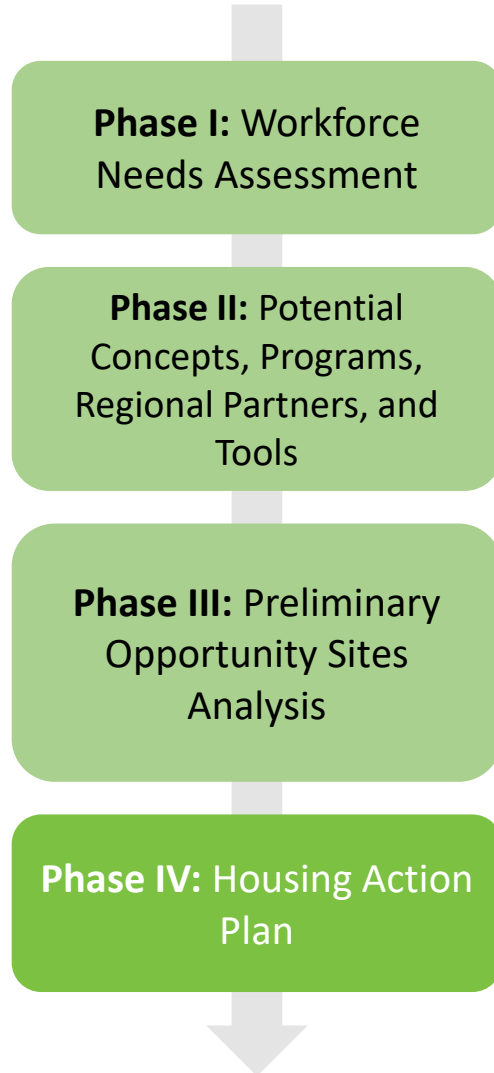
## **3. Presentation of Draft Priority Actions by Objective**

- New Housing Construction
- Purchase and Lease Existing Housing
- Homebuyer/Renter Financial Support
- Housing Education, Information, and Access

## **4. Next Steps**

## **5. Discussion of Draft Priority Actions**

# Work Progress Update



- **Progress since May Presentation**

- Interviews with Potential Partners
- Quantifying Housing Needs by Housing Type
- Matrix of Strategies
  - Objectives, strategies, actions
  - Location, housing type, employee type, cost, potential impact, resources

- **Today: Presentation of Draft Actions**

- Request for feedback on the potential for impact and prioritization

# Defining Employee Housing Need & TDA Objectives

Employee Type	International (J-1)	Seasonal (New)	Year-Round (New)	Seasonal/Year-Round (Established)
Housing Type	Dorm-style Housing	Short-term Shared	Short-term Private	Long-term Private
Location	TDA-owned property	Member-owned property	Truckee	Tahoe-Truckee Region
Objective	New Housing Construction	Purchase or Lease Existing Housing	Homebuyer or Renter Financial Support	Housing Information, Education, and Access

# Quantifying Housing Need by Type

Dorm-style Housing

**100-120**

beds

Short-term Shared

**15-20\***

beds

Short-term Private

**30-40**

units

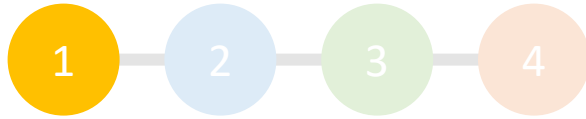
Long-term Private

**5-10**

(per year, varies)

