

REF. NO.	OBJECTIVE	STRATEGY	ACTION	DESCRIPTION	NEXT STEPS	TDA-INITIATED OR TDA-SUPPORTED	LOCATION	HOUSING TYPE	EMPLOYEE TYPES	IMPACT ESTIMATE	POTENTIAL RESOURCES OR PARTNERSHIP OPPORTUNITIES	EXAMPLE	FINANCIAL IMPACT	COSTS	BENEFIT	FINANCIAL RISK	OPERATING RISK	PRIORITY	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.	<ul style="list-style-type: none"> Begin site and design planning work Coordinate with Town Explore relationship with developer/builder 	TDA-initiated	TDA-owned or controlled property (e.g., site on Northwoods Blvd., adjacent to golf course)	<ul style="list-style-type: none"> Dorm-style housing Short-term shared 	International (J-1) Seasonal (New)	100-120 beds	<ul style="list-style-type: none"> U.S. Forest Service Martis Fund Other funding source entities 	Paradigm B (in progress) Sugar Bowl - dorm housing for employees; Altira - 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)	High. Costs for TDA will depend on the partnership structure with a builder/developer but could include capital investments (construction, entitlement, planning/design), operating costs (maintenance), and staff time.	High. Approximately 80 to 100 beds are needed for current J-1 hiring, and seasonal worker housing need is estimated at 15 to 20 beds. Accounting for both employee groups over time, a dorm with 100 to 120 beds would be most suitable as short-term employees seeking temporary housing arrangements.	Medium. The level of financial risk would depend on the partnership with the developer and the master lease agreement. Compared with current master leasing efforts, TDA would take on increased liability but the financial risk is low.	Medium. There is some operating risk but reduced compared to current master leasing. With the construction of a dorm-style project, TDA can guarantee housing to J-1 workers and other employees with similar need or interest. Partnerships with TDA would not bear any operating risk.	High. Implementing this project would take a significant level of planning and effort, but the project has the potential to fully address J-1 and seasonal housing needs. Completing this project could reduce/eliminate the need for other actions identified in this plan.	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.	<ul style="list-style-type: none"> Begin site and design planning work 	TDA-initiated	TDA-owned or controlled property	<ul style="list-style-type: none"> Short-term private 	Seasonal (New) Year-round (New)	1-3 units	<ul style="list-style-type: none"> 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.	Medium. Costs for TDA could include capital investments (construction, entitlement, planning/design), operating costs (maintenance), and staff time.	Medium. Given the small size of the lot, only 1 to 3 units can be added. The units would be most suitable as short-term employees seeking temporary housing arrangements.	Low. The Chalet House is an asset currently owned by TDA.	Low. TDA would not bear any operating risk.	High. With low risks and relatively low capital to begin construction, this project is a high priority to begin planning for in the near-term so that units can quickly become available.	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.	<ul style="list-style-type: none"> Coordinate with Town to understand regulatory incentives and educate members Begin drafting beneficial use agreement 	TDA-supported	TDA member property	<ul style="list-style-type: none"> Short-term private Long-term private 	Seasonal (New) Year-round (off) Established	5 units	<ul style="list-style-type: none"> Truckee ADU program provides resources to encourage ADU construction, including lending (downpayments) 	Chalet House may serve as a test of process	Staff time; no capital outlay.	Low. Costs to TDA would include staff time in coordinating with homeowners to establish a master lease agreement.	Low. The market for ADU construction in the Truckee area is nascent. The number of ADUs expected to be built and participate in a lease agreement with TDA would be small, approximately 5 units.	Low. TDA would not bear any financial risk.	Low. TDA would not bear any operating risk.	Medium. While the financial costs and risks to TDA are low, the outcome of this Action is dependent on members who choose to build ADUs and offer them to the local workforce. TDA should pursue lease arrangements with homeowners when such opportunities emerge, but the priority is not high given the low expected	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 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.	<ul style="list-style-type: none"> Coordinate with Town to understand how TDA can support and facilitate Proactively reach out to property owners 	TDA-supported	TDA member property	<ul style="list-style-type: none"> Short-term shared Short-term private Long-term private 	Seasonal (New) Year-round (Established)	Varies by opportunity	<ul style="list-style-type: none"> Martis Fund Other funding source entities 	Existing interest from commercial and multi-residential lot/improvement owners	Staff time; no capital outlay.	Low. Costs would include staff time; no capital outlay.	High. Depending on the scale of housing development, this could provide housing for a large number of employees.	High. TDA would not bear any financial risk.	Low. TDA would not bear any operating risk.	High. This has low risks and cost and potential for high benefit or impact.	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 sites 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	<ul style="list-style-type: none"> TDA member property Truckee 	<ul style="list-style-type: none"> Short-term shared Short-term private Long-term private 	Seasonal (New) Year-round (Established)	Varies by opportunity	<ul style="list-style-type: none"> Martis Fund Other funding source entities 	Zermatt and Skislope Way parcels	Staff time; no capital outlay.	High. Costs would include staff time and initial capital to purchase lots. Costs for development would follow.	Medium. The impact varies by opportunity. The size of the purchased lot would determine the scale of housing development. A significant purchase offers potential to provide housing for a large number of employees.	High. TDA bears high financial risk.	High. TDA bears high operating risk.	Low. The project has high risks and high costs for indeterminate benefit, so it is categorized as a low priority. Other sites that TDA already own demonstrate viability for development and should be considered first.	
