



WORKFORCE HOUSING NEEDS ASSESSMENT & ACTION PLAN

MAY 24, 2024

BOARD OF DIRECTORS MEETING

PRESENTATION OUTLINE

1. Activities Developing Draft Workforce Housing Assessment and Action Plan

- 10/2023 Board Presentation on Draft Action Plan
- Management Update 4/26/2024 – Delivery of Draft Workforce Housing Assessment and Action Plan for Initial Review

2. Housing Assessment and Action Plan

- Data and Inputs
- Housing Need and Scale
- Strategy and Action Plan
- Implementation
 - Drafting of internal 3-year work plan

3. Questions, Comments, and Discussion

4. Board Options for Guidance and/or Action



WORKFORCE HOUSING ASSESSMENT AND ACTION PLAN

PURPOSE

OBJECTIVE:

Create an informed housing action plan to address workforce housing needs

HOUSING NEED AND SCALE:

- Employee Survey
- TDA Staff Interviews
- External Organization Interviews
- Opportunity Site Analysis



WORKFORCE HOUSING ASSESSMENT AND ACTION PLAN SCOPE



STRATEGIES:

1. New Housing Construction
2. Purchase or Lease Existing Housing
3. Homebuyer/Renter Financial Support
4. Housing Education, Information, and Access

IMPLEMENTATION:

Use the Assessment and Action Plan as a guideline for the prioritization of future actions implemented by Staff in the form of a 3-Year Work Plan

WORKFORCE HOUSING ASSESSMENT AND ACTION PLAN DEVELOPMENT



- Progress since October 2023 Presentation
 - Addressed feedback in the report or through staff draft work plan development
 - Finalized draft report: Workforce Housing Assessment and Action Plan
 - Delivered draft report at the April 26, 2024 board meeting
- Today: Presentation of Draft Report and Next Steps
 - Request for feedback and comments
 - Board provided options for the next steps

WORKFORCE HOUSING NEEDS DATA AND INPUTS

- Employee Survey
 - 158 responses
 - Mix of current and former employees
 - Full-time, seasonal, and J-1 visa/international staff
- Employee Staff Interviews
 - 3 discussions with Manager and Director-level staff
 - In-depth conversation about housing challenges and potential solution
- Interviews with Potential Partners
 - Conducted interviews with other major employers in the Tahoe-Truckee Region to understand how they are addressing housing needs and planning for the future
 - Interviews included: Incline Village General Improvement District, Paradigm 8, Town of Truckee, and Tahoe Truckee Workforce Housing Agency



EMPLOYEE HOUSING NEED AND SCALE

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

EMPLOYEE HOUSING NEED AND SCALE CONT.

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

*20 short-term beds could be accommodated in dorm-style housing once available

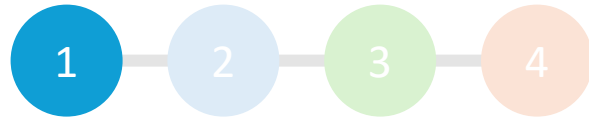
WORKFORCE HOUSING STRATEGY MATRIX AND ACTIONS