units

# 4 Objectives to Address Housing Need



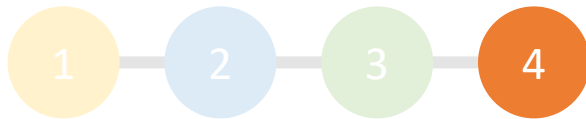
New Housing Construction



Purchase or Lease Existing Housing



Homebuyer/Renter Financial Support



Housing Education, Information, and Access

# Strategy Matrix Organizes and Describes Objectives & Actions in Detail

NO.	OBJECTIVE	STRATEGY	ACTION	NEXT STEPS	LOCATION	HOUSING TYPE	EMPLOYEE TYPES	PRIORITY	TERM	POTENTIAL RESOURCES OR PARTNERSHIP OPPORTUNITIES	EXAMPLE	FINANCIAL IMPACT	NOTES / CONSIDERATIONS	TDA-INITIATED OR TDA-SUPPORTED
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	<ul style="list-style-type: none"> <li>Begin site and design planning work</li> <li>Coordinate with Town</li> <li>Explore relationship with developer/builder</li> </ul>	TDA-owned or controlled property (e.g., site on Northwoods Blvd., adjacent to golf course)	Temporary	International (J-1) Seasonal (New)	High	Medium	<ul style="list-style-type: none"> <li>U.S. Forest Service</li> <li>Martis Fund</li> <li>Other funding source entities</li> </ul>	Paradigm 8 (in progress) Sugar Bowl - dorm housing for employees; Alterra - on site building and purchase	Staff time and upfront cost of planning, design, and entitlement; objective would be to partner with a developer and TDA would guarantee occupancy and rates; ongoing operating costs; long-term savings.	Potential location by golf course (4.25 acres); campground and other common area along major arteries	TDA-initiated
			1.2 Renovate or expand capacity of Chalet House	Begin site and design planning work	TDA-owned or controlled property	Temporary, rental	Year-round (New)	High	Medium	<ul style="list-style-type: none"> <li>Martis Fund</li> <li>Other funding source entities</li> </ul>		Staff time, and upfront cost of planning, design, and entitlement; TDA would fund construction costs; ongoing operating costs.	Parcel is 0.50 acres	TDA-initiated
			1.3 Encourage ADU construction on TDA member-owned sites and negotiate beneficial use agreement	Coordinate with Town to understand regulatory incentives and educate members	TDA member property	Temporary, long-term, rental	Seasonal (New) Year-round (all)	Medium	Medium	Truckee ADU programs		Staff time; no capital outlay.	TDA financial contribution for ADU construction and making unit available to TDA workforce through deed restriction for local workforce	TDA-supported
			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	Coordinate with Town to understand how TDA can support and facilitate	TDA member property	Temporary, long-term, rental, ownership	Seasonal (New) Year-round (New) Year-round (Established)	High - As Opportunity Emerges	Medium	<ul style="list-style-type: none"> <li>Martis Fund</li> <li>Other funding source entities</li> </ul>	Existing interest from commercial and multi-residential lot/improvement owners	Staff time; no capital outlay.	Ultimately, properties are master leased by TDA	TDA-supported
			1.5 Identify and purchase commercial and/or multi-residential lots to build housing	Identify a realtor and consider funding availability to act quickly when opportunities come up	TDA member property or Truckee-Tahoe region	Temporary, long-term, rental, ownership	Seasonal (New) Year-round (New) Year-round (Established)	Medium - As Opportunity Emerges	Medium	<ul style="list-style-type: none"> <li>Martis Fund</li> <li>Other funding source entities</li> </ul>	Zermet and Skistope Way parcels	Staff time; no capital outlay.		TDA-initiated
			1.6 Build tiny home village on TDA-owned site	Begin rezoning	TDA-owned or controlled property (e.g., portion of campground site)	Temporary, long-term, rental	Year-round (New)	Medium	Medium	<ul style="list-style-type: none"> <li>Martis Fund</li> <li>Other funding source entities</li> </ul>	Aspen Snowmass tiny home village houses 120 people on 6-acre campground site (approx. 40 units)	Upfront cost of planning, design, and entitlement; objective would be to partner with a developer and TDA would guarantee occupancy and rates; ongoing operating costs; long-term savings. Or, TDA could self-fund or partner with employees.	Use portion of TDA campground site (21 acres) - would require membership vote to rezone(?) and permit	TDA-initiated
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	Identify a realtor and consider funding availability to act quickly when opportunities come up Establish funding mechanism	TDA member property or Truckee	Temporary, rental	Seasonal (New) Year-round (New)	High - As Opportunity Emerges	Near	<ul style="list-style-type: none"> <li>Truckee Home Access Program incentivizes buyers, sellers, businesses, and developers to establish workforce housing with a 55-year deed restriction.</li> </ul>		Staff time and downpayment required.		TDA-initiated
			2.2 Continue current master leasing for J-1 and seasonal staff	Continue	TDA member property or Truckee	Temporary, rental	International (J-1) Seasonal (New)	High	Near	<ul style="list-style-type: none"> <li>Work with Town of Truckee, Nevada County, state of California to create local workforce housing incentives/credits for businesses</li> </ul>		Staff time and rent subsidy.		TDA-initiated