			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 undeveloped 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)	<ul style="list-style-type: none"> Short-term shared Short-term private Long-term private 	Seasonal (New) Year-round (Established)	15 units	<ul style="list-style-type: none"> Martis Fund Other funding source entities 	Aspen Snowmass tiny home village houses 120 people on 6-acre campground site (expp. 40 units)	Staff time; cost of planning, design, and entitlement; construction costs; ongoing operating costs; long-term savings with guaranteed occupancy and rates.	High. This is a new construction project with significant costs, which include staff time; planning, design, and entitlement costs; construction costs; and operating costs. In the long term, TDA may realize operating cost savings by avoiding the need for master leasing.	High. The impact would depend on the number of tiny homes constructed. It is estimated that approximately 15 to 20 units of short-term shared housing are needed in total to meet employee need. The current campaign offers more than enough space to construct tiny homes.	High. Initially, TDA would bear high financial risk to construct the project, but over time could recover the investment through rental income once the tiny homes are leased.	High. Operating risk would be low if TDA can ensure occupancy of the tiny homes. In addition to employee housing, tiny homes could also be rented out to the public for recreational use (e.g., "glamping"), providing a secondary revenue stream that further lowers risk.	Medium. This Action is medium priority due to its high costs and medium-level risk. While its impact could be high, it would still serve less people than completing a dorm construction project. This Action may be evaluated alongside other new construction projects that address similar employee needs.	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	TDA-initiated	<ul style="list-style-type: none"> TDA member property Truckee 	<ul style="list-style-type: none"> Short-term shared Short-term private 	International (J-1) Seasonal (New) Year-round (New)	Varies by opportunity	<ul style="list-style-type: none"> Truckee Home Access Program incentivizes buyers, sellers, businesses, and developers to establish workforce housing with a 15-year deed restriction Placer County Workforce Housing Preservation Program 	Staff time and downpayment required.	Medium. Costs would include staff time and downpayment costs.	High. The impact varies by opportunity. The size of the purchased lot would determine the scale of housing development. A significant purchase offers potential to provide housing for a large number of employees.	High. TDA bears some financial risk in the initial purchase of the unit but would recover these costs if rental occupancy can be guaranteed.	High. Compared to the status quo (master leasing homes), the operating risk is reduced because TDA would own the property and bears the responsibility for property management.	Low. Costs and risks are high for low impact. Other projects would be more effective.	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	TDA-initiated	Truckee-Tahoe region	<ul style="list-style-type: none"> Short-term shared Short-term private 	International (J-1) Seasonal (New)	Varies by opportunity	<ul style="list-style-type: none"> Martis Fund Other funding source entities 	<ul style="list-style-type: none"> Blackridge, CO - Hotel conversion into 38 units for total cost of \$8M shared between the City and Summit County Falaises Tahoe - purchase of Tahoe Vista Inn (30 units) 	Staff time and downpayment required.	High. Costs would include staff time for property management and downpayment costs. The required renovations of the apartment or hotel upon purchase may incur additional costs.	Medium. The impact varies by opportunity, but a single purchase of a multi-unit property would house a greater number of employees than purchasing multiple individual homes or condos.	High. TDA bears some financial risk in the initial purchase of the unit but would recover these costs if units are consistently rented and occupied.	High. Compared to the status quo (master leasing homes), the operating risk is reduced because TDA would own the property and bears the responsibility for property management.	Low. Costs and risks are high for low impact. Other projects would be more effective.	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	<ul style="list-style-type: none"> TDA owned property TDA member property 	<ul style="list-style-type: none"> Short-term shared Short-term private 	International (J-1) Seasonal (New)	~15 units (~75 beds)	<ul style="list-style-type: none"> Truckee Placemate (Lease to Locals) program 	Current master leasing program	Staff time and rent subsidy.	Medium. Costs would include staff time for property management, lease payments, rent subsidies for J-1 workers and ongoing maintenance costs (cleaning, utilities, snow removal). Frequent seasonal turnover of units incur additional costs.	Low. Currently, master leasing is fully meeting the J-1 worker housing need with approximately 15 leases throughout the year.	Medium. TDA bears some financial risk in renting units, especially given inconsistency in negotiating rent levels with homeowners. The unpredictability of securing leases for upcoming seasons also presents challenges for financial management.	High. TDA faces uncertainty and risk in securing leases for upcoming seasons and is liable for maintenance of properties.	High. TDA faces uncertainty and risk in securing leases for upcoming seasons and is liable for maintenance of properties.	