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"> Begin site and design planning work Coordinate with Town Explore relationship with developer/builder 	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"> 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	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"> Martis Fund Other funding source entities 		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 (Established)	High - As Opportunity Emerges	Medium	<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.	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"> Martis Fund Other funding source entities 	Zermatt and Skislope 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) International (J-1) Seasonal (New) Year-round (New)	Medium	Medium	<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 (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	International (J-1) Seasonal (New) Year-round (New)	High - As Opportunity Emerges	Near	<ul style="list-style-type: none"> Truckee Home Access Program incentivizes buyers, sellers, businesses, and developers to establish workforce housing with a 55-year deed restriction. Work with Town of Truckee, Nevada County, state of California to create local workforce housing incentives/credits for businesses 		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	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			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"> Martis Fund Other funding source entities 	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"> 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 Members want assurance that their property will be well-cared for 	TDA member property	Temporary, rental	Year-round (New)	High	Near	<ul style="list-style-type: none"> Truckee Placemate (Lease to Locals) program incentivizes homeowners who set up long-term lease arrangements TDA coverage of assessment for reduced lease costs 		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"> 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 	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	Additional research is need on how this could be implemented and its consequences for employees - has to be equitable and avoid market distortion Signing bonus, TDA contributes to security deposit or first month's rent, employees must rent for a year	Truckee-Tahoe region	Long-term, rental	Year-round (New)	Low	Long	<ul style="list-style-type: none"> 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.	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"> 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 	N/A	Long-term, temporary, rental, ownership	Seasonal (all) Year-round (all)	High	Near	<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 		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"> Contact Placemate for partnership - see how much they can do instead of TDA reinventing the wheel 	TDA member property	Long-term, temporary, rental, ownership?	Seasonal (all) Year-round (all)	High	Near	<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 		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"> 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-owned or controlled property	Long-term, temporary, rental, ownership	N/A	High	Medium	<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; legal/land use counsel.	Consider current covenants and modern approach that is workforce housing and supportive of innovative strategies - ADUs, SB 9	TDA-initiated



WORKFORCE HOUSING STRATEGY AND ACTION PLAN

4 OBJECTIVES AND ACTIONS TO ADDRESS HOUSING NEED



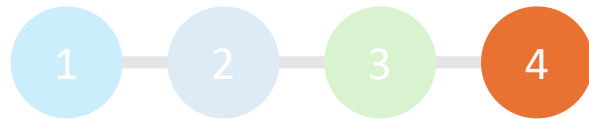
New Housing Construction



Purchase or Lease Existing Housing



Homebuyer/Renter Financial Support



Housing Education, Information, and Access

1

2

3

4

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

1

2

3

4

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

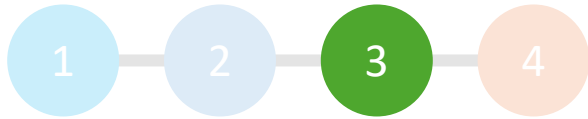
2.4 Incentivize TDA homeowner participation in master leasing program

Purchase or Lease Existing Housing

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



Tahoe Donner single-family home



2 Actions:

3.1 Employee vesting into
downpayment program

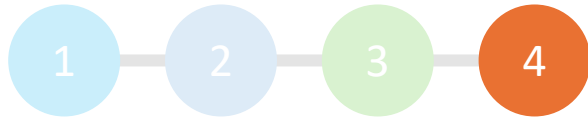
3.2 Rental assistance or
housing stipend for employees

Homebuyer or Renter Financial Support

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



Truckee, CA



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

IMPLEMENTATION:

3-YEAR INTERNAL WORK PLAN

Assuming the Board of Directors will adopt the Workforce Housing Needs Assessment and Action Plan as proposed today or at a future board meeting, staff has begun developing a 3-year internal work plan to include:

- Research on equivalent housing projects regionally and nationally
- Coordination with the Town of Truckee and CSO to streamline the regulatory burden
- Collaboration with regional partners and potential developers
- Resource sharing with other regional organizations
- Employee outreach on existing housing programs and opportunities
- Membership outreach on the immediate need for housing partnerships

Staff anticipates a presentation on the draft internal work plan at a future board meeting ahead of the 2025 budget process



QUESTIONS, COMMENTS, AND DISCUSSION

BOARD GUIDANCE AND/OR ACTION

The Board has a variety of options:

1. Accept the Workforce Housing Needs Assessment and Action Plan as proposed
2. Provide feedback to staff for follow-up, request modification, and bring the draft report back to the Board for future consideration
3. May choose to reject the Workforce Housing Needs Assessment and Action Plan
4. Provide other direction on this initiative

Should the Board not request modifications to the draft report, the Board is provided with a staff recommendation as follows:

By Motion: The Board of Directors accepts the Workforce Housing Needs Assessment and Action Plan as proposed

THANK YOU