			2.3 Purchase or renovate existing hotels/motels, apartments for employee housing as available	Identify a realtor and consider funding availability to act quickly when opportunities come up Establish funding mechanism	Truckee-Tahoe region	Temporary, rental	International (J-1) Seasonal (New)	Medium - As Opportunity Emerges	Medium	<ul style="list-style-type: none"> <li>Martis Fund</li> <li>Other funding source entities</li> </ul>	Condos on market near ski area and along Northwoods Blvd.	Staff time and downpayment required.		TDA-initiated
			2.4 Incentivize TDA homeowners to participate in master leasing program	<ul style="list-style-type: none"> <li>Survey homeowners on what would be most attractive (financial incentives, maintenance, guest passes to amenities)</li> <li>Identify members who can commit early on</li> <li>Increase marketing and outreach efforts to members to encourage participation</li> <li>Members want assurance that their property will be well-cared for</li> </ul>	TDA member property	Temporary, rental	Year-round (New)	High	Near	<ul style="list-style-type: none"> <li>Truckee Placemate (Lease to Locals) program incentivizes homeowners who set up long-term lease arrangements</li> <li>TDA coverage of assessment for reduced lease costs</li> </ul>		Staff time; no capital outlay.	TDA matching contribution to incentive programs? TDA waives assessments or facility/amenity access/fees?	TDA-supported
3	Homebuyer/Renter Financial Support	TDA provides financial incentives or loans as demand-side affordability assistance	3.1 Employee vesting into downpayment program	<ul style="list-style-type: none"> <li>Initiate conversations with JPA and hospital to understand how this program is working for them and how TDA should pursue</li> <li>Survey long-term employees (3+ yrs of employment) on interest</li> </ul>	Truckee-Tahoe region	Ownership	Year-round (Established)	Low	Long		JPA/Truckee hospital - \$1M committed	Staff time; initial endowment (consider TD Giving Fund).		TDA-initiated
			3.2 Rental assistance or stipend offer for employees	<ul style="list-style-type: none"> <li>Additional research is need on how this could be implemented and its consequences for employees - has to be equitable and avoid market distortion</li> <li>Signing bonus, TDA contributes to security deposit or first month's rent, employees must rent for a year</li> </ul>	Truckee-Tahoe region	Long-term, rental	Year-round (New)	Low	Long		<ul style="list-style-type: none"> <li>City of Baltimore's Live Near Your Work matches employer contributions towards an employee's homebuying costs (downpayments, closing costs)</li> <li>NYC Teachers' Housing Support Programs provide housing support to attract teachers to NYC given a three-year commitment to a high-need school</li> </ul>	Staff time; ongoing cost.	May require a comprehensive review of compensation practices.	TDA-initiated
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	<ul style="list-style-type: none"> <li>Research what information is available and useful for employees</li> <li>Ensure HR is informed of available housing resources and support outside of TDA</li> <li>Update website and hiring docs with information</li> <li>Use employee newsletter to distribute information on available housing</li> <li>Increase TDA funding for labor expenses related to workforce housing coordinator and communication</li> </ul>	N/A	Long-term, temporary, rental, ownership	Seasonal (all) Year-round (all)	High	Near	<ul style="list-style-type: none"> <li>Truckee Tahoe Workforce Housing Agency (JPA) provides organizations and individuals with housing resources, information, and support</li> <li>Increase TDA funding for labor expenses related to workforce housing coordination and communication</li> </ul>		Staff time.	Create and install a more formal process	TDA-supported
			4.2 Match TDA homeowners with available housing to employees seeking housing	<ul style="list-style-type: none"> <li>Contact Placemate for partnership - see how much they can do instead of TDA reinventing the wheel</li> </ul>	TDA member property	Long-term, temporary, rental, ownership(?)	Seasonal (all) Year-round (all)	High	Near	<ul style="list-style-type: none"> <li>Truckee Tahoe Workforce Housing Agency (JPA) provides organizations and individuals with housing resources, information, and support</li> <li>Increase TDA funding for labor expenses related to workforce housing coordination and communication</li> <li>Advocate and coordinate connections between owners and Placemate or other similar entities serving workforce housing needs</li> </ul>		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	TDA-initiated
			4.3 Streamlining regulatory burdens for developers to build workforce housing	<ul style="list-style-type: none"> <li>Staff to research which policies could be barriers to workforce housing construction - look at their own covenants</li> <li>Coordinate with Town and ensure compatibility with Town, state, county, TDA covenants</li> </ul>	TDA-owned or controlled property	Long-term, temporary, rental, ownership	N/A	High	Medium	<ul style="list-style-type: none"> <li>Work with Town of Truckee, Nevada County, state of California to create local workforce housing incentives/credits for businesses</li> <li>Dedicate staff to advocate at all levels and provide organizational awareness/visioning and future integrations</li> </ul>		Staff time; legal/land use counsel.	Consider current covenants and modern approach that is workforce housing and supportive of innovative strategies - ADUs, SB 9	TDA-initiated