3	Homesize/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.	<ul style="list-style-type: none"> 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)	Varies by opportunity	<ul style="list-style-type: none"> Consider TD Giving Fund 	<ul style="list-style-type: none"> 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).	High. Costs would include staff time to administer a program and an initial endowment of funds that may come out of TDA's operating budget.	Low. The number of employees who receive downpayment assistance would not vary many as few would likely qualify. However, such a program may help retain long-term upper management staff.	Low/Medium. The financial risk to TDA would depend whether funding is sourced from TDA or an external donor or organization. While the TD Giving Fund is an option, it would require the downpayment assistance program to be administered through TCFP as community-wide benefit, which reduces risk.	High. A downpayment assistance program that distributes funds to a select group of employees on a basis unrelated to their job performance risks distorting fairness in TDA's compensation structure. If the program has a vesting structure, it potentially reduces the risk of high staff turnover, especially for full-time employees.	Low. The costs and risks of this Action are high for low/indeterminate impact. Other projects would be more effective.	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.	<ul style="list-style-type: none"> 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)	Varies by opportunity	<ul style="list-style-type: none"> 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.	Medium. Staff time and initial endowment.	Medium. The number of employees benefiting from rental assistance would depend on the eligibility criteria that TDA establishes.	High. There is a risk of distorting compensation offers or future cost-of-living wage adjustments.	High. A rental assistance program that distributes funds to a select group of employees on a basis unrelated to their job performance risks distorting fairness in TDA's compensation structure. There is no guarantee that offering rental stipends to employees would guarantee staff retention.	Low. The costs and risks of this Action are high for low/indeterminate impact. Other projects would be more effective.		
4	Housing Education, Information, and Access	TDA leverages existing program/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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Short-term shared Long-term private 	<ul style="list-style-type: none"> Seasonal (New) Year-round (New) Established 	N/A	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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.	Low. Staff time working with JPA and sharing information with employees.	N/A. While it is difficult to quantify how many employees will use the resources shared, the information may reach many members and employees can offer or seek housing, or other broad communication channels.	Low. There is low financial risk to TDA.	Low. There is low operating risk to TDA.	High. The costs and risks of this Action are low while potential impact is high. Given the simple effort and potential for partnership, this is high priority.	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 for 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.	<ul style="list-style-type: none"> Contact Placemate for partnership - see how much they can do instead of TDA reinventing the wheel 	TDA-initiated	TDA member property	<ul style="list-style-type: none"> Short-term shared Long-term private 	<ul style="list-style-type: none"> Seasonal (New) Year-round (New) Established 	Varies by opportunity	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Suitable for TDA homeowners who are renting out a night room or seeking a tenant for a specific time period, rather than commit to master leasing a full house 	Staff time.	Low. Staff time connecting homeowners with employees.	N/A. Depends on the opportunities available, but impact could be increased if TDA sets up a more formal matching process, financial incentives, or marketing efforts to increase member interest and participation.	Low. Medium financial risk - property management, matching employees/homeowners (people risk)	Low. There is light risk of TDA's reputation in referring workers to members. However, because TDA may act as a trusted source through which members and employees can offer or seek housing, it could also improve trust in the organization.	High. Although the costs and risks are low, the opportunities for this Action occur infrequently. However, TDA should prioritize this strategy should the opportunities come up.	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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Dorm-style housing Short-term shared Short-term private Long-term private 	<ul style="list-style-type: none"> International (J-1) Seasonal (New) Year-round (New) Established 	N/A	<ul style="list-style-type: none"> 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.	Low. Staff time or legal counsel in making changes to TDA's zoning ordinances.	High. The benefit is indirect but could be high if zoning changes to enable residential development that provides housing to TDA's workforce.	Low. The financial risk to TDA is low.	Low. The operating risk to TDA is low. There is a comparatively higher risk in not reviewing covenants and zoning to ensure developer (i.e., keeping with the status quo).	High. High priority due to its low costs and risks but potential for high benefit.	Consider current covenants and modern approach that is workforce housing and supportive of innovative strategies -- ADUs, SB 9	