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## 6 Actions:

**1.1** Dorm-style housing

**1.2** Chalet House renovation

**1.3** ADU construction on member-owned properties

**1.4** Residential/mixed-use construction on commercial properties

**1.5** Purchase lots to build housing

**1.6** Tiny home village on TDA site

## New Housing Construction

TDA initiates the construction of new housing on TDA-owned property or facilitates/ encourages new construction on privately-owned property.



Student housing project at Lake Tahoe Community College



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# 1.1 Build flexible-format, dorm-style housing on TDA-owned site

## Objective

New Housing  
Construction

## Employee Type

International (J-1)  
Seasonal (New)

## Housing Type

Dorm-Style Housing  
Short-term Shared

## Location

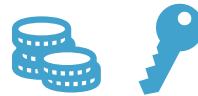
TDA-owned Property

This action would be **TDA-initiated**. 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.

**Expected costs:** staff time; planning, design, entitlement costs; construction costs and ongoing operating costs depending on structure of partnership with builder



High Priority



High Cost  
High Benefit



100-120 beds

## Next Steps:

- ☐ Begin site and design planning work
- ☐ Coordinate with Town
- ☐ Explore relationship with developer / builder

## Examples

- Paradigm 8
- [Sugar Bowl](#) employee dorms
- [Alterra](#) workforce housing projects
- [Lake Tahoe Community College](#) student housing

## Resources or Partnerships

- U.S. Forest Service
- [Martis Fund](#) Workforce Housing Fund
- Other funding source entities

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## 1.2 Renovate or expand capacity of the Chalet House

### Objective

New Housing  
Construction

### Employee Type

Seasonal (New)  
Year-Round (New)

### Housing Type

Short-term Private

### Location

TDA-owned Property

This action would be **TDA-initiated**. 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.

**Expected costs:** staff time; planning, design, entitlement costs; ongoing operating costs, construction costs



High Priority



**Medium** Cost  
**Medium** Benefit



1-3 units

### Next Steps:

- ☐ Begin site and design planning work

### Examples

- Prior usage of the Chalet House for residential occupancy

### Resources or Partnerships

- [Martis Fund](#) Workforce Housing Fund
- Other funding source entities



# 1.3 Encourage ADU construction on TDA member-owned sites and negotiate beneficial use agreement

## Objective

New Housing Construction

## Employee Type

Seasonal (New)  
Year-Round (New)  
Established

## Housing Type

Short-term Private  
Long-term Private

## Location

TDA Member property

This action would be **TDA-supported**. 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.

**Expected costs:** staff time; no capital outlay



Medium Priority



**Low** Cost  
**Low** Benefit



~5 units

## Next Steps:

- ☐ Coordinate with Town to understand regulatory incentives and educate TDA members
- ☐ Begin drafting beneficial use agreement

## Examples

- Chalet House may serve as a test of process

## Resources or Partnerships

- [Truckee ADU program](#) provides resources to encourage ADU construction, including funding (loans/grants)



# 1.4 Assist commercial property owners with building residential or mixed-use projects on property with TDA area and negotiate beneficial use agreement

## Objective

New Housing  
Construction

## Employee Type

Seasonal (New)  
Year-Round (New)  
Established

## Housing Type

Short-term Shared  
Short-term Private  
Long-term Private

## Location

TDA Member Property

This action would be **TDA-supported**. 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.

**Expected costs:** staff time; no capital outlay



High Priority



Low Cost  
High Benefit



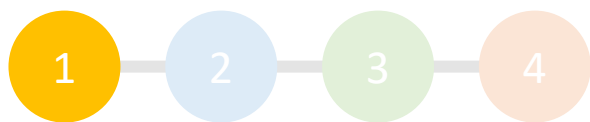
Varies by opportunity

## Resources or Partnerships

- [Martis Fund](#) Workforce Housing Fund
- Other funding source entities

## Next Steps – As Opportunity Emerges:

- ☐ Coordinate with Town to understand how TDA can support and facilitate
- ☐ Proactively reach out to property owners



# 1.5 Identify and purchase commercial and/or multi-residential lots to build housing

## Objective

New Housing Construction

## Employee Type

Seasonal (New)  
Year-Round (New)  
Established

## Housing Type

Short-term Shared  
Short-term Private  
Long-term Private

## Location

TDA Member Property  
Truckee

This action would be **TDA-initiated**. 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.

**Expected costs:** staff time; no capital outlay



Low Priority



High Cost  
Medium Benefit



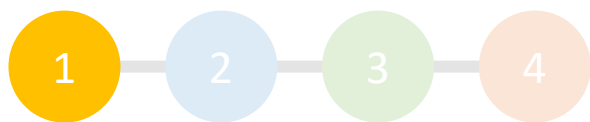
Varies by  
opportunity

## Resources or Partnerships

- [Martis Fund](#) Workforce Housing Fund
- Other funding source entities

## Next Steps – As Opportunity Emerges:

- ☐ Identify a realtor and consider funding availability to act quickly when opportunities come up



## 1.6 Build tiny home village on TDA-owned site

### Objective

New Housing  
Construction

### Employee Type

Seasonal (New)  
Year-Round (New)  
Established

### Housing Type

Short-term Shared  
Short-term Private  
Long-term Private

### Location

TDA-owned Property

This action would be **TDA-initiated**. 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.

**Expected costs:** staff time; planning, design, entitlement costs; ongoing operating costs, construction costs; long-term savings with guaranteed occupancy and rates



Medium Priority



High Cost  
High Benefit



~15 units

### Next Steps:

- ☐ Coordinate with Town and begin rezoning process

### Examples

- [Aspen Snowmass tiny home village](#) houses 120 people on a 6-acre campground site with 40 units.

### Resources or Partnerships

- [Martis Fund](#) Workforce Housing Fund
- Other funding source entities



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#### 4 Actions:

**2.1** Purchase condos and single-family homes

**2.2** Purchase or renovate existing hotels or apartments

**2.3** Continue current master leasing program

**2.4** Incentivize TDA homeowner participation in master leasing program

## Purchase or Lease Existing Housing

TDA leases or master leases existing or newly-acquired properties.



Tahoe Donner single-family home



## 2.1 Purchase condos and single-family homes as available

### Objective

Purchase or Lease  
Existing Housing

### Employee Type

International (J-1)  
Seasonal (New)  
Year-round (New)

### Housing Type

Short-term Shared  
Short-term Private

### Location

Member-owned  
Property  
Truckee

This action would be **TDA-initiated**. 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.

**Expected Costs:** staff time, downpayment costs



Low Priority



**High** Cost  
**Low** Benefit



Varies by  
opportunity

### Resources or Partnerships

- [Truckee Home Access Program](#) incentivizes buyers, sellers, businesses, and developers to establish workforce housing.
- [Placer County](#) Workforce Housing Preservation Program

### Next Steps – As Opportunity Emerges:

- ☐ Identify a realtor and consider funding availability to act quickly when opportunities come up.
- ☐ Establish funding mechanism
- ☐ Evaluate compatibility with Truckee Home Access Program





# 2.2 Purchase or renovate existing hotels or apartments for employee housing as available

## Objective

Purchase or Lease Existing Housing

## Employee Type

International (J-1)  
Seasonal (New)

## Housing Type

Short-term Shared  
Short-term Private

## Location

Tahoe-Truckee Region

This action would be **TDA-initiated**. 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.

**Expected Costs:** staff time, downpayment costs



High Priority



High Cost  
Medium Benefit



Varies by  
opportunity

## Next Steps – As Opportunity Emerges:

- ☐ Identify a realtor and consider funding availability to act quickly when opportunities come up.
- ☐ Establish funding mechanism

## Examples

- [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)

## Resources or Partnerships

- [Martis Fund](#) Workforce Housing Fund
- Other funding source entities



# 2.3 Continue current master leasing for J-1 and seasonal staff

## Objective

Purchase or Lease  
Existing Housing

## Employee Type

International (J-1)  
Seasonal (New)

## Housing Type

Short-term Shared  
Short-term Private

## Location

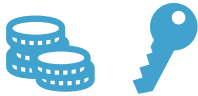
TDA-owned Property  
Member-owned Property

This action would be **TDA-initiated**. 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.

**Expected Costs:** staff time, rent subsidy



High Priority



**Medium** Cost  
**High** Benefit



~15 units  
(~75 beds)

## Next Steps:

- ☐ Continue current master leasing efforts

## Examples

- Current master leasing program

## Resources or Partnerships

- [Truckee Placemate](#)  
(Lease to Locals) program



## 2.4 Incentivize TDA homeowners to participate in master leasing program

### Objective

Purchase or Lease  
Existing Housing

### Employee Type

International (J-1)  
Seasonal (New)

### Housing Type

Short-term Shared  
Short-term Private

### Location

Tahoe-Truckee Region

This action would be **TDA-supported**. 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.

**Expected Costs:** staff time, no capital outlay



High Priority



Low Cost  
Medium Benefit



~15 units  
(~75 beds)

### Next Steps:

- ☐ Survey homeowners on what incentives (financial, maintenance, amenities) would be more attractive to participate
- ☐ Identify members who can commit early on
- ☐ Increase marketing and outreach efforts to members
- ☐ Assess compatibility with other workforce housing programs (e.g., Placemate Lease to Locals)

### Examples

- [Truckee Placemate](#) (Lease to Locals) program incentivizes homeowners who set up long-term lease arrangements with local workers

### Resources or Partnerships

- [Truckee Placemate](#) (Lease to Locals) program
- TDA coverage of assessment for reduced lease costs



## **2 Actions:**

**3.1** Employee vesting into  
downpayment program

**3.2** Rental assistance or  
housing stipend for employees

## **Homebuyer or Renter Financial Support**

TDA provides financial incentives or loans as demand-side affordability assistance.



Truckee, CA

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## 3.1 Employee vesting into downpayment assistance program

### Objective

Homebuyer or Renter  
Financial Support

### Employee Type

Established

### Housing Type

Long-term Private

### Location

Tahoe-Truckee Region

This action would be **TDA-initiated**. 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.

**Expected Costs:** staff time, initial endowment



Low Priority



High Cost  
Low Benefit



Varies by  
opportunity

### Next Steps:

- ☐ 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+ years of employment) on interest

### Examples

- JPA/Truckee Hospital Foundation
- [Placer County](#) Workforce Housing Preservation Program offers downpayment assistance towards purchase of deed-restricted housing for local workforce

### Resources or Partnerships

- Consider TD Giving Fund

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## 3.2 Rental assistance or housing stipend offer for employees

### Objective

Homebuyer or Renter  
Financial Support

### Employee Type

Established

### Housing Type

Long-term Private

### Location

Tahoe-Truckee Region

This action would be **TDA-initiated**. 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.

**Expected Costs:** staff time, ongoing costs



Low Priority



**Medium** Cost  
**Medium** Benefit



Varies by  
opportunity

### Next Steps:

- ☐ Review current employee compensation practices
- ☐ Research potential implementation and consequences for employees and the market

### Examples

- City of Baltimore's [Live Near Your Work](#) matches employer contributions towards an employee's homebuying costs (downpayment, closing costs)
- [NYC Teachers' Housing Support Programs](#) provides housing support to attract teachers to NYC with a 3-year commitment to a high need school

### Resources or Partnerships

- Tahoe Truckee Workforce Housing Agency (JPA)





### **3 Actions:**

**4.1** Housing education for members and employees

**4.2** TDA homeowner and employee housing match

**4.3** Streamline regulatory burdens for workforce housing development

## **Housing Education, Information, and Access**

TDA leverages existing programs and resources through community partners to help employees access housing resources, educate members, and support developers interested in building on TDA properties.



Sugar Pine Village workforce housing project, South Lake Tahoe

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## 4.1 Education and information sharing resources for employees

### Objective

Housing Information,  
Education, and Access

### Employee Type

Seasonal (New)  
Year-round (New)  
Established

### Housing Type

Short-term Private  
Long-term Private

### Location

Tahoe-Truckee Region

This action would be **TDA-supported**. 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.

**Expected Costs:** staff time



High Priority



Low Cost  
High Benefit



n/a

### Next Steps:

- ☐ 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 documents
- ☐ Use employee newsletter to distribute information on available housing
- ☐ Increase TDA funding for labor expenses related to workforce housing coordination and communication

### Examples

- 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

### Resources or Partnerships

- [Truckee Tahoe Workforce Housing Agency \(JPA\)](#) supports many Tahoe-area agencies and employers.





# 4.2 Match TDA homeowners with available housing to employees seeking housing

## Objective

Housing Information, Education, and Access

## Employee Type

Seasonal (New)  
Year-round (New)  
Established

## Housing Type

Short-term Private  
Long-term Private

## Location

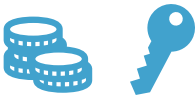
Member-owned  
Property

This action would be **TDA-initiated**. 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.

**Expected Costs:** staff time



High Priority



Low Cost  
Medium Benefit



Varies by  
opportunity

## Next Steps:

- ☐ Contact Placemate to see what assistance they can offer (rather than TDA reinventing the wheel)

## Examples

- TDA homeowners renting out a single room or seeking a tenant for a specific time period

## Resources or Partnerships

- [Truckee Tahoe Workforce Housing Agency \(JPA\)](#) supports many Tahoe-area agencies and employers.
- [Truckee Placemate](#) (Lease to Locals) program involves a matching and tenant screening process



# 4.3 Streamline regulatory burdens for developers to build workforce housing

## Objective

Housing Information, Education, and Access

## Employee Type

International (J-1)  
Seasonal (New)  
Year-round (New)  
Established

## Housing Type

Dorm-style Housing  
Short-term Shared  
Short-term Private  
Long-term Private

## Location

TDA-owned Property

This action would be **TDA-initiated**. 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.

**Expected Costs:** staff time, legal/land use counsel



High Priority



Low Cost  
High Benefit



n/a

## Resources or Partnerships

- Town of Truckee
- State of California HCD

## Next Steps:

- ☐ Research which policies could be barriers to workforce housing construction and review TDA covenants
- ☐ Coordinate with Town to ensure compatibility of TDA covenants with Town, State, County policies

# Cost-Benefit Analysis



# Next Steps

Today: Requesting feedback on the impact and prioritization of draft actions

- ❑ Incorporate feedback into the Draft Housing Action Plan
- ❑ Circulate Draft Housing Action Plan and present to the Board for adoption
- ❑ Staff will develop and implement work plans
  - The combination of strategies will adjust as various actions are implemented.
  - Not every action needs to be implemented to meet the current housing needs.
  - TDA should reevaluate and evolve the overall housing strategy over time.

**End / Discussion**

# Definitions

Housing Need: An employee with housing need has expressed difficulty finding housing or requires TDA support in securing housing

TDA-initiated: TDA manages and provides the housing or the program in the Action described.

TDA-supported: TDA supports implementation, but does not directly manage the property or the program

## **Employee Types**

- International/J-1: Foreign college-aged students working in the U.S. on a J-1 work visa, which the employer sponsors.
- Seasonal (New): Employees working a single season, moving to the Tahoe-Truckee region.
- Year-round (New): Employees newly hired for a year-round position, moving to the Tahoe-Truckee region.
- Established: Employees who are already living in the Tahoe-Truckee region. This may include year-round or seasonal employees.

## **Housing Type**

- Dorm-style: Group quarters in a dormitory. Residents occupy a bed or room, but spaces like bathrooms, kitchens, or living areas are shared with others in the building. The dorm is not considered the resident's permanent place of residence.
- Short-term shared: Short-term (up to a few months) housing unit that is shared with other workers, although the resident individually leases from TDA or property manager (i.e., different than from renting a space together with roommates). Dorm-style could be included in this classification but so do suite-style apartments or shared tiny homes.
- Short-term private: Short-term housing unit wholly occupied by one TDA employee and their household members, if any.
- Long-term private: Housing that is leased to a single household for a year or longer, considered to be the employee's permanent address or place of residence.

# Definitions



High Priority

This action should be prioritized in the near-term and/or has Next Steps that can be accomplished in the near-term.



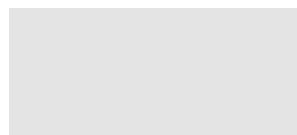
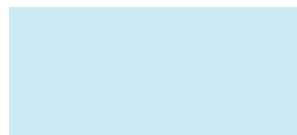
Medium Priority

This action is not as high-priority but should be addressed when resources are available or when the opportunity emerges.



Low Priority

This action is a low priority for TDA does not need to be prioritized in the near-term.



High Priority



Low Impact



XX beds



Medium Priority



Medium Impact



XX units



Low Priority



High Impact



High Cost  
High Benefit